

**Coffee County 2007-2027 Comprehensive Plan Update
Community Agenda for Coffee County**

May 30, 2007

Rev. 7/13/07



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1 Introduction

1.1 Purpose

The purpose of the Community Agenda is to lay out a road map for Coffee County's future. Over the next 20 years, Coffee County is expecting notable population and employment growth. This level of growth presents both challenges and opportunities for all aspects of the community. This document develops a strategy for addressing that growth and ensuring it improves quality of life for all citizens of Coffee County. This strategy includes regulatory and policy changes and updates, capital investment, and strategic planning.

Another purpose of this report is to meet the intent of the "Standards and Procedures for Local Comprehensive Planning" as established by the Georgia Department of Community Affairs (DCA) on May 1, 2005. Preparation of a Comprehensive Plan in accordance with these standards is an essential requirement in maintaining Coffee County's status as a Qualified Local Government.



SR 32, Coffee County

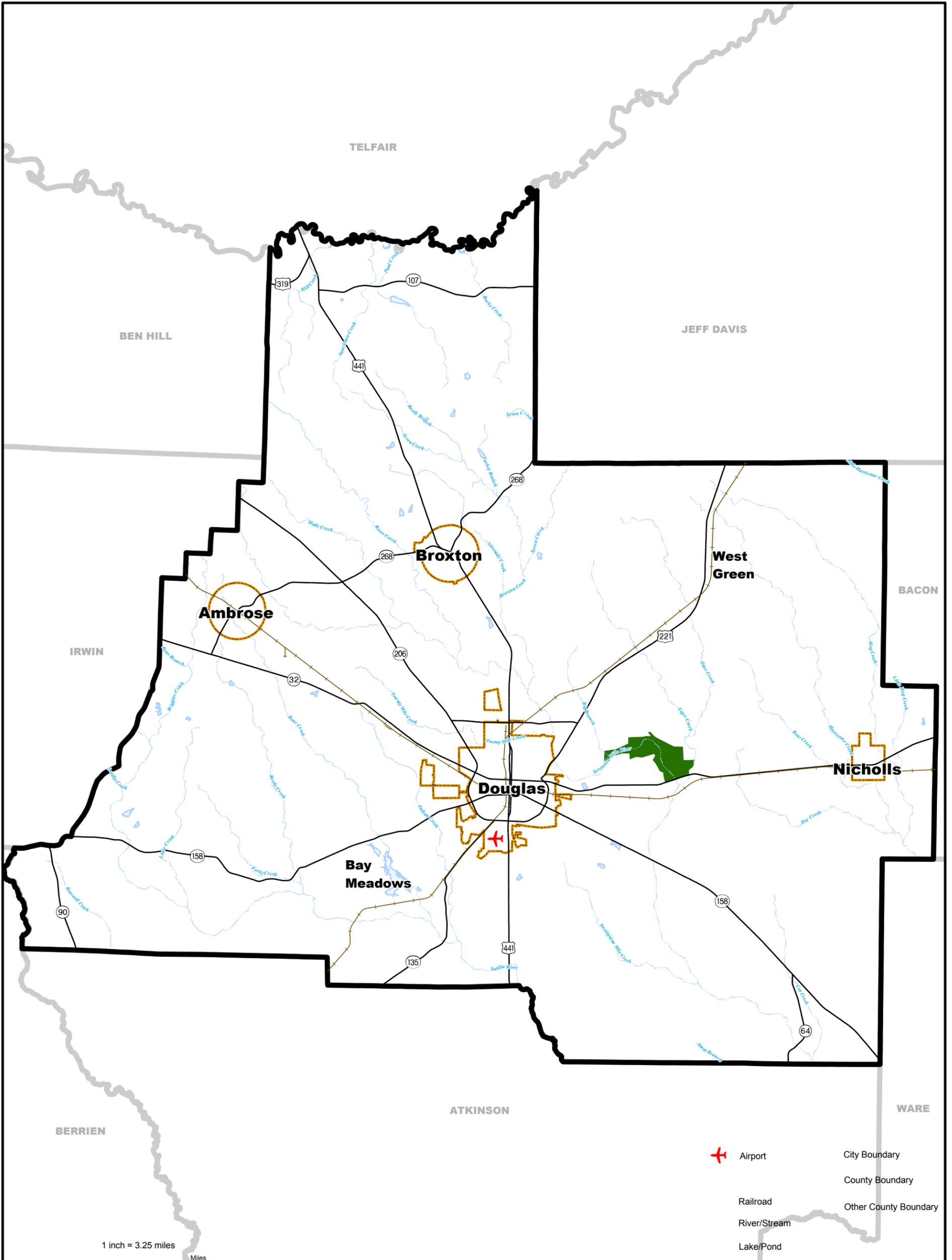
1.2 Scope

As required in the DCA Standards, the Comprehensive Plan is divided into three parts. The Community Assessment and Community Participation Program were completed and submitted to the Southeast Georgia Regional Development Center (SEGa RDC) and the DCA in August 2006.

The Community Agenda is the third and most important part. This document defines the community's vision for the future, outlines the key issues and opportunities facing Coffee County over the next 20 years, and crafts an implementation program for achieving the vision and addressing each issue and opportunity. The Implementation Program includes a Future Development Map and Future Land Use Plan for guiding land use, character, and zoning decisions. It also includes an updated Short-term Work Program for guiding capital investments over the next five years.

1.3 Study Area

The study area for this Community Agenda is primarily the unincorporated area of Coffee County (County), an area of approximately 368,054 acres. For some portions of the Community Agenda, principally those related to land use planning or annexation, areas adjacent to the county's municipalities were considered.



-  Airport
-  City Boundary
-  County Boundary
-  Railroad
-  River/Stream
-  Lake/Pond
-  State Park
-  State Highway
-  Other County Boundary

**Coffee County
Community Agenda**

Location Map



Map 1

1.4 Planning Process and Schedule

The Local Planning Requirements adopted by the DCA in May 2005 divide the Comprehensive Plan into three required documents: the Community Assessment, Community Participation Program, and, this document, the Community Agenda. The final printing of the Comprehensive Plan, after the RDC and DCA have reviewed and approved this Community Agenda, will combine what are now three separate documents into one binder.

The Community Assessment was the first major step in preparation of Coffee County's Comprehensive Plan. The document was completed jointly with the county's municipalities: Ambrose, Broxton Douglas and Nicholls. The Assessment assessed existing conditions within the community, analyzed existing land use patterns, and included a draft list of issues and opportunities facing Coffee County and the municipalities.

The Community Participation Program outlined a program for community visioning and involvement. The process created for Coffee County included an evening Visioning Workshop, a survey, participation in a Multi-Jurisdictional Advisory Committee with representatives from each of the municipalities, interviews, an Open House and adoption hearings. The meetings were held between May 2006 and May 2007.

This document, the Community Agenda, is the blueprint for implementing the community's vision. It includes a summary of the vision and results of the community involvement effort, a plan for land use and transportation, policies to guide investment in community facilities and other aspects of Coffee County, and an Implementation Program. After the community has had a chance to review this draft Community Agenda, it will be submitted to the RDC and DCA for comment and approval, a process which takes several months.

The schedule below outlines the process employed in preparing this Comprehensive Plan.

Figure -1-1: Project Schedule

Task	2006							2007							
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Comprehensive Plan															
Project Kick-off	■														
Community Assessment	■	■	■												
Community Participation Program			■	■	■										
Community Agenda								■	■	■	■	■	■	■	■
Transmittal, Review, Adoption Processes					★	■	■	■	■	■	■	■	■	■	■
Service Delivery Strategy			■	■	■						■	■	■	■	■
Solid Waste Management Plan					■	■	■	■	■	■	■	■	■	■	■
Public Meetings															
Public Hearing/Presentation ★															
Community Visioning Meeting ★															
Open House ★															

2 Context of Change

2.1 Introduction

Douglas-Coffee County is a growing community with one of the highest population growth rates in its region. This growth is largely due to economic development efforts, especially as they relate to further cultivating regional specializations. Continued population growth, increasing housing demand and housing concerns, and the potential for growing employment opportunities establish the need for continued community visioning, priority setting, and the development of both short and long-term work programs.

2.2 Population

Coffee County experienced relatively high growth for the Southeast Georgia region between 1990 and 2005 (Figure 2-2). During this period, the annual growth rate was 2.3 percent, a consistently higher growth rate than surrounding counties. Growth primarily occurred in the unincorporated County, accounting for 85 percent of the County's growth since 1980. Population within the municipalities, including Douglas, remained fairly constant over this time period. Nicholls was the only city to see significant population growth since 2000 due to the addition of a new prison and its accompanying inmates.

By 2025, the population for Coffee County is projected to reach 51,570. The majority of this growth will occur in the unincorporated county, with minimal growth in each of the municipalities. Age distribution has historically been relatively even across all age cohorts, but the County's elderly population is expected to experience significant growth over the next 25 years, accompanied by a parallel decrease in the proportion of children and young adults. The share of persons aged 50 years and older is projected to increase the most, making up 34.3 percent of the population by 2025. With strategic planning, Douglas can benefit from this growth due to its specialization in healthcare and senior housing, both essential services for an aging population.

Figure 2-1: Coffee County Population Growth

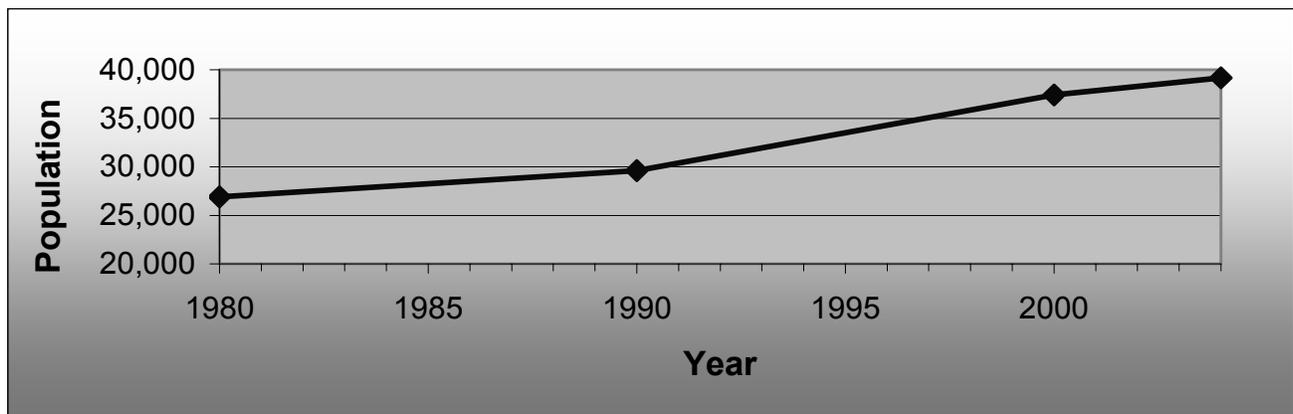


Figure 2-2: Population Trends in Surrounding Counties

County	1990	2000	2005 (Estimate)	Annual Growth (1990 – 2005)
Coffee	29,592	37,413	39,674	2.3%
Telfair	11,000	11,794	13,205	1.3%
Jeff Davis	12,032	12,684	13,083	0.6%
Bacon	9,566	10,103	10,379	0.6%
Atkinson	6,213	7,609	8,030	1.9%
Berrien	14,153	16,235	16,708	1.2%
Irwin	8,649	9,931	10,093	1.1%
Ben Hill	16,245	17,495	17,316	0.4%

U.S. Bureau of the Census, 2000

Figure 2-3: Coffee County Population Projections

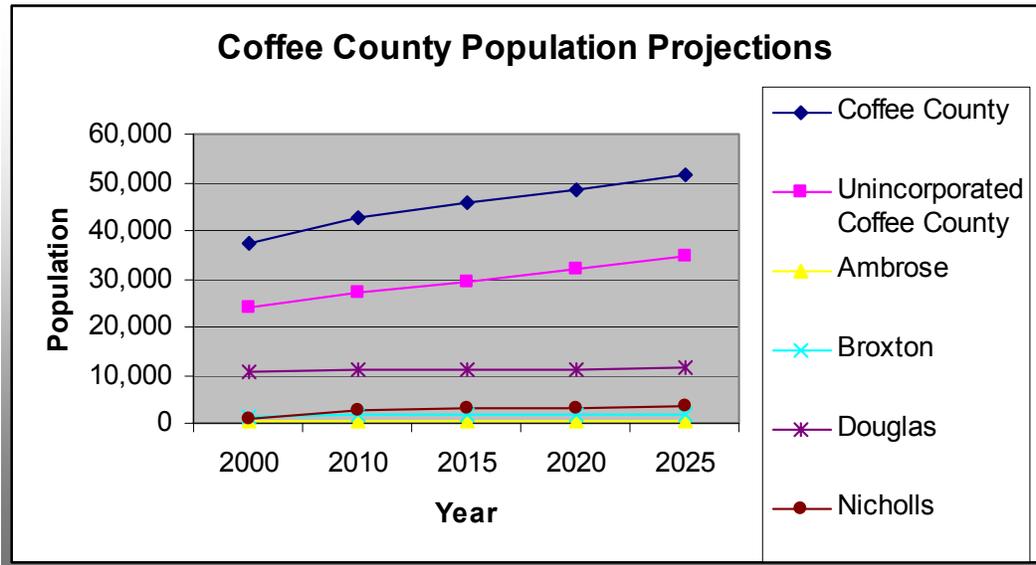
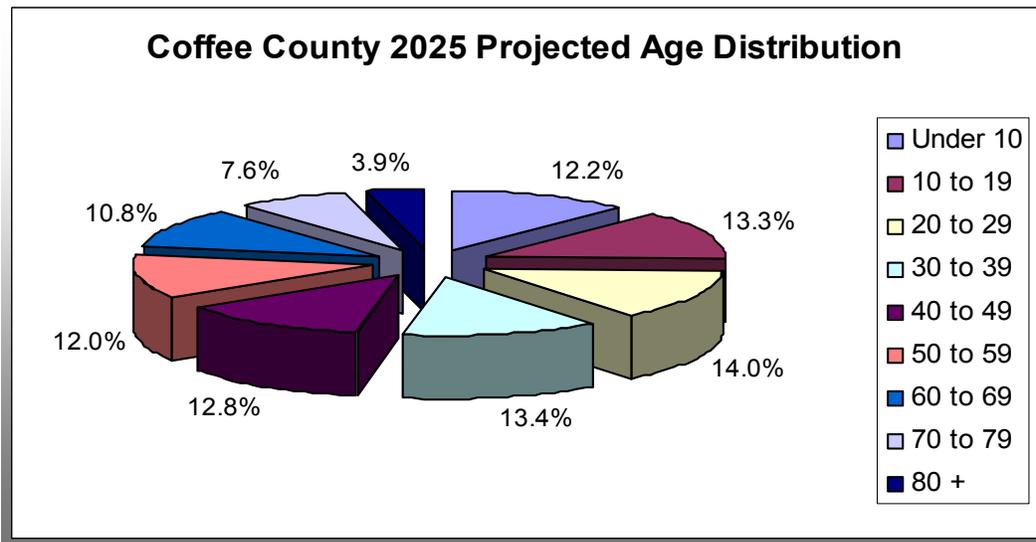


Figure 2-4: Coffee County Projected Age Distribution



Coffee County's diversity will also continue to increase, escalating the demand for new services and needs. Between 1990 and 2000, the Hispanic population alone increased by 463 percent, accounting for 6.8 percent of the County's total in 2000. The African American population remained around 25 percent of the population between 1990 and 2000, although the distribution of this group throughout the County has increased. African Americans made up 15.1 percent of the unincorporated population in 2000, an increase of nearly 5 percent from 1990 (See Figure 2-5). The County and cities must foresee changes to policies to reflect varied preferences as a result of demographic change.

Figure 2-5: Race and Hispanic Origin (As a Share of Total Population), 1990-2000

	White			African-American			Hispanic Origin (Any Race)		
	1990	2000	% 1990 - 2000	1990	2000	% 1990 - 2000	1990	2000	% 1990 - 2000
Coffee County	72.9%	68.2%	-4.7%	25.5%	25.9%	0.4%	1.5%	6.8%	5.3%
Ambrose City	60.0%	54.1%	-5.9%	40.7%	25.0%	-15.7%	3.2%	25.6%	22.4%
Broxtown City	52.5%	42.6%	-9.9%	54.8%	50.4%	-4.4%	0.3%	7.5%	7.2%
Douglas City	54.2%	48.4%	-5.8%	44.7%	45.3%	0.6%	0.5%	6.9%	6.4%
Nicholls	59.7%	55.4%	-4.4%	40.1%	43.6%	3.5%	0.2%	1.2%	1.0%
Unincorporated Coffee County	87.0%	79.3%	-7.8%	10.3%	15.1%	4.8%	2.3%	6.7%	4.4%

U.S. Bureau of the Census, 2000

A persistent problem in the County is the existence of poverty. Coffee County and its cities have consistently had a lower median income and per capita income than the state of Georgia as a whole (Figure 2.-6). Although Douglas has the highest median income of all municipalities, it is still significantly lower than Georgia's median income. This issue will require continued attention through the provision of services and supply side economic development efforts.

Figure 2-6: Coffee County Median Household & Per Capita Income (1989-1999)

	Median Household Income			Per Capita Income		
	1989	1999	Percent Change	1989	1999	Percent Change
Coffee County	\$20,651	\$30,710	49%	\$10,170	\$15,530	53%
Ambrose	\$17,386	\$22,206	28%	\$7,144	\$11,684	64%
Broxtown	\$16,625	\$22,900	38%	\$7,087	\$11,984	69%
Douglas	\$19,038	\$27,946	47%	\$11,543	\$15,652	36%
Nicholls	\$11,146	\$21,750	95%	\$6,745	\$10,592	57%
Georgia	\$29,021	\$42,433	46%	\$13,631	\$21,154	55%

U.S. Bureau of the Census, 2000

2.3 Employment

Employment growth will accompany population growth over the next 20 years, bringing new opportunities and challenges to the community. Declining sectors in Coffee County since 1990, in terms of total share of employment, include agriculture, manufacturing, retail services, and government. Growth industries, in terms of total share of employment include services and construction. By 2025, Coffee County's projected employment is 31,630. Within this context of

growth, perhaps the biggest challenge the County will continue to face is changes to its economic base.

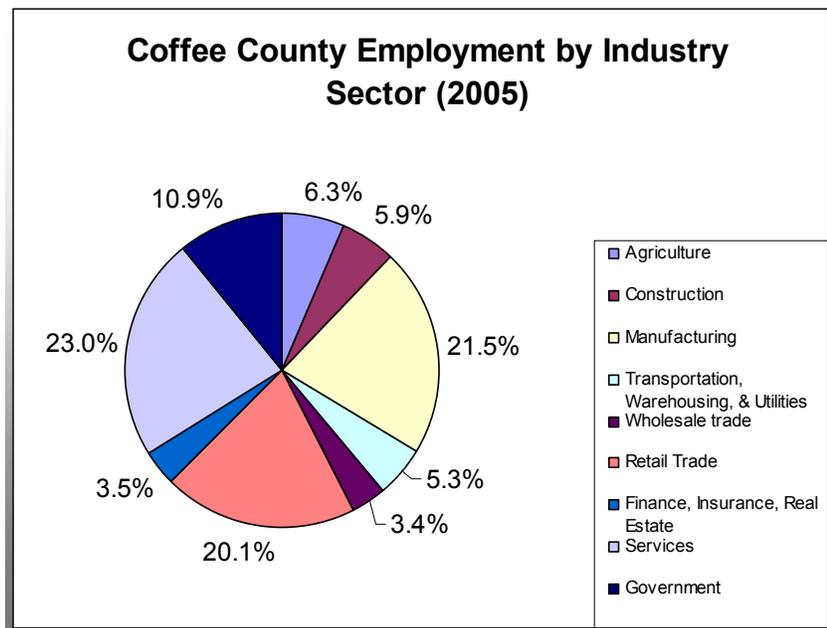
Figure 2-7: Historic Employment, Coffee County (1990-2005)

Industry Sector	1990	2000	2005
Agriculture	10.2%	6.6%	6.3%
Mining	0.0%	0.0%	0.0%
Construction	4.5%	5.3%	5.9%
Manufacturing	26.6%	25.2%	21.5%
Transportation, Warehousing, & Utilities	2.4%	4.5%	5.3%
Wholesale trade	3.3%	4.1%	3.4%
Retail Trade	22.6%	20.8%	20.1%
Finance, Insurance, Real Estate	3.1%	2.9%	3.5%
Services	12.2%	20.2%	23.0%
Government	15.1%	10.3%	10.9%
Total	100.0%	100.0%	100.0%

Source: Woods & Poole Economics, Inc., 2005

Historically, manufacturing has made up the greatest share of employment in Coffee County. In 2005, manufacturing was responsible for 21.5 percent of the County’s total employment and is anticipated to decrease to 16.5 percent of total employment by 2025. Services, on the other hand, increased from 12.2 percent of total employment in 1990 to 23 percent of total employment in 2005, increasing to 28.8 percent of the County’s employment in 2025.

Figure 2-8: Coffee County Employment by Industry



The declining manufacturing sector will have the greatest impact on the County due to the number of people affected by decreased employment opportunities. Coffee County and its cities must assure that training opportunities are available for people to help smooth transition into other sectors, such as the growing services and construction sectors. Collaboration with East Central Technical College and South Georgia College regarding workforce development is essential. The Douglas-Coffee County Chamber of Commerce and Economic Development Authority should also play an integral role in diversifying the economy.

Coffee County Employment by Industry Sector (2010)

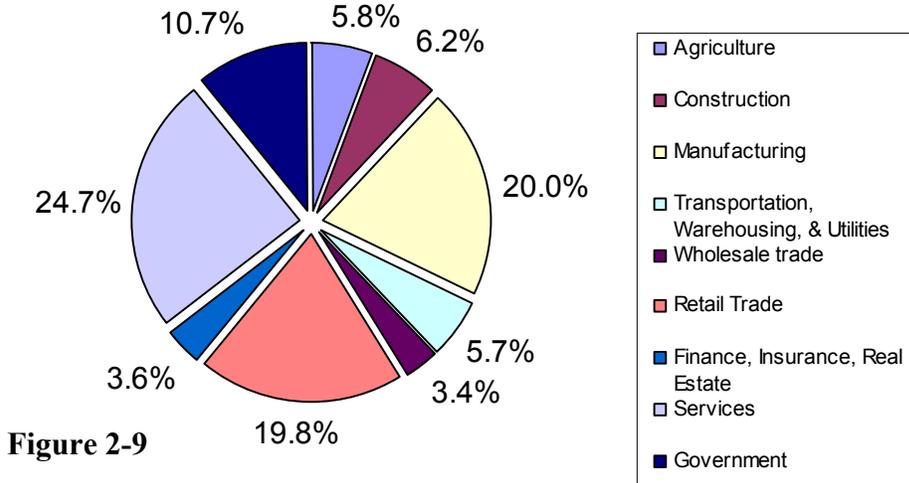


Figure 2-9

Coffee County Employment by Industry Sector (2025)

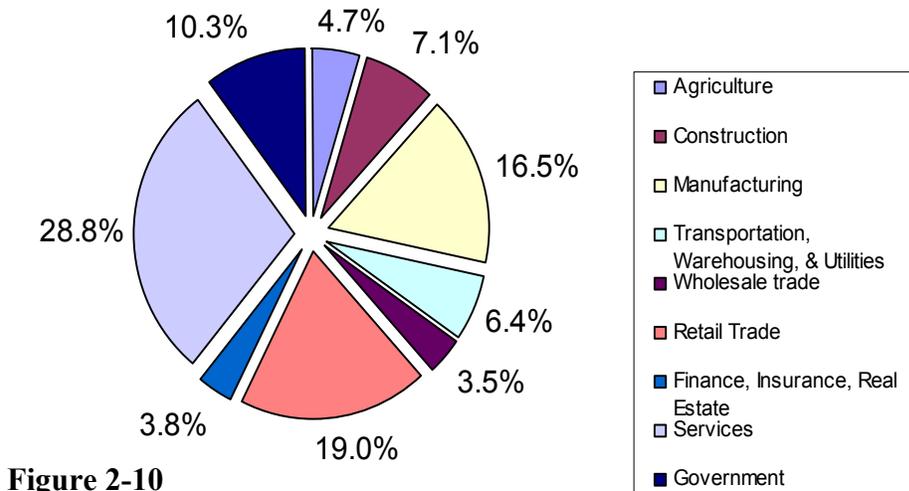


Figure 2-10

2.4 Housing

Current housing supply and demand are critical elements to consider within the context of population and employment growth in Coffee County and its cities. A host of major housing issues confront Coffee County, including a recent influx in mobile homes, the high rate of cost-burdened renters, and meeting the demands of both a growing and aging population. Smaller average household size will likely accompany a growing elderly population, resulting in a greater need for housing units.

Between 1990 and 2000, the quantity of mobile homes in Coffee County increased by 86 percent overall; 69 percent in Douglas; and 91 percent in the unincorporated county. This growth greatly outweighs increases in single-family and multi-family units. Due to recent concerns over the condition of mobile homes in the area and correlated infrastructure needs, it is essential that Coffee County and its municipalities assure housing policies address existing distressed units and future housing quality.

Increases in housing units have been accompanied by an increase in the vacancy rates. These rates should be monitored to assure that new housing developments do not saturate the market, having an adverse affect on the local economy. Jobs-housing balance figures can also help keep these numbers in check. Currently Coffee County has a 1.51 ratio of employment to housing, which is considered a healthy balance. Balanced communities typically boast job-housing ratios of between 1.25 and 1.75, with 1.4 considered ideal.

Figure 2-11: Housing Types & Mix

	Coffee County			Douglas			Unincorporated Coffee County			
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change	
Total:	11,650	15,610	34%	4,232	4,578	8%	6387	9,788	53%	
Single-Family	7,080	8,058	14%	2,820	2,888	2%	3,645	4,577	26%	
Multi-Family	1,228	1,404	14%	1,050	1,143	9%	116	196	69%	
Mobile home	3,277	6,102	86%	323	547	69%	2,605	4,972	91%	
Other	65	46	-29%	39	0	-100%	21	43	105%	
	Ambrose			Broxton			Nicholls			Georgia
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change	% Change (1990 – 2000)
Total:	115	138	20%	461	612	33%	455	494	9%	24%
Single-Family	76	75	-1%	286	291	2%	253	227	-10%	28%
Multi-Family	0	0	0%	33	30	-9%	29	35	-97%	15%
Mobile home	38	63	66%	142	291	105%	169	229	36%	33%
Other	1	0	-100%	0	0	0%	4	3	-25%	-80%

Source: U.S. Bureau of Census

Figure 2-12: Housing Tenure

	Coffee County			Douglas			Unincorporated Coffee County		
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change
Vacancy Rate	9.5%	16.9%	7.4%	9.7%	17%	7.4%	9.3%	14.0%	4.7%
<i>Source: U.S. Bureau of Census</i>									
	Ambrose			Broxton			Nicholls		
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change
Vacancy Rate	7.0%	12.2%	5.2%	8.2%	16.3%	8.1%	13.4%	22.9%	9.5%
<i>Source: U.S. Bureau of Census</i>									

Figure 2-13: Jobs-Housing Balance

Year	1990	2000
Population	29,760	37,570
Average Household Size	2.80	2.80
Number of Households	10,620	13,420
Housing Units	11,650	15,610
Employment	15,810	23,630
Employment/Population Ratio	0.53	0.63
Employment/Housing Unit Ratio	1.36	1.51
<i>Source: U.S. Census Bureau, Woods & Poole Economics, 2005</i>		

2.5 Summary

These projections and historical trends provide a solid basis for Coffee County, Douglas, Ambrose, Broxton, and Nicholls to effectively plan for the future. By preparing for anticipated outcomes, Coffee County and its municipalities can appropriately develop infrastructure and services that meet the needs of a growing population and economy. It is essential that these current trends and projections are considered as guides for decision making, rather than definite outcomes. The extent that population, employment, and housing change over the future is largely dependent upon the policy decisions and actions of community leaders. These figures simply show the likely continuation of current and anticipated needs.

3 The Public's Vision for the Future

3.1 Introduction

A comprehensive plan becomes a successful, guiding document only with the successful translation of public input into a sound and widely accepted vision for the future. The Coffee County-City Joint Comprehensive Plan (Plan) is centered upon a collaborative, inclusive approach to community engagement. The following are the four goals that led the public outreach element of the Plan:

1. Identify strengths and weaknesses of the area.
2. Discuss issues and opportunities facing the community.
3. Establish a vision.
4. Discuss the challenges of growth or the lack of growth and the future character of the community.

Following is an overview of public outreach efforts throughout the community and the resulting priorities and vision that developed over the course of those efforts. This document is intended to summarize the county-wide Community Participation Program activities and county-wide needs, primarily focused upon the unincorporated areas of the County. Please see the Community Agendas for Ambrose, Broxton, Douglas, and Nicholls for information specific to each municipality.

3.2 Public Outreach

As required by the Department of Community Affairs, a Community Participation Program (CPP) was developed and adopted early in the planning process. The CPP outlined specific steps and methods for engaging citizens, government officials, and local business leaders in the planning process. On March 8, 2006 a kick-off for the comprehensive plan was held, officially beginning the public outreach phase of the Plan.

Coordination and Oversight

Coordination and oversight are critical elements to the development of a high-quality comprehensive plan. By establishing appropriate oversight along with a project management team and multi-jurisdictional advisory committee, a cohesive CPP developed as an integral component of Joint Coffee County Comprehensive Plan.

Project Oversight

An integral component of the plan included ongoing project oversight by elected officials and a Multi-jurisdictional Advisory Committee. This oversight ensured that the Plan succinctly followed key community needs and concerns while allowing for creative, new processes and ideas regarding Coffee County's future.

Project Management Team

To ensure the greatest execution of the plan, on-going communication between the client and the project team is essential. This environment was maintained by scheduling and carrying out project management team meetings throughout the duration of the project. The project

management team consisted of staff from Coffee County, the Cities, and the consulting firm of Jordan, Jones, & Goulding.

Multi-jurisdictional Advisory Committee

At the start of the planning process, a Multi-jurisdictional Advisory Committee (MAC) was created to represent a cross section of community stakeholders. These members met with the project management team four times throughout the process to review project progress, including kicking off the planning process, discussing data collected over the Community Assessment, planning for the visioning workshops, and making recommendations for the Community Agenda. The group provided valuable insight from a citizen perspective.

Advertisement Methods

In an effort to achieve high participation by the broadest cross section of the population, a variety of methods were employed to inform the public of community input possibilities. These methods utilized a range of mechanisms the community regularly brings into play to encourage public involvement and awareness. Methods drawn on included newspaper announcements, flyers, the local cable access channel, the City of Douglas Website, and direct mailings.

Press Releases

Press releases were crafted and administered by the client. The releases were designed to be concise, providing a clear understanding of the planning process and the public meetings that would ensue.

Newspaper Announcements

Detailed advertisements were placed in the local newspapers. These announcements explained not only the importance of the Plan but also the dates and locations for participation. Newspaper announcements were designed to increase excitement about the planning process before the first meeting even took place.

Flyers

Flyers to communicate local meetings were developed to easily communicate information to the public. Flyers were widely distributed at local businesses to advertise visioning workshops and the open house.

Local Cable Access Channel

Channel 13, the local cable access channel, was utilized to broadcast public input opportunities for the comprehensive plan.

City of Douglas Website

Information regarding public meetings was posted to the City of Douglas Website regarding all meetings. The Douglas Website has various resources regarding public services, thus attracting a diverse crowd of viewers.

Direct Mailing

Direct mailings were sent out to a sample of residents in the community. The mailings were similar to the newspaper fliers in nature, both educating the public about the visioning workshops and increasing public excitement regarding the community's future.

3.3 Working with the Public

Beginning with the early stages of the comprehensive planning process, a collaborative, multi-faceted effort was developed to solicit input from all groups in the community. The process began with stakeholder interviews in the late fall, complemented by a series of visioning workshops and a community visioning survey, coming online in February 2007. A final open house was conducted in May 2007 to provide a forum to discuss the final elements of the plan.

Outreach to the public centered on five visioning workshops, two held in the City of Douglas and three held in the Cities of Broxton, Ambrose, and Nicholls at the following locations: The Douglas-Coffee County Chamber of Commerce was particularly active in the visioning process, hosting a breakfast visioning workshop for Chamber of Commerce members. A total of 156 people participated in these six visioning activities. Finally, an open house was held in May 2007 to encourage final public input regarding the plan. Whereas city meetings generally had a local focus, participants were encouraged to think holistically by considering their own community and Coffee County as a whole when developing their ideas and comments.

The comprehensive plan update was complemented by the simultaneous update of the Coffee County Service Delivery Strategy and the Coffee County's Solid Waste Management Plan.

Stakeholder Interviews

Stakeholder interviews provided a key avenue for identifying issues and opportunities in Coffee County and the Cities of Ambrose, Nicholls, Broxton, and Douglas. A broad range of stakeholders were identified at the onset of the planning process. Those targeted for interviews included city/county department heads and service leaders, directors of integral boards and groups such as the Chamber of Commerce, and elected city and county officials.

Stakeholder Interviews included the following people and agencies:

- Douglas City Council
(Commissioners Ronnie Anderson, Dennis Josey, Johnie L. Roper Sr., Franklin Threatt, and Olivia Pearson)
- Coffee County Commission
(Commissioners Earl Brice Jr., James Vickers, Tom Rice, Frank Jackson, and Jimmy Kitchens)
- Mayor of Ambrose (Jerry Paulk)



- Mayor of Broxton (Bobby Reynolds)
- Mayor of Nicholls (Dewayne Streat)
- Coffee County Staff (Wesley Vickers, County Finance Director)
- Coffee County Chamber of Commerce (Joanne Lewis, President and Dorie Paulk Bacon, Director Entrepreneur & Small Business Services)
- Douglas-Coffee County Economic Development Authority (Luke Morgan, President)
- City of Douglas Fire Chief (Tim White)
- City of Douglas Police Chief (Clifford Thomas)
- Coffee County Sheriff's Office (Joe White, Sheriff)
- Coffee County Fire Department (Ralph Jowers)
- Coffee County Code Enforcement (Chris Kitchens)
- City of Douglas Zoning Administrator (Ray Parker)
- City of Douglas Community Development (Dale Batten, Director)
- Coffee County Board of Education (Dr. Davis, Superintendent and Gabe Evans, Comptroller)
- The LPA Group Incorporated, Airport Consultant Group (Michael J. Reiter, Manager – Aviation Services)
- Coffee Regional Medical Center (Donald C. Lewis, Vice President of Operations/Chief Financial Officer and Sherry Thomas, Vice President of Patient Care Services/CNE)
- Development Community (Allan Peacock, Local Developer)
- East Central Technical College (President Ray Perren, Director of Economic Development Lidell Greenway, and Vice President of Economic Development Brandy Wilkes)
- Coffee County Health Department (Barney Spivey, Environmental Health County Supervisor)
- South Georgia College (President Dr. Torri Lilly)

Visioning Survey

The visioning survey was designed to give community members an opportunity to voice individual views via a private, non-verbal avenue. Surveys were available at all visioning workshops as well as the city halls of Ambrose, Broxton, Nicholls, and Douglas. The survey was also accessible at the City of Douglas Website.

See Appendix for Visioning Survey Results.

Visioning Workshops

Five visioning workshops were held throughout Coffee County. The purpose of these workshops was to inform the public, business leaders, and other community stakeholders of the planning process, create an environment that increases and encourages community excitement regarding that process, and to develop a baseline for establishing community priorities and vision.

Visioning Workshops Schedule

February 12, 2007

- Broxton, Community Center

February 13, 2007

- Douglas, Weir Center

February 26, 2007

- Nicholls, City Hall

February 27, 2007

- Douglas, Weir Center

February 28, 2007

- Ambrose, City Hall

All workshops were held between 5:00 pm and 7:00 pm during February 2007 at various community locations.

The visioning workshops consisted of four major exercises:

1. The workshop began with a facilitated discussion of the ways in which Coffee County and the cities have changed over the past twenty years.
2. Upon establishing this long-term context, participants discussed their vision of Coffee County and the cities through an open discussion of changes, policies, and ongoing practices that will help fulfill their vision of Coffee County.
3. A mapping exercise followed the discussion, allowing participants to begin considering development issues and opportunities associated with particular geographic areas.
4. The community preference survey (CPS) was the final activity for workshop attendees. By the use of a keypad polling system, attendees voted on examples of various single and multi-family housing, retail, office, and mixed-use structures, indicating which are most appropriate for their community. The activity included an immediate results system, which provided a slide of responses by percent vote. This technology allowed for open discussion and evaluation of voter design preferences.



Ambrose Visioning Workshop



*Chamber of Commerce
Visioning Breakfast*

Coffee County Visioning Summary

Exercise #1 – Discussion of Changes to Coffee County Since 1987

The first exercise for visioning workshop attendees was a brainstorming session. A twenty year plan is an extended period, and to generate appropriate priorities, a long-term view must be taken. To create this scope, question asking what has changed for the worse and what has changed for the better in the past two decades, setting a backdrop for thinking in the long-term.

Comments regarding unincorporated Coffee County resounded throughout the series of workshops. Overall comments identified a succinct perspective of changes over the past 20 years:

Coffee County has a growing population that has spurred the influx of new businesses, including restaurants, retail, and greater industrial diversity. The increasing population has allowed for new schools and subdivisions, better roads, and improved fire services. Increased population has also resulted in some negative spillover effects, including transportation congestion and a growing drug scene.

Exercise # 2 - Coffee County Priorities

Throughout the visioning workshops, priorities for the unincorporated county emerged. In some cases, they emerged as a result of being correlated with rising priorities within each city. In general, the priorities arose amid discussion that these changes would have the farthest reaching effect for all Coffee County residents, including those living in both unincorporated and incorporated areas.

1. Developer-Provided Infrastructure.

- Requiring developers to pay for needed infrastructure is a common practice for local governments. The creation of developer-provided infrastructure in rural areas will help promote quality growth while lowering the cost burden of development on county funds and current residents.
- Infrastructure requirements may include road paving, including pedestrian or bicycle passageways, building streetlight frames, developing structures for future sewer connections, etc.
- In areas where variances are appropriate developers can be given an option to pay fees to special funds allocated for infrastructure development in lieu of providing infrastructure.

2. County-Wide Zoning Ordinance.

- Coffee County may consider partnering with Douglas to design ordinances that align with current and potential land uses and do not conflict with existing municipal policies. Currently, Douglas is the only municipality in Coffee County with zoning, thus making the city a vital partner in such efforts.
- A county-wide zoning ordinance will help prevent hodgepodge development that conflicts with the county's character. Conservation subdivisions, which permanently set aside land while clustering development, may be appropriate for rural areas north of Douglas that will likely experience growth pressure in the near future.
- An Oak Park quality growth initiative should be a key priority for the county. The Department of Community Affairs Quality Growth Toolkit provides guidelines and suggestions for developing manufactured home park regulations.
- The County should include areas that are appropriately zoned for developments that reflect the special needs and demands of an increasing elderly and retiree population.

3. Clean-Up Coffee County. Cleaning up Coffee County will benefit all constituent municipalities while making the area a more attractive place to live and locate businesses.

- County code enforcement must be a priority for accomplishing this goal. More staff may be required to meet needs.
 - Coffee County should place greater regulations on garbage trucks and other large vehicles transporting volatile materials. This may alleviate some unaccounted for debris in rural areas.
4. *Transportation upgrades.* Efficient traffic flow is fundamental to quality of life and attracting potential residents and businesses.
- Upgrades should include improving traffic flow on highways 441 and 158 and developing alternate routes from major corridors. By better linking local highways with major interstates, Douglas will become a more attractive area for businesses and potential residents. These adjustments should include widening the strategic sections of major corridors to four lanes: (a) Highway 441, from Interstate 10 on the south to Interstate 16 on the north; (b) Highway 32, from Interstate 75 on the west to Interstate 95 on the east; and (c) Highway 158 to State Highway 82 , southeast of Douglas.
 - Transportation investments should include multi-model options by encouraging bike or cyclist and pedestrian access whenever appropriate. Areas near schools and housing subdivisions are highly appropriate for joint automobile and non-automobile access.
 - The continued development of an outer perimeter will help maintain the livelihood of downtown Douglas while increasing mobility for residents of the unincorporated county.

A vision began to develop based upon Exercise #1 and Exercise #2: Unincorporated Coffee County is an attractive area that has preserved its rural character and environment through planned, smart growth. An efficient traffic flow increases the area's quality of life and attractiveness to people working and retiring in the region.

Exercise #3 - Mapping

The consideration of land use and character areas is an integral component of community visioning. To this end, attendees of the visioning workshops in Douglas, Ambrose, Nicholls and Broxton participated in a mapping exercise during which they identified the following places in their community: favorite place, best place for a new subdivision, best place for a major employer, and best



place for revitalization. To record their vote, participants placed colored stars (corresponding with the above places) on displayed land use maps. Although all attendees did not vote, the results provide a good starting point for understanding where resources can be focused.

Favorite Place

Workshop attendees were asked to select a favorite location other than their home. Participants overwhelmingly favored downtown Douglas and the immediately surrounding single family residential area as a favorite place. General Coffee State Park was the second most popular place in the county. The northwest side of Nicholls was also was a favorite place, likely reflecting the votes of Nicholls residents.

Other favorite places included the following:

- Downtown Ambrose
- Rural county east of Douglas
- Area south of Bowens Mill Rd.
- Recreation area at W. Green Rd. and Douglas city limit
- Area at Hwy 158 and southeast county border
- Single family housing west of Hwy 441 in Broxton
- Airport Area

Best Place for a New Subdivision

Coffee County is projected to double its housing needs over the next 20 years. New housing subdivisions will fulfill much of this need. The largest cohort of participants favored the rural area on Hwy 441 between Douglas and Broxton for a new subdivision. Southeast of Bowens Mill Rd. was also highly favored for a new subdivision. On the north side of Douglas, the area north of Hwy 32 (both south and north of Hwy 206,-Bowens Mill Rd.) was another popular location for such development.

Other areas appropriate for a new subdivision included the following:

- Industrial Rd., east of Hwy 441
- East side of Douglas, heading towards the West Green community
- Hwy 441, south of Douglas
- Hwy 32 in Nicholls
- Northern Nicholls
- Airport Area

Best Place for New Employer

Discussions at visioning workshops highlighted the need to attract more industry and jobs to Coffee County. The mapping exercise helped identify places where the community would prefer employers locate. The most popular location for a new employer was between Hwy 32 and Hwy

158, just west of Douglas. Closely following this location is the area south of Bowens Mill Road (south of Douglas), both west and east of Hwy 441.

Participants also identified areas in Nicholls, Ambrose, and Broxton that are suitable for new employers:

- Just north of Broxton, off Hwy 441
- Undeveloped/vacant land on the western side of Broxton
- Northeast and the northern industrial area of Nicholls
- Downtown commercial areas in Douglas and Nicholls

Although workshop attendees were not asked to specify, it is likely that the rural areas are most appropriate for industrial employers and in-town areas are more appropriate for commercial employers.

Best Place for Revitalization

Participants identified various areas in Coffee County that are ripe for revitalization. Among them, the most favored area for revitalization was the Oak Park area. Similarly, the mobile home park area west of Douglas on Hwy 32 was selected for revitalization. Downtown commercial areas were highly favored for revitalization in Broxton, Ambrose, and Nicholls, which has also reflected group discussion at workshops in these cities.

Exercise #4 – Community Preference Survey

The Community Preference Survey (CPS), a component of the visioning workshops, was taken by a total of 103 people throughout Coffee County. Of all participants, 25.2 percent lived in rural Coffee County, 17.5 percent in Nicholls, 8.7 percent in Broxton, 15.5 percent in Ambrose, and 33 percent in Douglas. While each CPS largely focused on the community where the visioning workshop was being held, participants at each meeting were asked to keep overall Coffee County in mind.

Four photos depicting each type of structure were presented. Participants were asked to vote on their preference. The use of keypads allowed for instant results, which reflected the group's overall favorites. Preferences were discussed by the group following each vote to extract opinions regarding specific design elements. The CPS covered single family housing, multi family housing, retail, office, and mixed-use development. The results presented here reflect all surveys taken in the County, summarizing the overall preferences of the entire county.

Single Family Housing

Most Appropriate: Trees, landscaping, traditional architecture, and development coordinated with environmental assets of area



Single Family Housing (continued)

Most Appropriate: Larger lots with trees and space between houses as well as curbing and pleasing sight lines

Single Family – Group 2

	
1. Choice 1 (1) = 27.6%	2. Choice 2 (2) = 52.0%
	
3. Choice 3 (3) = 6.1%	4. Choice 4 (4) = 14.3%

Most Appropriate: Historical houses set back from main corridors

Single Family – Group 3

	
1. Choice 1 (1) = 16.8%	2. Choice 2 (2) = 29.5%
	
3. Choice 3 (3) = 24.2%	4. Choice 4 (4) = 29.5%

Multi Family Housing

Most Appropriate: Affordable housing that fits with existing community character, preserving greenspace and trees



Most Appropriate: Single level units that meet needs of senior population. Increased sense of security created by gated residential communities is also favored.



Retail

Most Appropriate: Retail properties that combine mixed uses in areas that preserve community character. Trees, street furniture, and sidewalks preferred to large parking lots.

Retail – Group 1

	
1. Choice 1 (1) = 40.5%	2. Choice 2 (2) = 13.1%
	
3. Choice 3 (3) = 45.2%	4. Choice 4 (4) = 1.2%

Most Appropriate: Structures that are buffered from the roadways by landscaping and other aesthetically pleasing barriers such as fences. Stand-alone structures are less favored.

Retail – Group 2

	
1. Choice 1 (1) = 34.5%	2. Choice 2 (2) = 8.3%
	
3. Choice 3 (3) = 36.9%	4. Choice 4 (4) = 20.2%

Office

Most Appropriate: Traditional, small scale offices with traditional materials and landscaping are preferred to larger buildings.

Office

	
1. Choice 1 (1) = 14.9%	2. Choice 2 (2) = 9.2%
	
3. Choice 3 (3) = 8.0%	4. Choice 4 (4) = 67.8%

Mixed-Use

Most Appropriate: Mixed-use structures, with traditional design, maximized to meet housing and commercial needs in areas targeted for revitalization areas of Coffee County.



Douglas-Coffee County Chamber of Commerce Breakfast

The Chamber of Commerce hosted a visioning breakfast for Chamber of Commerce members amidst the blitz of visioning workshops in February. The working breakfast included an overview of the planning process, a review of the project timeline, and an opportunity (via two breakout groups) for participants to provide input regarding their vision and priorities for Coffee County and Douglas over the next 20. The high participation of Chamber members reflected the activism and interest of the business community in the future of Coffee County. Nearly 50 people attended the event, actively contributing to discussions of their community's future.

The discussions at the two breakout groups largely focused on priorities that would both maintain the area's regional attraction and encourage further growth. Attendees identified Douglas' economic health as a vital component to Coffee County's long-term sustainability and high quality of life. This focus was reflected by the dominate issues discussed in the breakout groups: (1) annexation of land by Douglas, (2) improved water and sewer capacity, improved transportation infrastructure throughout the county, (3) greater code enforcement, and (4) county-wide zoning. The importance of developing a skilled labor force was a unique topic introduced at the breakfast, highlighting some underlying labor concerns of the business community. This discussion was complimented by group dialogue regarding the need for a four year college in the area. Cleaning up entrance points to the community was another unique topic. The visioning workshops spoke to the need for general clean-up efforts but did not identify a targeted focus area. Please see the Appendix for detailed notes from the Chamber of Commerce breakfast.

Open House

The Open House took place on May 10, 2007 and was an opportunity for the public to comment on draft Community Agendas for all jurisdictions. The meeting was a highly participatory event, allowing for two way interaction between citizens and the project team. Interactive displays, including the Future Development Map, Future Land Use Map, and Transportation Improvements Map, were available for comments and questions. In addition, jurisdiction specific handouts as well as comment forms were available for community members. A brief presentation by the project team supplemented these materials, providing an overview of the comprehensive planning process and a summary of the Community Agendas.

The Open House provided a final opportunity to create excitement among citizens, business leaders, elected officials, and local government staff regarding the future visions and goals identified over the term of the planning process. Amongst nearly 40 Open House attendees, few comments were made, suggesting overall support for the Agenda's recommendations.

3.3 Summary

The public involvement elements of the Joint Coffee County-City Comprehensive Plan were devised to initiate an ongoing discussion among all community stakeholders regarding the future of the community. By developing a far-reaching campaign across the county through stakeholder interviews, visioning workshops, a visioning survey, the active participation of the business community and elected officials, essential insight was gained regarding the community vision. This visioning dialogue, along with community assessment data, are integral contributing elements to the future development and associated issues and opportunities, discussed in the next sections of the Community Agenda. Successful implementation of the Plan will require the continued participation of the public, political will, and ongoing citizen education regarding the planning and development process.



The Open House provided a final opportunity to comment on Draft Community Agendas

4 Issues and Opportunities

4.1 Introduction

The Community Assessment and Community Participation process led to a wealth of knowledge regarding pressing opportunities and ongoing concerns that Coffee County should address. Altogether, this information resulted in a clear vision of what Coffee County, as a whole, should strive towards during the upcoming 20 years. To fully implement this vision, a decisive list of major issues and opportunities has been developed. This list is comprehensive in nature, delineating topics that arose initially in the analysis of existing trends and future projections and were clarified and added to throughout the public participation element of the planning process.

The issues and opportunities have been revised based on input from community stakeholders and ultimately refined by project consultants. These issues and opportunities have been instrumental in the development of both the short-term work program and general policies. These issues and opportunities are applicable to Coffee County overall. City-specific issues and opportunities are detailed independently in each city's Community Agenda.

These aforementioned issues and opportunities are grouped by major topic areas considered throughout the comprehensive plan:

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

4.2 Land Use

Land Use Goal: Support sustainable growth patterns by coordinating growth with existing and planned infrastructure.

Land Use Issues

- 1. Suburban Sprawl.** Most of the recent development in the County has occurred in typical suburban fashion. This development style is characterized by segregated land uses, low-density, and a development pattern that is generally scattered, isolated, and disconnected. This development pattern discourages walking and increases pressure on local roads. The continuation of this development style will place increasing strains on the aging and lower income segments of the population who may not be able to access or afford the costs of an automobile necessary to access retail and employment centers. It will also affect economic development, lowering the County's attractiveness to tourists and increase required infrastructure expenditures.

2. **Greater Growth in Unincorporated County.** Recent development trends suggest that the majority of future growth will occur in unincorporated areas of the County. This population shift will require the County to consider new ways to manage and encourage sustainable growth patterns.
3. **Preservation of Agricultural Land.** Limited regulation has resulted in dispersed residential development throughout the County. The result is suburban sprawl development with limited connectivity and limited infrastructure. This development style can add to air and water pollution and encroach upon agricultural land. Failure to address this development style in the future may lead to the compromise of agricultural land.
4. **Incompatible Land Uses.** The County has several incompatible land uses. This situation is the result of limited regulation and oversight by the County. In some areas, mobile homes are located next to upscale developments and industrial uses are located next to residential areas. The County should address these incompatible land uses in future zoning decisions and changes to the County's zoning ordinance.



Land Use Opportunities

1. **Improved Code Enforcement.** Code enforcement is a county-wide concern. The County should work with local cities to develop a comprehensive, effective code enforcement strategy. The strategy should include a strong community involvement component to fill in gaps where limited staff may inhibit detailed examination in all areas of the County.
2. **Revise and Update County Zoning Ordinance and County Zoning Map.** Coffee County is expected to experience steady growth over the next twenty years, with the population doubling. To direct new growth to the most appropriate areas and ensure quality development, the County's zoning should be updated. These frequent updates are essential to assure that the benefits of new development exceed the service costs that accompany them.
3. **Revise County Subdivision Regulations.** Coffee County has experienced rapid growth in housing subdivision developments recently. Regulations should be reviewed and revised to ensure that they are inline with new land use, transportation, and housing goals established during the comprehensive planning process.
4. **Direct Future Growth.** Making sure future development has greater benefits than costs to the community must be a priority. To achieve this aim, growth should be targeted to areas where infrastructure is properly developed. The future development map and discussion of character areas should be employed as a guide for County decisions.

4.3 Transportation

Transportation Goal: Encourage comprehensive transportation infrastructure that promotes a safe, multi-modal system that takes into account surrounding land uses and the natural environment, ultimately creating an attractive environment for living and conducting business.

Transportation Issues

1. **Unpaved Roads.** Many new subdivisions in the County are built on dirt roads. This development pattern leads to erosion and limited accessibility. The County, by permitting these types of development, sets itself up for a series of infrastructure costs. Development should be slowed to assure that existing and proposed infrastructure meets the needs of proposed development before it is approved.
2. **Limited Walkability.** A large majority of Coffee County has developed in a suburban fashion with housing, jobs, daily needs, and other activities highly segregated, minimizing walkability between activities. The current residential development pattern and the proposed bypass around Broxton will further undermine the walkability within cities by spreading development further out into the unincorporated County. Coffee County and its municipalities should collaborate to decrease the distance between shops, service and employers, thereby increasing pedestrian travel. This collaboration can occur through joint discussions regarding development and zoning decisions and may best be coordinated by the Douglas Coffee County Chamber of Commerce and Economic Development Authority due to their extensive role in economic development around the community. A long range transportation plan, discussed below, should also serve as an avenue for coordination – using best practices as a basis for future decisions.

Transportation Opportunities

1. **Establish priority list for paving all county maintained roads.** The high quantity of unpaved roads in the County necessitates the creation of a priority list of road paving. Planning efforts should ensure that road paving is completed in coordination with new development. The possibility of developer-provided infrastructure should be explored and subdivision regulations should be adjusted as seen fit. Developer-provided road infrastructure would alleviate the pressure of new development on the County budget.
2. **Expand Grid Street Patterns.** New developments do not adhere to the County's historical grid pattern. While most of the older or historic portions of Coffee County's cities were developed on a grid, more recent developments tend to feature isolated cul-de-sacs or dead-ends. Public officials should adopt land use standards that require a greater level of connectivity throughout new and existing residential development.
3. **Improve Railroad Crossing Safety.** The presence of the railroad in the County both supports the County's economy and creates safety concerns for community members. There are many unsafe at-grade railroad crossings that present a substantial safety concern. The crossings currently affect circulation more than safety, especially when trains must park on the tracks. Public officials should work with relevant transportation employees to develop a strategy to improve pedestrian safety and facilitate automotive circulation.



Typical Railroad Crossing

4. **Enhance Regional Accessibility.** Coffee County can expand its attractiveness as a job center by improving accessibility to the County by making transportation investments to the major radial corridors to the north, south, east, and west,. All cities in the County are supportive of such efforts, especially as they relate to widening roadways to four lanes. Roadway improvements should take on a context sensitive approach, seeking ways to minimize the disturbance of widenings and the intersection of major highways on adjacent development. Adjoining residential and commercial uses should be enhanced rather than harmed by such accessibility improvements.
5. **Long Range Transportation Plan.** The County needs a long range transportation plan to adequately identify and prioritize current and projected transportation needs. Although the County does not presently face major traffic congestion, the conditions of current roadways may serve as a deterrent to economic development efforts and effect residential decisions. As the population continues to grow, forward-thinking is necessary to adequately prepare for the future.

4.4 Economic Development

Economic Development Goal: Create an environment that promotes Coffee County and its cities as attractive places to do business.

Economic Development Issues

1. **Provision of Adequate Infrastructure to Support Future Economic Development.** The County must work collaboratively with local governments to ensure there is adequate land for industrial and commercial development by providing the appropriate infrastructure – roads, water, and sewer – to support this type of development.

Economic Development Opportunities

1. Develop Local Entertainment Industry.

Although Coffee County provides a high level of retail services, most notably in the City of Douglas, there are limited entertainment options. The recent addition of a multi-screen movie theatre is a first step in developing this segment of the local economy. Through the Community Visioning Survey, the community regularly noted limited entertainment outlets as something lacking from the greater community. Coffee County can not only capture local dollars through entertainment provision but also spillover dollars brought by persons shopping in the area, that stay to pursue local entertainment options before returning home.



Entrance to Douglas Municipal Airport

2. **Promote Local Tourism.** The County should lead efforts across the community to promote growing tourism in the area. A marketing strategy should be at the core of these activities.
3. **Airport Development.** The Douglas Municipal Airport has a 6,005 foot runway, which can accommodate a day jet. Currently no commercial airline service occupies or serves the airport. The development of facilities to support such a provider would help accommodate

business community and improve travel options for residents. The airport's proximity to Downtown Douglas may inhibit this growth. The County can help the City investigate the feasibility of this addition within the next 20 years.

4.5 Housing

Housing Goal: Provide quality, safe, and affordable housing to our residents by ameliorating existing housing concerns and building sufficient units to meet projected demand.

Housing Issues

1. **Oak Park Deterioration.** The Oak Park area of the unincorporated County houses a large stock of mobile homes. The area is noted for its high concentration of poverty and substandard housing. The County recently completed phase two of the development of a public water system for Oak Park as part of a series of recommendations established in the 2004 Oak Park Redevelopment Plan. Despite these major improvements, the area lacks sewer service and a paved road system. Health and environmental concerns are rampant in the area.
2. **Distressed Housing.** Both direct and indirect data sources as well as stakeholder input and public participation indicate that sub par housing is widespread in Coffee County. Coffee County, in conjunction with area municipalities, should coordinate their efforts to strengthen code enforcement and regulations for manufactured housing throughout the County. Manufactured housing should be regulated through the development of an appropriate ordinance.

Housing Opportunities

1. **Need for new housing units.** Coffee County's population is expected to double over the next 20 years. This population growth will require the development of new housing units. The population highly favors new units that reflect existing community character. The County should adopt housing policies that encourage the development of units that reflect community design preferences and meet local regulations. The Community Agenda Appendix provides a summary of community design preferences established through an in-depth public participation process.
2. **Emphasis on Elderly Housing.** Due to the area's high quality of life, the County's retiree population is expected to grow. The County can benefit from this growth by encouraging the development of senior appropriate housing. Senior appropriate housing includes units that are one level, have added security, and are designed in conjunction with transportation decisions to promote a pedestrian lifestyle.
3. **Create a County-Wide Housing Rehabilitation Program.** This program should assist with the financing of housing rehabilitation. Coffee County continues to be dominated by a high level of poverty and a low labor force participation rate. To ensure that residents have means to keep-up with maintenance on their houses, additional funding sources are necessary. Special grant opportunities at the state and federal level should be explored and pursued.



*Large Lot Home in Unincorporated
Coffee County*

4.6 Natural and Cultural Resources

Natural and Cultural Resources Goal: Develop and enforce adequate environmental and cultural controls to preserve the area's heritage.

Natural and Cultural Resources Issues

- 1. Unprotected Wetlands.** Coffee County adopted a Wetlands Protection Overlay District as a component of its development regulations, protecting its wetlands from most types of development; however, limited code enforcement suggests that the County's wetlands may be at risk for increased housing subdivision development in the unincorporated County. Wetlands are an integral component of the area's ecosystem and must be preserved. Efforts to determine potential risks to existing wetlands are crucial to preserving the County's water sources and preventing further deterioration of these lands, especially as greater development occurs.
- 2. Lack of Groundwater Recharge Protection District.** Coffee County lacks a groundwater recharge protection district. An ordinance creating this type of district places restrictions on septic tanks, drain fields; and spray fields; provides minimum sizes for lots requiring septic systems; and controls on landfills, above-ground chemical or petroleum tanks, agricultural waste lagoons, and certain other hazardous waste land uses. Without this protection, hazardous or toxic substances can pollute the water, presenting health risks to the public. A recharge protection district is of special value to Coffee County as all the County's drinking water comes from groundwater sources.



Canoeing at General Coffee State Park

Natural and Cultural Resources Opportunities

- 1. Adopt a Tree Ordinance.** Trees provide a host of benefits to the community, improving both air and water quality, enhancing neighborhood character, and lowering air conditioning bills. Coffee County is in need of a tree preservation and tree replacement ordinance. The County should collaborate with the City of Douglas, which is currently considering revising its tree ordinance.
- 2. Adopt a Conservation Subdivision Ordinance.** Coffee County should consider adopting a conservation subdivision ordinance in conjunction with any efforts to revise existing subdivision regulations. Conservation subdivision ordinance allow a residential developer to cluster its units on a portion of the property and preserve the most environmentally sensitive or scenic areas on the site.
- 3. Promote Ecotourism.** Coffee County features several sites of ecological importance including the Broxton Rocks Preserve and General Coffee State Park. The State Park is one of the favored locations of residents. This preserved greenspace can be leveraged to further attract people to the area and can serve as an ecotourism resource. Additionally, Coffee County should develop a strategy to promote the area's vital ecologically important sites while also providing economic benefits to adjacent communities.

- 4. Protect Historic Resources.** Coffee County, in combination with area cities, has several historic resources. According to a 1989 survey of historic resources, Coffee County and its cities have a total of 334 historic resources. Coffee County should work with the City of Douglas and other area cities to ensure that these resources are preserved. In particular, the County should partner with the City of Douglas Preservation Commission to help protect these County assets.

4.7 Community Facilities and Services

Community Facilities and Services Goal: Actively reevaluate and address the community facility and service needs of the County.

Community Facilities and Services Issues

- 1. Need for Stormwater Management System.** An ongoing concern in both the unincorporated and incorporated county is the lack of an adequate stormwater drainage system. Coffee County has a high degree of lowlands that contribute to flooding. As the population increases, the need for a proper stormwater system will rise in importance. Failure to adequately address this issue can lead to health issues related to contamination of existing water supplies. The County's streams and rivers can only be protected through a planned system.
- 2. Roadway Trash Caused by Through Traffic.** Coffee County experiences a sizable amount of through traffic by trucks connecting to major interstates. A byproduct of this traffic is additional debris on roadways and surrounding areas. The County needs to address this issue through its solid waste strategy. A potential alternative to new services is the encouragement of community-led trash pickup on roads experiencing a high volume of debris. The County should encourage such programs through the community's Clean and Beautiful Programs. The County should also amend its anti-littering ordinance to help address this issue, providing heavier repercussions for violations.
- 3. Limited Staff.** Coffee County has very few staff proportionate to the number of services it needs to provide. As a result of these staffing issues, rudimentary responsibilities of the County such as code enforcement, ordinance enforcement, and general law enforcement cannot be fully met.
- 4. Growing Hispanic Population.** Coffee County has a growing Hispanic population. To meet the needs of this population, the County should consider the availability of translation services as well as bi-lingual publications. These services are particularly necessary for fire, police, and court services. The County currently has limited staff that can help meet this demand.

Community Facilities and Services Opportunities

- 1. Clarify and Expand Recreational Services.** The County recently joined with the City of Douglas to form the Douglas-Coffee Recreation Department. The Recreation Department is fully staffed by City of Douglas staff, and currently, there are no parks in the unincorporated County. Bearing in mind these two circumstances, the County should work collaboratively with Douglas to ensure that the residents of the unincorporated County have access to an appropriate level of recreational services. Some confusion also exists over the City/County relationship. Community outreach efforts should strive towards ameliorating this confusion.

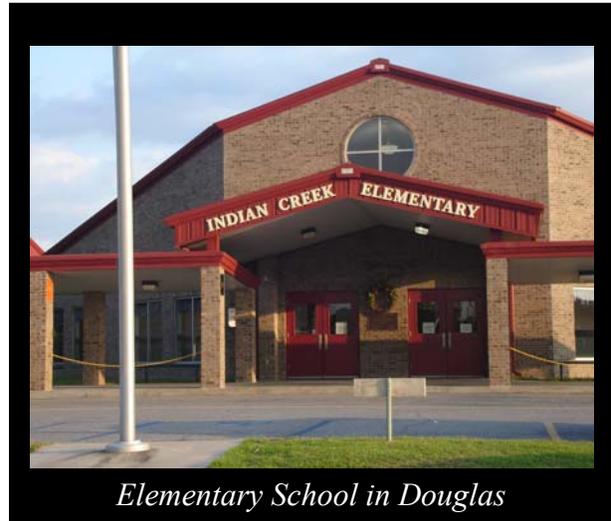
- 2. Continue Efforts to Adopt a Fire Protection Mutual Aid Agreement.** Recent efforts to develop a Mutual Aid Agreement between the City of Douglas and Coffee County fell short of goals. Although the current system uses the City as back-up in dire cases, this service strategy leaves room for error. Despite political difficulties, ongoing efforts should strive towards developing the best fire protection service possible for all community members.

4.8 Intergovernmental Coordination

Intergovernmental Coordination Goal: Collaborate with localities and state agencies to provide the highest quality and level of services in a cost effective environment.

Intergovernmental Coordination Issues

- 1. Limited Sewer and Water Capacity.** Due to extensive growth in unincorporated Coffee County, some pressure exists to add sewer and water capacity to areas that are adjacent to the City of Douglas. The City of Douglas may be able to provide these amenities through the development of a service delivery area for the unincorporated County. Without action, increased development in these infrastructure-free zones may lead to adverse health and environmental effects, especially as they relate to the County's water supply.



Elementary School in Douglas

Intergovernmental Coordination Opportunities

- 1. Coordinate Development and Education.** New housing usually produces new students. As a result, the Coffee County School Board should be a central player in major development decisions in the county including rezoning applications, land use planning, and major development proposals. Building schools close to residences can lower bussing costs and improve traffic flow. Coordination of transportation improvements with the School Board may also help ameliorate school-related roadway congestion.
- 2. Continually Collaborate with State Department of Transportation.** To achieve local transportation goals, especially the widening of major arterial roadways, a strong relationship with the Georgia Department of Transportation is necessary. With limited funding at the local level, transportation changes will likely originate with this central state agency. The Chamber of Commerce may help facilitate related lobbying efforts. A clear understanding of needed improvement is pivotal for effective lobbying efforts.
- 3. Consolidate Fire and Police Services.** The County currently has an adjunct relationship with the cities of Douglas, Ambrose, Nicholls, and Broxton for fire service and police protection. An optimal service delivery strategy would result in a consolidated system, where economies of scale lower costs. Another benefit to this system is the elimination of service provision "holes" that may occur due to confusion over service areas. The topic of consolidation should be revisited regularly, especially as the political environment makes such arrangements more viable.

- 4. Pursue Creative Funding Sources.** A major constraint to Coffee County is limited funds. The County should improve collaboration with the Chamber of Commerce and state agencies to identify potential grants and programs that would help fund some of the capital improvements and programs that the County needs to achieve sustainable growth and meet local service needs.

5 The Plan

5.1 Purpose

The Land Use Plan contains the Future Development Map, which is a development plan for the future character areas of Coffee County. The map is supported by a matrix of character area descriptions, development strategies, photographic representations of the area, and appropriate zoning districts. In addition, a table listing the DCA Quality Community Objectives to be pursued in each character area is located in the Appendix. A Future Land Use Plan follows the Future Development Map, delineating projected land uses in the County based upon community preferences and needs.

5.2 Future Development (Future Character Areas)

Several character areas were identified for Coffee County. Each of these areas has its own identity and character as well as its own set of assets and challenges. The Plan recognizes the visual and functional difference between these areas and the different strategies required to develop them to their highest potential. Identification of character areas allows the use of tailored policies and implementation strategies for these distinctive parts of Coffee County. Those character areas relevant to the unincorporated County are discussed in this document. Character areas specific to the County's incorporated areas are discussed individually in each city's Community Agenda. The character areas are defined in the following Figure 5-1 and mapped in Map 5-1. A detailed listing of implementation measures that could be employed to assist in the development of each character area is provided in Appendix C.

Figure 5-1: Character Areas within Coffee County

Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Conservation	Areas of protected open space that follow natural features for recreation and conservation purposes, including wetlands, floodplains, stream buffers, and protected areas.	Conservation of sensitive environmental areas should be encouraged or required. New developments should incorporate these sensitive areas as amenities, rather than develop them. Development regulations can help protect areas through ordinances, including a Conservation Subdivision Ordinance and sensitive land overlays. A recharge overlay district should be adopted by the County to meet state requirements. Passive parks should be encouraged in conservation areas that border residential developments and schools. The northern border of the County, along the Ocmulgee River requires special attention, beginning with a river corridor protection plan.	All
			
<p>Quality Community Objectives Pursued:</p> <p><u>Environmental Protection:</u> Environmentally sensitive areas of the county should be protected, including natural terrain and vegetation. This will help preserve air quality, quality of life, and the traditional character of the county.</p> <p><u>Open Space:</u> Less land will be consumed by adopting conservation subdivision regulations and sensitive land overlays.</p>			

Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Rural	<p>Consisting primarily of pastures, woodlands, and farm lands in open or cultivated state. Majority of unincorporated County surrounding conservation areas.</p>	<p>Farmers should be protected through Right to Farm rules. Prime agricultural soils should be protected. Prohibit illegal dumping and junk yards. Subdivision regulations should be updated to ensure that new housing does not encroach upon agricultural needs and resources, especially as growth extends further into the unincorporated County. Consider minimum lot size requirements to protect farmland and rural character. Development should preserve scenic views and be encouraged near rural communities and other existing developed land.</p>	AF
			
<p>Quality Community Objectives Pursued: <u>Open Space:</u> Any new development should occur near previously developed land in order to preserve the scenic views and open space currently maintained by rural farmland, woodlands, and pasture. <u>Heritage Preservation Objective:</u> Limiting residential development in rural areas will help preserve the traditional, rural character of the County. Preservation of scenic view sill also be encouraged.</p>			

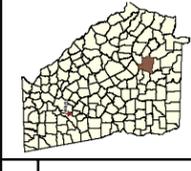
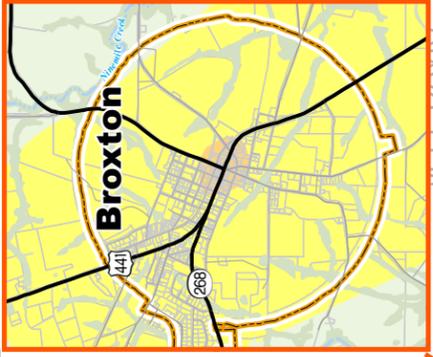
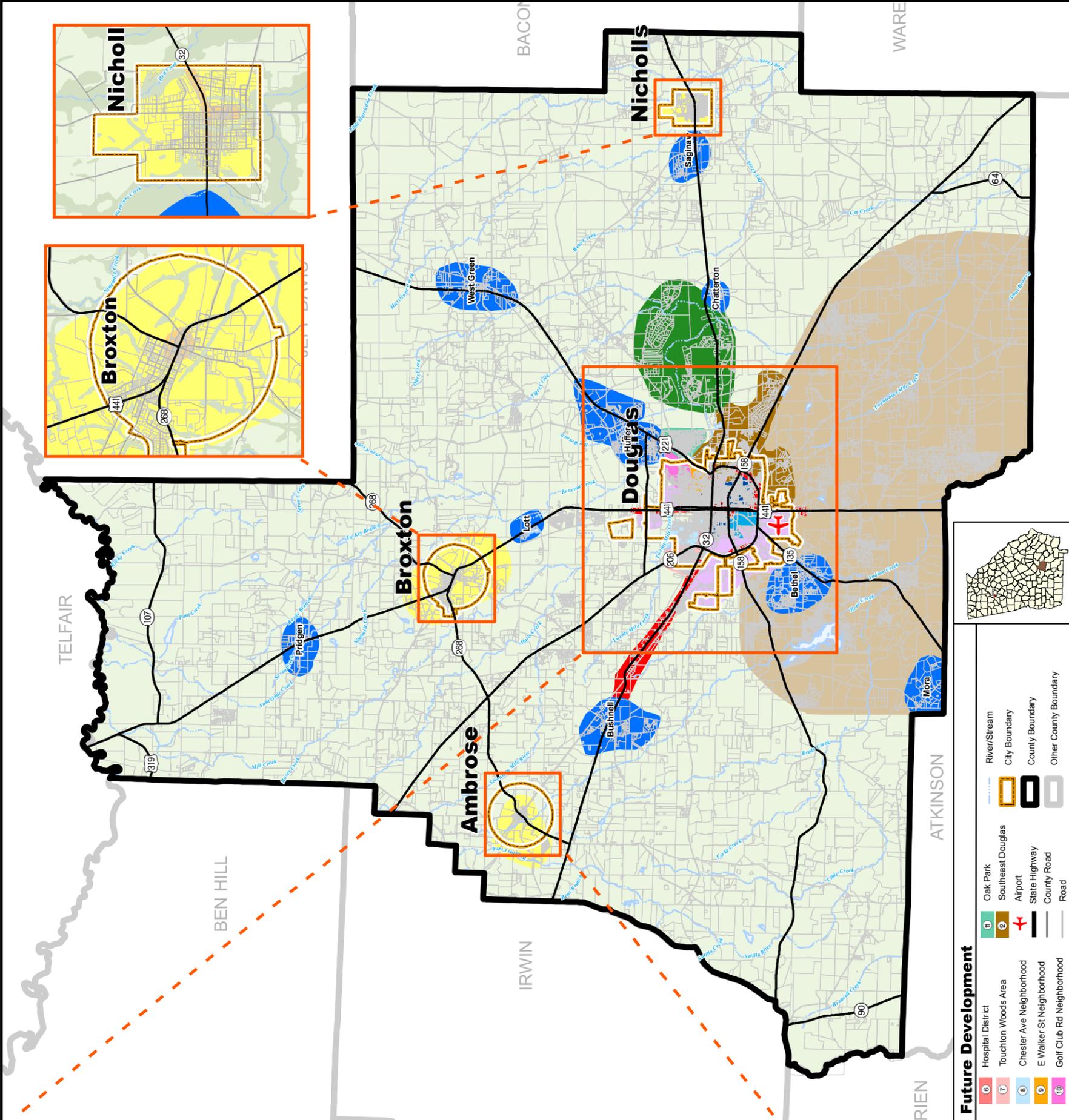
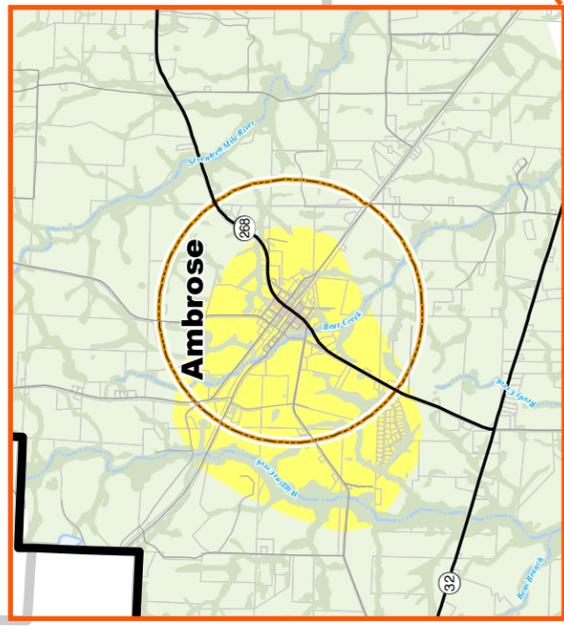
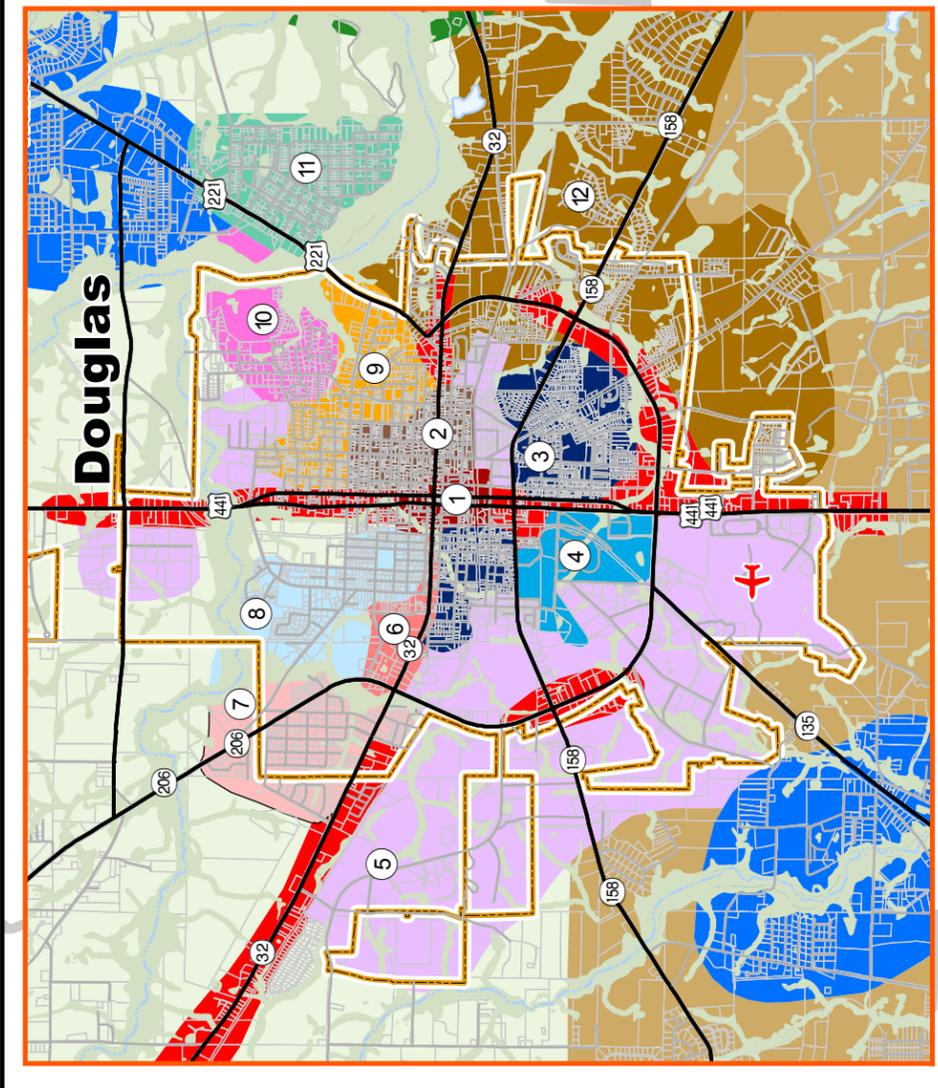
Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Rural Community/ Historic Crossroads	Include West Green, Pridgen, Bushnell, Lott, Huffer, Bethel, Chatterton, and Saginaw. Areas with higher density, community focal points, and light commercial development.	These areas should encourage traditional neighborhood development that contributes to the interaction of community members through improved connectivity. Land uses should include a mix of retail, public/institutional, services, and residential. The rehabilitation of historic houses should be encouraged, and infill development should support a broad range of income levels. Sidewalks and crosswalks should be added and improved near schools and other civic uses to ensure pedestrian safety. Enforce septic tank specifications to preserve the area's water quality.	R-1, C
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<p>Quality Community Objectives:</p> <p><u>Traditional Neighborhood:</u> Locating mixed-use developments nearby will help facilitate more pedestrian activity and interaction among community members.</p> <p><u>Transportation Alternatives:</u> Increased sidewalks and crosswalks ensure pedestrian safety as well as provide alternates to transportation outside of the automobile.</p> <p><u>Infill Development:</u> Encouraging infill development will maximize the use of current infrastructure and minimize the conversion of land on the urban periphery.</p> <p><u>Housing Opportunities:</u> Quality housing developments should be encouraged that will support a wide range of income levels, so that those who work in the community may also live in the community.</p>			

Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Oak Park	<p>Also called Sandhill, area is a mix of mobile homes, single family homes, small apartment complexes and an array of commercial and industrial uses. The area is plagued by disinvestment, illegal activity, and absentee landlords.</p>	<p>The County completed a redevelopment plan for the area in 2004. The details of the plan recommend the following: Infusion of grant money to help rehabilitate homes, development of infrastructure, and promotion of positive development. Improved housing stock and increased home ownership should occur through public-private partnerships. Recreational and community service offerings should be expanded. Major capital investments are essential. Funding for improvements should occur through grants and the private sector. Central priorities should be community safety and health, promoted through law enforcement, code enforcement, and infrastructure improvements. A neighborhood watch program should be a critical element of addressing these priorities.</p>	R-1, R-2, C, I
			
<p>Quality Community Objectives Pursued:</p> <p><u>Traditional Neighborhood:</u> Improvements to the community will include increased pedestrian infrastructure and the encouragement of mixed uses to support the residential community.</p> <p><u>Housing Opportunities:</u> Rehabilitation of existing homes as well as home ownership programs will help insure that an array of income levels are able to afford housing in the community.</p>			

Character Area	Description/ Location	Development Strategy	Appropriate Zoning
General Coffee State Park	Area around and within the State Park. The area includes a mix of undeveloped land including forestry and agriculture, subdivisions, and individual estates.	Promote a balance between new development and protecting the State Park. Provide natural buffers within and along developments adjacent to the Park. Pursue conservation subdivisions to create a network of open spaces that extend conservation areas into new developments. Protect the Seventeen Mile River from potential pollution and erosion from development decisions.	AF
<div style="display: flex; justify-content: space-around;">   </div>			
<p>Quality Community Objectives Pursued:</p> <p><u>Environmental Protection:</u> The State Park should be protected from any negative impacts of development. Buffers and conservation subdivisions will help maintain the character of the community, as well as create a network of open spaces that will add to the environmental quality of the community.</p>			

Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Highway Commercial	<p>Hwy 32 between Bushnell and Douglas; Hwy 441 through Douglas; and areas on Hwy 221, in south Douglas. These areas have a mix of commercial and light industrial uses. Traffic congestion is an increasing concern.</p>	<p>Highways 32 and 441 should be widened in heavily congested areas to accommodate an increasing flow of traffic. Consider landscaped buffers between streets and sidewalks to improve pedestrian safety and help beautify the corridor. Also consider adopting an overlay district, preventing the future development of incompatible architectural styles and design decisions. Add and improve sidewalks in areas where pedestrian infrastructure is lacking. Adopt an improved tree ordinance to preserve trees remaining on undeveloped lots. Encourage the redevelopment of older strip commercial centers over new construction further down the corridor. Promote interparcel connectivity through shared parking lots to reduce unnecessary traffic flow onto main roadway. Encourage the development of small plazas and greenspace to create a pleasing environment. Attract a car dealership to serve area residents and to help foster economic activity on the corridor.</p>	C, I
<div style="display: flex; justify-content: space-around;">   </div>			
<p>Quality Community Objectives Pursued:</p> <p><u>Appropriate Business:</u> The creation of a car dealership will expand community choices and increase employment opportunities, as well as foster economic activity and prospects for further expansion and job creation.</p> <p><u>Growth Preparedness:</u> The widening of Highways 32 and 441 will support new growth and better accommodate increased traffic, while mitigating traffic congestion.</p>			

Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Bay Meadows/ Southern Coffee County	<p>Predominantly rural area, interspersed with residential subdivisions developed since 1970. These areas are characterized by automobile orientation, a high degree of building separation with fragmented, generally curvilinear street patterns. Agricultural encroachment is an issue in some places.</p>	<p>Encourage infill development of vacant lots within existing subdivisions over creation of new subdivisions. Update subdivision ordinance to address any development practices having a negative impact on the environment, especially the County's floodplains. Encourage proactive neighborhood preservation by focusing on attractive landscaping, sound maintenance, and compatible construction. Neighborhoods should have interconnected streets and sidewalks and be served by nearby and attractive open space, parks, schools and amenities. These area attractions should be located within walking distance of subdivisions to promote alternatives to automobile trips, improving air quality and creating an active community environment.</p>	R-1
<div style="display: flex; justify-content: space-around;">   </div>			
<p>Quality Community Objectives Pursued:</p> <p><u>Infill Development:</u> Encouraging infill development will maximize the use of the existing infrastructure as well as reduce the amount of encroachment onto agricultural lands.</p> <p><u>Transportation Alternatives:</u> Interconnected streets and sidewalks encourage walking and bicycling, improving air quality and creating an active community environment.</p>			



Map 5-1 Future Development

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Highway Commercial	Conservation	Rural	Rural Community	Historic Crossroads	Small Town Downtown	Small Town Neighborhoods	General Coffee State Park Area	Bay Meadows/Bethel/Southern Coffee County	Parcels	Lake/Pond	Hospital District	Touchton Woods Area	Chester Ave Neighborhood	E Walker St Neighborhood	Golf Club Rd Neighborhood
Oak Park	Southeast Douglas	Airport	State Highway	County Road	Road	River/Stream	City Boundary	County Boundary	Other County Boundary						

City of Douglas

1	2	3	4	5	6	7	8	9	10
Historic Downtown Douglas	Gaskin Ave Neighborhood	Southern Douglas Neighborhoods	Education Center	Production and Employment	Historic Downtown Douglas	Gaskin Ave Neighborhood	Southern Douglas Neighborhoods	Education Center	Production and Employment

Coffee County Comprehensive Plan

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Scale: 1" = 1 Mile

5.3 Future Land Use

The Future Land Use Plan (**Map 5-2**) for Coffee County is a parcel specific map that is intended, in conjunction with the Future Development Map, to serve as a guide in making rezoning and capital investment decisions. This Plan was prepared based on extensive community input during the community meetings and public hearings, and it follows directly from the County Vision developed during the Visioning Workshop and the Visioning Survey. The map assigns a future land use designation to every parcel within the County. The future land use categories shown on the map are listed and defined in the following table (**Figure 5-2**).

Figure 5-2: Future Land Use Definitions

Existing Land Use Category	Definition
Agriculture/Forestry	Land used for agricultural purposes such as cropland or livestock production and all land used or potentially used for commercial timber production
Commercial	Commercial and office uses, including strip malls, big-box retail outlets, auto-related businesses, restaurants, convenience stores, and office buildings
Industrial	Industrial uses.
Mobile Home / Mobile Home Park	Land used for individual mobile homes as well mobile home communities
Multi-Family Residential	Multi-Family residential uses including apartments and duplexes
Public/Institutional	Community facilities as well as general government and institutional uses. Examples include schools, public safety stations, city halls, courthouses, jails, health facilities, churches, libraries, and cemeteries. Utilities are specifically excluded from this category.
Park/Recreation/Conservation	Active and passive recreation areas, parks, and protected land. Includes land owned by a land trust or public agency and preserved from future development as maintained as open space.
Transportation/Communication/Utilities	Land use by transportation, communication, or utility purposes. Examples include airports, cellular communication towers, water towers, and water treatment facilities.

5.4 Transportation

This section outlines a plan for essential improvements for a multi-modal transportation network. Many of these improvements are mapped in **Map 5-3**, the Transportation Improvements Plan. The improvements seek to enhance the transportation network by bridging missing connections, addressing circulation deficiencies, rectifying safety concerns, promoting economic development, and providing for pedestrians and bicyclists. The Implementation Program identifies both short and long term projects. Capital outlays planned for the next five years are included in the Short-term Work Program.



Street Connectivity

Coffee County has a rural network of roadways. This functions well as long as the unincorporated area remains rural. As more and more subdivisions are developed in unincorporated areas, they will gradually strain the rural network to congested levels. The 1998 Coffee-Douglas Multimodal Study identified likely future congestion on US 441 south of Douglas and SR 158 around the existing bypass of Douglas.

The typical suburban subdivision design is oriented around dead end streets. These developments force all traffic out onto the arterial network for every trip, no matter how short. To ensure that new development contributes to Coffee County's street network, the County should adopt a street connectivity ordinance. A connectivity ordinance would set standards for access points to subdivisions, access between subdivisions, and establish minimum block sizes.

A well-connected network of streets has many advantages. Street networks on a modified or traditional grid diffuse traffic across literally hundreds of possible routes, rather than concentrating all traffic on the state and county roadways, reducing traffic congestion on the collectors and arterials. Gridded networks also ensure shorter, more direct trips, reducing dependence on oil and contributing to cleaner air. Connected street networks improve the efficiency and reduce the costs of service delivery such as trash collection, emergency response, and school busses. Finally, in and around commercial areas, street connectivity plays an essential role in ensuring residents have short and direct pedestrian-friendly routes available.

Context Sensitive Street Design

Context sensitive street design is an approach to roadway planning, design and land use patterns. The intent is to meet regional transportation goals while enhancing residential areas and considering the adjacent uses of land. The transportation section of this plan includes several widening projects. The County, in coordination with GDOT must consider the adjacent land uses and goals for each corridor, and ensure the roadway design is supportive. A context sensitive approach would seek ways to minimize the disturbance of widenings and the intersection of major highways on adjacent development. One approach is to create more rural roadways, with grass swales for stormwater and tree canopies.

Another way to ensure complimentary land development adjacent to major roadways is to adopt a corridor overlay zoning district along the corridor when a major investment, such as a widening, is anticipated. Douglas has adopted overlays on highways 32 and 441 through the City. Those ordinances, with minor adjustments, could be applied to areas of the unincorporated County as well.

Access Management

Successful corridor development requires not only a respect for the surrounding areas' character, but also addresses functionality. Access management is the process of coordinating, planning, design and implementation of land use and transportation strategies so that the flow of traffic between the road and the surrounding land uses is efficient and safe. An access management plan offers numerous benefits including:

- Increased pedestrian and bicycle safety.
- Reduction of vehicular collisions.
- Promotion of desirable land uses and development patterns.
- Reduction of congestion and traffic delays.
- Extended roadway life.
- Support for alternative transportation modes.
- Improved appearance and quality of the built environment.

The access management plans are designed to:

- Define appropriate land uses within a corridor.
- Define development standards that integrate land use and transportation.
- Implement new internal street networks to increase connectivity.
- Align driveways.
- Limit the number of curb cuts permitted per parcel or per linear feet of corridor.
- Close existing curb cuts along a corridor.
- Increase or establish proper separation between curb cuts and intersections.
- Relate driveway design to travel speed and traffic volumes.
- Allow/encourage shared access parking.
- Limit access from an arterial or collector street to a private parking lot.
- Install medians in roadways and set spacing of median breaks.
- Establish parking maximums versus parking minimums.

All of the state and federal routes in the County could benefit from access management standards.

Traffic Bottlenecks and Congested Areas

According to the community involvement, stakeholder interviews, and the 1998 Douglas – Coffee County Multimodal Study, Coffee County has three areas where congestion is an existing or probable future concern. The primary existing concern is along the CSX railroad line and all the at-grade rail crossings in Douglas. The railroad is becoming increasingly active and will become significantly more active in the years ahead. In 1996, the GDOT Plan Development Bureau explored the options for a grade separated crossing in Douglas's central business district (CBD). The study concluded that there were no good locations for such a crossing. Outside the

CBD, the best option is for a grade-separated crossing is at SR 158. This crossing is included in the latest GDOT improvement program as part of the widening of SR 135.

According to the Multimodal study, two areas are predicted to have congestion problems by 2012: US 441 on the southside of Douglas and SR 135/Perimeter East around Douglas's eastside. Several approaches to alleviating congestion on US 441 could be effective. One of the primary drivers of the congestion is the scattered and leapfrog pattern of subdivision development in southern Coffee County. The County should work to encourage residential development closer to the City of Douglas and the City should strive to increase its residential base through annexation and infill. Improving the street connectivity of new developments, as described previously, will give new southside residents more options for getting from one place to another rather than using US 441 for every trip.

As a long-range strategy for improving congestion on US 441, an outer perimeter highway could provide additional route options for through-traffic and truck traffic. Conceptual alignment options for an outer perimeter highway are included in **Map 5-3**. In addition to alleviating US 441 congestion, the new highway could serve new employment and residential areas and minimize truck traffic on all routes passing through downtown Douglas.

To alleviate future congestion on the eastern bypass, GDOT is planning to widen the road from two to four or five lanes within the next four years. When the road is widened the CSX railroad crossing will be converted to a grade-separated crossing.

Unpaved Roads

Coffee County has hundreds of miles of unpaved roads. These present a constant maintenance problem and are a major source of sedimentation in the County's streams. As a long range goal, the County seeks to pave all of its unpaved roadways, but this objective will continue beyond the 2027 planning horizon for this Comprehensive Plan. In the meantime, the County will continue to devote some of its SPLOST and other financial resources to paving the County's roads.



Unpaved Road in County

In recent years, several areas of concern have emerged in relationship to new development. The County does not require new subdivisions to pave their streets. So, many new subdivisions within the County are built without paved streets. As a result, the number of unpaved miles within the County has not been markedly reduced over the past decade, despite paving efforts. The County should change its land development regulations to require all new streets to be paved; and the County should adopt standard street cross sections that detail the minimum standards, width, paving and drainage requirements for new streets.

The second area of concern is that new subdivisions can be built off of unpaved roads, that is, the new subdivision is only accessible by traveling on existing unpaved roads. Once the new

subdivision is complete, the wear and tear on the unpaved road increases dramatically, creating a maintenance problem for the County. Additionally, the new residents that live off the subdivision often complain about the condition of the road, putting pressure on the County to move it up on the priority list of County road paving projects. This effectively serves as a subsidy from existing taxpayers to the developer. In response, the County should change its development regulations to require all subdivisions (except family subdivisions) to be located on an existing paved road.

Roadway and Highway Improvements

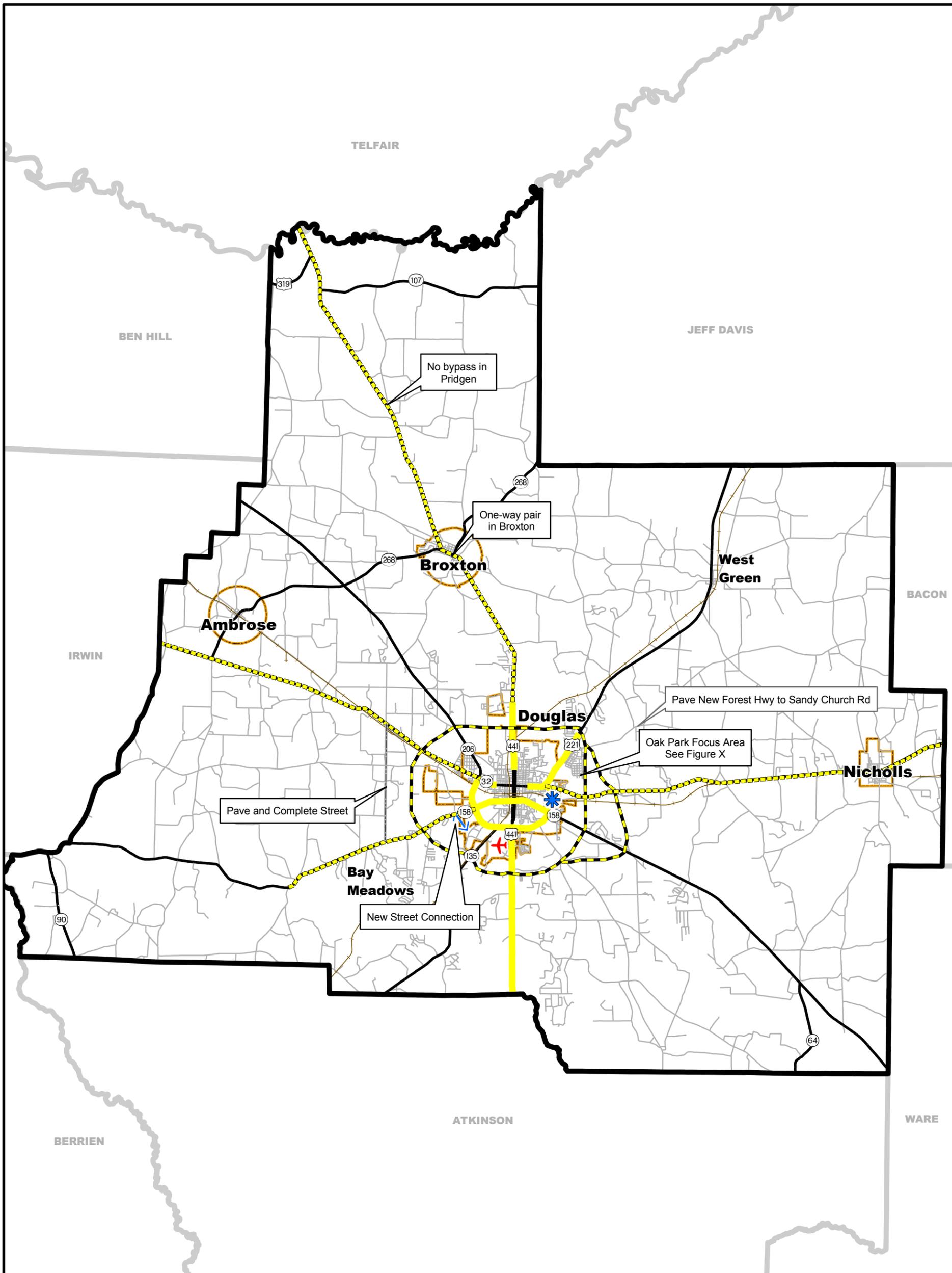
Projects in the GDOT Short Term Improvement Program (STIP)

The GDOT District 4 office has programmed lists of STIP projects for the next 4 years within Coffee County. The projects are listed in **Figure 5-3**.

Figure 5-3: STIP Projects for Coffee County

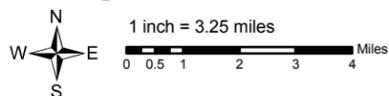
Capital Outlay	Description	Estimated Cost	Jurisdiction
Bridge Replacement	SR 64 N of Pearson	\$2.1 million	County
Bridge Replacement	SR 158 on Satilla River	\$1.125 million	County
Bridge Replacement	SR 158 E of Douglas	\$1.87 million	County
Signals	SR 158 @ 7 locations	\$900,000	Douglas/County
Multi-Use Trail	In City of Douglas	\$200,000	Douglas
Intersection Improvement	US 221/SR 135 @ Cross Rd	\$500,000	County
Bike/Ped (sidewalk)	SR 135 @ 17 Mile River Bridge	\$188,000	County
Road Widening	SR 32 @CR 296 to west City limits of Douglas	\$9.3 million	County/Douglas
Road Widening	SR 135 from US 441 to SR 32	\$2.9 million	Douglas
Bridge replacement	SR 135 @ Tiger Creek	\$656,000	County

Coffee County's joint SPLOST (special local options sales tax) was approved by the voters in 2005 and commenced in 2006. The SPLOST funds are dedicated to an array of projects including a new jail, parks and infrastructure improvement, as well as some transportation improvements. **Figure 5-4** describes the transportation-related funding coming from the latest SPLOST by jurisdiction.



**Coffee County
Comprehensive Plan**

*Transportation
Improvements Plan*



- | | |
|---|-----------------------|
| New Grade-Separated Railroad Crossing | Airport |
| Widen to 4 Lanes | Railroad |
| Conceptual Alignment for a Second Perimeter Highway | City Boundary |
| State Highway - 4 Lanes | County Boundary |
| State Highway - 2 Lanes | Other County Boundary |
| Local Road | |



Map 5-3

Figure 5-4: SPLOST Projects for Coffee County

Capital Outlay	Estimated Cost	Jurisdiction
Airport Improvements	\$200,000	City
Roads, Streets, Bridges, Sidewalks, Striping	\$9,075,000	County
Sidewalks	\$120,500	Douglas
Greenway Trail	\$500,000	Douglas
Transportation Improvements	\$70,000	Ambrose
Transportation Improvements	\$376,000	Broxton
Transportation Improvements	\$250,000	Nicholls

Figure 5-5: Long Range Projects in Coffee County

Capital Outlay	Description	Jurisdiction
Widening	US 441 from Coffee High School to the northern County line (2 to 4 lanes)	County/Broxton
Widening	SR 32 throughout the County (from 2 to 4 lanes)	County/Douglas
New Roadway	Outer perimeter highway	County/Douglas
Connectivity Improvements	Complete Gordon Street by making the two missing connections	Douglas
New Street	Construct a new street at Indian Creek Elementary between SR 158 and Kellogg Dr	County/Douglas
Shoulder/Safety/Paving	Pave, improve shoulders, and complete Bud Hutchinson Road/Chaney Road between SR 158 and SR 32	County
Shoulder/Safety	Improve shoulders on Sink Hole Road from Perimeter West Industrial Park to Douglas City limits and new jail	County/Douglas
Shoulder/Safety/Paving	Pave and improve shoulders on New Forest Highway from Douglas to Sandy Church Road	County
Widening	SR 158 from Forest Hills subdivision to 206 bypass	County

New Operational Improvement Projects

The 1998 Douglas Coffee County Multimodal Transportation Study identified numerous operational improvements for upgrading existing roadways where existing or future needs indicate improvements are warranted. These improvements typically are implemented when capacity-adding improvements are not justified from projected volume increases or where widening is not practical due to community concern or adjacent land uses. Operational

improvements generally consist of implementing selected safety and or operations related modifications.

Douglas and Coffee County should continue to work through these projects identified by the 1998 study. Figure 5-6 lists those projects from the 1998 study that have not yet been completed.

Figure 5-6: Remaining Operational Improvements from 1998 Multimodal Study

Roadway	Improvement	Location
SR 135	Emergency Signal	Emergency preemptive signal at Fire Station on Perimeter
SR 32	Emergency Signal	Emergency preemptive signal at new CRMC ambulance entrance
	Bridge Widening	Otter Creek and 17-Mile River, for oversize loads
SR 158	Passing Lanes	Appropriate locations to southeast

Long Range Transportation Plan

The County’s current Transportation Plan was completed in August 1998. The County is due for an update to its Transportation Plan. The Plan could build on the work of the Comprehensive Plan and take in to account the recent population and employment projections for the County and its cities. The Plan should address roadways, freight movement, railroads, in addition to pedestrian and bicycle infrastructure.

Oak Park Focus Area

In 2004, Coffee County prepared a small area study for the Oak Park community. The study identified numerous transportation-related improvements for the area. Due to the level of poverty, criminal activity, and substandard housing conditions, the area is given special attention in this Comprehensive Plan and many of the projects identified in that study are carried forward and incorporated in this Plan. **Figure 5-6** lists the transportation-related improvements and **Map 5-4** maps them.



Figure 5-6: Oak Park Focus Area, Transportation Improvements included in the Oak Park Quality Growth Initiative Small Area Development Plan (2004)

Action	Time Frame (from 2004 plan)	Cost (2004 dollars)	Funding
Pave Streets in Phase I	2005	\$1,180,000	SPLOST, General revenue
Pave Streets in Phase II	2008	\$1,410,000	SPLOST, General revenue
Pave Streets in Phase III	2011	\$1,750,000	CDBG, General Revenue
Install Street Lighting	2004 to 2007	\$900 per luminaire	Weed and Seed
Streetscape Elm Street	2006	\$123,100	TEA
Streetscape Spring Oak Street	2006	\$300,500	TEA
Pedestrian Enhancements for Highway 221	2006		TEA
Close the Villa/Lacey Street Corner	2004		
Realign First Avenue near Spanish Oak Street	In conjunction with paving First Avenue		
Extend 12 Oaks Street to Spanish Oak Street	In conjunction with the redevelopment of the trailer park behind the Hope Center into Multi-Family Housing		
Create a New Street Behind the Hope Center	In conjunction with the redevelopment of the trailer park behind the Hope Center into Multi-Family Housing		
Close Five Points Street	In conjunction with Homesteading the Amber Hills/Spring Oak/5 Points Street Triangle		
Realign Harvest Street to Cross Street	In conjunction with either the development of the Harvest Street Park or the paving of Harvest Street, whichever comes first.		
Close the Streets South of Douglas Avenue	In conjunction with the development of the new riverfront park		



Non-Residential	Align Roadway	Existing Paved Roadway
Lake/Pond	New Street	Pave Roadway - Phase 1
Wetlands	Pedestrian Enhancement	Pave Roadway - Phase 2
River/Stream	Streetscaping	Pave Roadway - Phase 3
		Close Roadway

**Coffee County
Community Agenda
Map 5-4
Oak Park
Transportation Plan**

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6 Policies

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

These policies are organized around the seven major elements of the plan:

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

6.1 Land Use

- LU-1: Promote the coordination of development and infrastructure, avoiding uncoordinated growth that can place unnecessary strains on County resources and the environment.
- LU -2: Support redevelopment of vacant property over growth in undeveloped areas whenever possible.
- LU-3: Encourage the coordination of transportation planning and land use to maximize County resources and encourage cohesive growth.
- LU-4: Update zoning regulations and zoning map regularly to reflect development trends and needs of the County.
- LU-5: Support the preservation of agricultural and environmentally sensitive land, retaining the rural character of the County.
- LU-6: Work collaboratively with regional partners to ensure that regional land use issues and opportunities are addressed comprehensively.
- LU-7: Work towards eliminating incompatible land uses throughout the County, especially those that conflict with existing and planned residential development.

6.2 Transportation

- TR-1: Support efforts to increase accessibility to the County from major interstates and other regionally important roads that support economic development efforts.
- TR-2: Increase connectivity throughout the community by prioritizing grid-style street patterns over closed, limited-access roads.
- TR-3: Work towards paving roads throughout the County to mitigate the harmful effects of erosion.
- TR-4: Support the City of Douglas's efforts to expand the capacity of the Douglas Municipal Airport, whose presence benefits the whole of the community.
- TR-5: Maintain a high-quality inventory of transportation structures through continued upkeep and repair of roads, sidewalks, and related infrastructure.
- TR-6: Support the continued development of pedestrian and cyclist capacity throughout the County, particularly in areas with institutional and residential uses.
- TR-7: Promote actions to increase safety at major at-grade rail-road crossings throughout the County.
- TR-8: Add traffic calming devices where public input and overall traffic patterns suggest the need for greater safety.
- TR-9: Encourage connectivity between parks and passive trails to sidewalk and cyclist paths.
- TR-10: Discourage development on dirt roads.
- TR-11: Encourage use of context sensitive design standards when widening or building new roads in the County.

6.3 Economic Development

- ED-1: Encourage a diverse mix of industries to ensure the sustainability of the local economy through industry fluctuations and changes in the economy.
- ED-2: Support the economic development efforts of the Douglas-Coffee Chamber of Commerce and the Douglas Coffee County Economic Development Authority.
- ED-3: Encourage infrastructure development that facilitates economic growth and provides needed resources for potential businesses.

- ED-4: Support training programs at South Georgia College and East Central Technical College that will help prepare the area’s workforce for employment opportunities.
- ED-5: Maintain high-quality police and fire services, increasing the attractiveness of Coffee County as a place to do business.
- ED-6: Promote creative economic development financing opportunities, especially those that are available through state and federal programs for rural communities.
- ED-7: Actively enforce building codes and zoning regulations to maintain a positive community image to visitors and businesses that may consider locating in the area.
- ED-8: Recruit entertainment attractions to the County that reflect the community’s character and entertainment preferences.
- ED-9: Promote ecotourism opportunities in the county focusing on natural resources, including fishing and hunting opportunities, General Coffee State Park, and the Broxton Rocks Preserve.
- ED-10: Support initiatives to expand services and related infrastructure at the Douglas Municipal Airport.

6.4 Housing

- H-1: Promote safe and affordable housing opportunities for all members of the community.
- H-2: Actively promote rehabilitation of older housing units to preserve the quality and quantity of the existing housing stock.
- H-3: Ensure that new housing subdivisions meet the specifications outlined in the development standards for the community.
- H-4: Promote even residential growth across the County to eliminate the possibility of congestion and other negative effects, such as environmental harm and over-populated schools.
- H-5: Work collaboratively with the Coffee County School Board to ensure that housing development decisions are coordinated with the provision of adequate schools.
- H-6: Promote conservation subdivisions, which set aside a percentage of land within each development as greenspace, increasing the quality of air, water, and other environmental resources.
- H-7: Actively address mobile home park standards to ensure that all substandard and dilapidated units are eliminated from the community.

- H-8: Eliminate all substandard housing units in our community through firm code enforcement.
- H-9: Attract quality senior housing developments to the County.

6.5 Natural and Cultural Resources

- NCR-1: Actively promote the preservation of historic properties throughout the County to conserve the County's cultural resources heritage and unique attributes.
- NCR-2: Enforce all regulations that protect the County's wetlands and related areas.
- NCR-3: Support efforts to secure natural resources present at Broxton Rocks and General Coffee State Park.
- NCR-4: Generate new regulations, as appropriate, that protect groundwater from pollution related to septic tanks and industrial run-off.
- NCR-5: Promote efforts to preserve trees in the area through ordinance creation and other initiatives.
- NCR-6: Work collaboratively with area cities to encourage the preservation of the unique cultural amenities of the area.
- NCR-7: Promote the preservation of greenspace in conjunction with new growth and development.
- NCR-8: Minimize inefficient land consumption and encourage more compact urban development in order to preserve green open space and natural resource areas.

6.7 Community Services and Facilities

- CSF-1: Regularly monitor fire and police service provision to ensure that all community members have equal access to services.
- CSF-2: Maximize use of existing community facilities through innovative uses during peak and off-peak hours.
- CSF-3: Ensure equal access to community services and facilities by providing multi-lingual services when possible and appropriate.
- CSF-4: Encourage community-led initiatives to address area service needs, lowering the costs of services.

CSF-5: Coordinate infrastructure and development to reduce development costs and reduce the negative impacts of sprawl.

6.8 Intergovernmental Coordination

IC-1: Collaborate with the City of Douglas to actively update and make repairs to existing parks and recreational facilities.

IC-2: Participate in local and regional discussions focused on improving the area's transportation infrastructure network.

IC-3: Facilitate an open communication channel between the County and area cities to ensure that basic needs of the community are being met.

IC-4: Modify and update the Service Delivery Strategy as service needs change and alternative arrangements are established.

IC-5: Encourage collaboration with area cities to create County-wide zoning regulations.

IC-6: Seek opportunities to consolidate services with area cities when the result would be a better provision of services.

IC-7: Consult other public entities in our area when making decisions that are likely to impact them.

7 Implementation Program

7.1 Introduction

The following Implementation Strategies Program addresses the issues and opportunities for Coffee County, raised in Section V. Action items are identified, along with responsible parties and a projected timeframe for implementation. This timeframe is expressed either as Ongoing, Short-Range (1 to 5 years), or Long-Range (5+ years). Strategies are categorized by major elements of the plan, then by the specific issue or opportunity addressed.

To best maximize area resources, implementation strategies include a mixture of approaches, including public private partnerships. Below is a list of responsible parties and partners in this plan. Implementation strategies follow.

Parties or Partners	Acronym or Abbreviation
Atlanta Regional Commission	ARC
City of Ambrose	Ambrose
City of Broxton	Broxton
City of Douglas	Douglas
City of Douglas Fire Department	DFD
City of Douglas Police Department	DPD
City of Douglas Preservation Commission	CDPC
City of Nicholls	Nicholls
Coffee County	Coffee County
Coffee Correctional Institute	CCI
Coffee County Building Code Department	CCBCD
Coffee County Building Department	CCBD
Coffee County Fire Department	CCFD
Coffee County School Board	CCSB
Coffee County Sherriff's Office	CCSO
Coffee Regional Medical Center	CRMC
CSX Corporation	CSX
Douglas Area Welcome Center	DAWC
Douglas-Coffee Chamber of Commerce	DCCC
Douglas-Coffee Economic Development Authority	DCEDA
Douglas-Coffee Parks and Recreation Department	DCPRD
Douglas Community Development	DCDD

Parties or Partners	Acronym or Abbreviation
Department	
Douglas Housing Authority	DHA
Douglas Facilities Department	DFD
Douglas Fire Department	DFD
Douglas Historic Preservation Commission	DHPC
Douglas Human Resource Department	DHRD
Douglas Marketing Department	DMD
Douglas Municipal Airport	DMA
Douglas Police Department	DPD
Douglas Public Works Department	DPWD
Douglas Water & Wastewater	DWW
East Central Technical College	ECTC
Georgia Department of Adult and Technical Education	GDATE
Georgia Department of Agriculture	GDA
Georgia Department of Community Affairs	GDCA
Georgia Department of Economic Development	GDEcD
Georgia Department of Natural Resources	GDNR
Georgia Department of Labor	GDOL
Georgia Department of Transportation	GDOT
Georgia Environmental Protection Division	GEPD
Georgia Historic Preservation Commission	GHPC
Georgia Power Economic Development	GPED
General Coffee State Park	GCSP
Main Street Program, City of Douglas	Main Street
National Trust for Historic Preservation	NTHP
Southeast Georgia Regional Development Center	SEGa RDC
Southeast Georgia Area Agency on Aging	SEGa AAA
South Georgia College	SGC
US Department of Housing and Urban Development	USHUD

7.2 Land Use Strategies

How do we avoid suburban sprawl development?

Description/Action	Responsible Party	Partners	Timeframe
Provide incentives for the redevelopment of existing sites over the development of new sites.	Coffee County	GDCA	Ongoing
Identify areas for greenspace conservation within the County and maintain updated map.	Coffee County	GEPD Douglas	Ongoing
Develop incentives for shared parking lots in areas where appropriate, eliminating unnecessary parking lots.	Coffee County		Short-Range
Adopt a conservation subdivision ordinance.	Coffee County		Short-Range
Adopt regulations to limit development to areas with adequate infrastructure to support anticipated growth associated with development.	CCBPD		Short-Range
Adopt a connectivity ordinance, mandating the linking of new roadways to the existing transportation network.	Coffee County	Douglas	Short-Range

How do we prepare for greater growth in the unincorporated County?

Description/Action	Responsible Party	Partners	Timeframe
Complete a feasibility analysis for the development of a service delivery area for water and sewer service for customers in the unincorporated County. Services could be provided by the City of Douglas.	Douglas	DWWD SEGa RDC Coffee County	Short-Range
Collaborate with Coffee County School Board to ensure that land use decisions are coordinated with capital and long-term service plans for County schools. Incorporate member of School Board staff in County's monthly planning and zoning meeting.	Coffee County CCSB	SGC ECTC	Ongoing
Update zoning when appropriate to reflect desired changes identified in the future land use map established in the Comprehensive Plan.	Coffee County		Short-Range

Description/Action	Responsible Party	Partners	Timeframe
Consider adopting Right to Farm practices and adjust policies as appropriate.	Coffee County	GDA	Short-Range

How do we improve our code enforcement?

Description/Action	Responsible Party	Partners	Timeframe
Develop a system for residents to report suspected code violations. Generate a response system to address those complaints.	Coffee County		Short-Range
Complete a feasibility study for a County-wide code enforcement system.	Coffee County DDCD	Ambrose Broxton Nicholls SEGa RDC	Short-Range
Hire additional staff to address the increasing need for code enforcement, contingent upon the development of a County-wide system.	Coffee County	Ambrose Broxton Nicholls Douglas	Short-Range

How should we revise and update our County Zoning Ordinance and County Zoning Map?

Description/Action	Responsible Party	Partners	Timeframe
Work with cities in Coffee County to determine the viability of County-wide zoning.	Coffee County Douglas Ambrose Nicholls Broxton	SEGa RDC	Short-Range
Update the County Zoning Ordinance to reflect important policy changes identified in the Issues and Opportunities of the Comprehensive Plan.	Coffee County		Short-Range
Update the County Zoning Map annually to reflect zoning changes.	Coffee County		Ongoing
Incorporate a senior/retiree housing element in the County Zoning Ordinance. This element should help guide the development of senior housing.	Coffee County		Short-Range

How do we revise County Subdivision regulations?

Description/Action	Responsible Party	Partners	Timeframe
Mandate developer-provided road infrastructure in new housing subdivisions.	Coffee County		Short-Range
Adopt a Conservation Subdivision Ordinance, setting aside a certain percentage of land for permanent conservation new housing subdivisions.	Coffee County		Short-Range

How should we direct future growth in a sustainable fashion?

Description/Action	Responsible Party	Partners	Timeframe
Utilize the Future Development Map to identify appropriate forms of development in all character areas.	Coffee County		Ongoing
Develop performance standards to identify the appropriateness of development decisions.	Coffee County	CCBPD	Short-Range

7.3 Transportation Strategies

How do improve our network of paved roads and establish a priority list for paving all County-maintained roads?

Description/Action	Responsible Party	Partners	Timeframe
Regularly update inventory of unpaved roads in the County.	Coffee County	Ambrose Broxton Douglas Nicholls	Ongoing
Consider developing a standard evaluation tool to determine the appropriate order by which to pave roads in the County.	Coffee County	GDOT SEGa RDC	Short-Range
Mandate developer-provided road infrastructure in new housing subdivisions.	Coffee County	CCBD	Short-Range

How do we increase walkability in the community?

Description/Action	Responsible Party	Partners	Timeframe
Prioritize infrastructure development in areas with a high quantity of population growth, creating rural villages.	Coffee County	GDOT	Ongoing
Improve crosswalks at schools, connecting institutes to nearby residential areas.	Coffee County	CCSB	Short-Range
Incorporate pedestrian capacity improvements in a long range transportation plan.	Coffee County SEGa RDC	GDOT	Short-Range
Add traffic calming devices in high density residential areas, school zones, and other appropriate locations.	Coffee County	GDOT	Short-Range
Extend the Douglas corridor overlay district to unincorporated areas on SR 32 and US 441.	Coffee County	Douglas GDOT	Short-Range

How do we expand grid street patterns in the County?

Description/Action	Responsible Party	Partners	Timeframe
Update the County Subdivision Ordinance to mandate street connectivity.	Coffee County		Short-Range
Design new roads to connect with other preexisting roads.	Coffee County		Ongoing
Adopt a connectivity ordinance, mandating the linking of new roadways to the existing transportation network.	Coffee County	Douglas	Short-Range

How do we improve railroad crossing safety throughout the County?

Description/Action	Responsible Party	Partners	Timeframe
Maintain and improve signage and other safety precautions at crossings as necessary.	Coffee County	CSX DPWD	Ongoing
Complete a risk analysis of railroad grade crossings to identify ways to improve safety and operations.	Coffee County	GDOT DPWD CSX	Short-Range

How do we work towards enhanced regional accessibility?

Description/Action	Responsible Party	Partners	Timeframe
Work with the Georgia Department of Transportation and County partners to widen Hwy 441 from I-10 to I-16.	Coffee County	GDOT Ambrose Broxton Douglas Nicholls	Long-Range
Work with the Georgia Department of Transportation and County partners to widen Hwy 32, from I-75 to I-95.	Coffee County	GDOT Ambrose Broxton Douglas Nicholls	Long-Range
Work with the Georgia Department of Transportation and County partners to widen Hwy 158 to Hwy 82.	Coffee County	GDOT Ambrose Broxton Douglas Nicholls	Long-Range
Work with the City of Douglas to devise a strategy to bring day-jet service to the Douglas Municipal Airport.	DMA	Douglas Coffee County DCCC	Long-Range
Provide support in the development of an area shuttle to the Jacksonville International Airport.	Coffee County	Douglas DCCC DAWC	Long-Range
Develop a long term cycling plan to help decrease automobile use and ease bicycle travel.	Coffee County	Douglas SEGa RDC	Short-Range
Widen bridge at Otter Creek and 17-Mile River to accommodate oversize loads.	Coffee County	GDOT	Long-Range

How do we create a long range transportation plan?

Description/Action	Responsible Party	Partners	Timeframe
Work with transportation partners to identify and prioritize major transportation issues in the County through the development of a long range plan.	Coffee County	GDOT Douglas Broxton Nicholls Ambrose SEGa RDC	Short--Range

Maintain inventory of transportation needs and issues to assist efforts to develop a long range plan.	Coffee County	GDOT Douglas Broxton Nicholls Ambrose SEGa RDC	Ongoing
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7.4 Economic Development Strategies

How do we provide adequate infrastructure to support future economic development?

Description/Action	Responsible Party	Partners	Timeframe
Study the feasibility of service delivery areas for sewer and water within the unincorporated County. The City of Douglas would act as the service provider.	Coffee County DWWD		Long-Range
Complete a feasibility study for developer provided infrastructure in the unincorporated County.	Coffee County	DCCC DCEDA GDCA GPED SEGa RDC	Short-Range
Adapt existing zoning ordinance to mandate that development occur on paved roads.	Coffee County	Douglas	Short-Range

How do we develop our local entertainment industry?

Description/Action	Responsible Party	Partners	Timeframe
Support the completion of a marketability analysis for the addition of an entertainment complex in the County.	Douglas	DCCC GDEcD Coffee County	Long-Range
Provide fine arts opportunities at all levels of our education system.	CCSB	SGC ECTC	

How do we better promote local tourism?

Description/Action	Responsible Party	Partners	Timeframe
Increase County's informational fliers at Visitor Information Centers (VICs) in Georgia, highlighting the County's unique attributes and attractions.	DAWC	Coffee County GDEcD	Short-Range
Improve signage for major County attractions by collaborating with area cities.	Coffee County	GDOT DCCC DAWC	Long-Range

Promote the area's ecotourism by improving partnerships with General Coffee State Park and Broxton Rocks.	Coffee County	GCSP GDEcD GDNR	Ongoing
Explore option of developing a convention center in Coffee County/Douglas.	Coffee County Douglas	Chamber	Long-Range

How do we support the Douglas Municipal Airport's development?

Description/Action	Responsible Party	Partners	Timeframe
Promote the DMA to businesses considering locating in the County.	DCEDA	Coffee County Douglas DCCC	Ongoing
Work with the City of Douglas to complete a strategy to bring day-jet service to the Douglas Municipal Airport.	DMA	Douglas Coffee County DCCC	Long-Range

7.5 Housing Strategies

How do we address Oak Park's continued deterioration?

Description/Action	Responsible Party	Partners	Timeframe
Continue the implementation of elements from the 2004 Oak Park Redevelopment Plan.	Coffee County	Douglas SEGa RDC GDCA	Ongoing
Maintain water service in Oak Park and encourage new connections to the system.	DWWD	Coffee County	Ongoing
Apply for appropriate housing rehabilitation grants.	Coffee County	Douglas USHUD	Ongoing
Update County's Manufactured Home Ordinance.	Coffee County	Douglas GDCA	Short-Range
Enforce housing codes in Oak Park area, removing substandard housing.	Coffee County		Ongoing
Implement Neighborhood Watch Program.	CCSO		Short-Range

How do we ameliorate distressed housing in our community?

Description/Action	Responsible Party	Partners	Timeframe
Hire additional staff to help enforce housing code violations.	Coffee County		Short-Range
Investigate the possibility of sharing rehabilitation programs with the City of Douglas through a unified service	Coffee County	City of Douglas	Short-Range

Description/Action	Responsible Party	Partners	Timeframe
agreement.			
Apply for housing rehabilitation grant programs through the SEGa RDC.	Coffee County	SEGa RDC Douglas	Short-Range

How do we address the need for new housing units?

Description/Action	Responsible Party	Partners	Timeframe
Incorporate a variety of housing types, styles, and price points, including affordable and high-end product, toward the goal of creating “lifecycle” housing in the community.	Coffee County	Douglas CCBPD	Ongoing
Match housing permit allocations with population growth projections outlined in the Comprehensive Plan.	CCBPD	Douglas SGRDC	Ongoing
Coordinate new housing development with existing infrastructure and school sites, clustering growth rather than allowing suburban-sprawl development.	Coffee County	Douglas CCSB	Ongoing

How do we place an emphasis on elderly housing?

Description/Action	Responsible Party	Partners	Timeframe
Adopt best practices standards for elderly housing developments, reflecting special resource needs for this population. These standards should apply in areas with higher density where infrastructure can support such structures.	Coffee County	GDCA USHUD	Short-Range
Attract more assisted living homes to the County in areas where infrastructure can support such structures	Coffee County	DCCC	On-Going
Develop housing solutions for aging residents in need of housing plus care.	Coffee County	SEGa AAA	Short-Range
Incorporate a senior/retiree housing element in the County Zoning Ordinance. This element should help guide the development of senior housing.	Coffee County		Short-Range

How do we create a County-wide housing rehabilitation program?

Description/Action	Responsible Party	Partners	Timeframe
Meet with the City of Douglas and other County cities to consider the feasibility of sharing housing rehabilitation programs with the City of Douglas.	Coffee County	Douglas Ambrose Broxton Nicholls SEGa RDC	Short-Range
Hire a full-time person to coordinate grant applications for community development funding, including housing grants.	Coffee County	SEGa RDC	Short-Range
Work with the SEGa RDC to identify opportunities to increase access to community development funding.	Coffee County	SEGa RDC	Short-Range

7.6 Natural and Cultural Resources

How do we ensure that are wetlands are protected?

Description/Action	Responsible Party	Partners	Timeframe
Hire additional staff to help enforce building codes and ensure that new subdivisions do not violate the Wetlands Protection Overlay District.	Coffee County	GEPD	Short-Range
Create incentives for including multi-use paths in wetland areas near new development.	Coffee County	GEPD	Short-Range
Adopt protection measures for the Ocmulgee River Basin.	Coffee County	GEPD Douglas	Long-Range
Adopt a conservation subdivision ordinance.	Coffee County		Short-Range

Lack of Groundwater Recharge Protection District.

Description/Action	Responsible Party	Partners	Timeframe
Adopt a groundwater recharge protection district for appropriate areas of the County.	Coffee County	Douglas	Short-Range

How do we address the limited protection of trees?

Description/Action	Responsible Party	Partners	Timeframe
Adopt a tree preservation and tree replacement ordinance.	Coffee County	Douglas	Short-Range

Description/Action	Responsible Party	Partners	Timeframe
Adopt a future parks and conservation plan as an official map.	Coffee County	DCPRD GEPD	Long-Range

How do we address the need for a conservation subdivision ordinance?

Description/Action	Responsible Party	Partners	Timeframe
Adopt a conservation subdivision ordinance that considers the long-term importance of greenspace in the community.	Coffee County	GDCA	Short-Range

How do we promote ecotourism in our community?

Description/Action	Responsible Party	Partners	Timeframe
Add additional part-time staff to promote and give tours of the Broxton Rocks.	Coffee County	Douglas SEGa RDC	Short-Range
Improve signage for Broxton Rocks and General Coffee State Park.	Coffee County	Douglas SEGa RDC	Short-Range
Add cyclist paths to County roadways leading to major ecotourism attractions.	Coffee County	GDOT	Short-Range
Adopt a scenic corridor overlay ordinance for appropriate areas of the County	Coffee County		Short-Range

7.7 Community Services and Facilities

How do we address the need for a stormwater management system?

Description/Action	Responsible Party	Partners	Timeframe
Complete an inventory of high risk environmental damage due to stormwater run-off.	Coffee County	Douglas SEGa RDC GEPD	Short Range
Develop an implementation strategy and funding source for a stormwater management system.	Coffee County	GEPD	Short Range

How do we mitigate the effects of roadway trash caused by through traffic?

Description/Action	Responsible Party	Partners	Timeframe
Improve the County’s anti-littering ordinance by adding more stringent repercussions for violations.	Coffee County	Douglas Ambrose Broxton Nicholls	Short-Range

Update the Solid Waste Management plan to address new solid waste issues.	Coffee County	Douglas Ambrose Broxton Nicholls	Short-Range
Develop a volunteer program for “adopt a mile” trash pick-up.	Coffee County	Douglas Ambrose Broxton Nicholls	Short-Range

How do we address the need for more staff?

Description/Action	Responsible Party	Partners	Timeframe
Develop a task force to study the feasibility of joint County-City staff for major service areas.	Coffee County	DHRD Ambrose Nicholls Broxton	Short-Range

How do we ensure we accommodate the service needs of our growing Hispanic population?

Description/Action	Responsible Party	Partners	Timeframe
Complete an accessibility analysis of the Hispanic population’s use of public services to identify need areas.	Coffee County		Short-Range
Hire part-time staff to help translate documents and provide translation services.	Coffee County		Short-Range
Work with the area educational institutes to identify potential ESL programs for adults.	Coffee County	CCSB SGC ECTC GDATE	Long-Range

How do we clarify and expand our recreational services?

Description/Action	Responsible Party	Partners	Timeframe
Complete an accessibility study of recreation resources for County residents.	DCRPD		Short-Range
Investigate recreational needs of elderly population in County.	Coffee County	DCPRD SEGa AAA	Ongoing
Increase connectivity of County parks to sidewalks and other pedestrian and cyclist infrastructure.	Coffee County DCPRD		Ongoing
Provide newsletters to residents regarding new Parks and Recreation programs and services on a quarterly basis.	DCPRD	Coffee County Ambrose Broxton Nicholls	Short-Range

Extend multi-use trail to new middle school in North Douglas.	Douglas	CCSB Coffee County	Long-Range
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How do we continue efforts to adopt a Fire Protection Mutual Aid Agreement?

Description/Action	Responsible Party	Partners	Timeframe
Adopt a mutual aid agreement to provide the highest level of protection of community residents.	DFD CCFD		Short-Range
Develop a program that improves interaction between employees of the City Fire Department and employees of the County Fire Department.	DFD CCFD	SGRDC	Short-Range

7.8 Intergovernmental Coordination

How do we address greater demand for sewer and water capacity?

Description/Action	Responsible Party	Partners	Timeframe
Annually review the County’s water-well network to identify any at-risk resources in need of repair.	Coffee County		Ongoing
Complete a feasibility analysis of the development of a service delivery area for water and sewer service for customers in the unincorporated County. Services being provided by the City of Douglas.	Douglas	DWWD SEGa RDC Coffee County	Short-Range

How do we ensure coordination between development and education?

Description/Action	Responsible Party	Partners	Timeframe
Include the Coffee County School Board in all major decisions regarding new housing and other development decisions that will impact school enrollment.	Coffee County	CCSB DHA	Ongoing
Provide input to decisions regarding where to put new schools.	Coffee County	CCSB	Ongoing

How do we collaborate with Georgia Department of Transportation?

Description/Action	Responsible Party	Partners	Timeframe
Apply for special transportation funds through the Georgia legislative process.	Coffee County	Douglas	Ongoing
Complete required transportation analyses to assure funding for projects.	Coffee County	Douglas	Ongoing
Complete a County-wide transportation plan to identify future needs for STIP.	Coffee County Ambrose Broxton Douglas Nicholls	GDOT	Short-Range

How can we consolidate fire and police services County-wide?

Description/Action	Responsible Party	Partners	Timeframe
Address the feasibility of fire and police consolidation with other area governments on an annual basis.	CCFD DFD	Ambrose Broxton Nicholls	Ongoing
Establish a joint record sharing system to help address issues and identify overlapping or missing service areas.	CCSO DPD	Ambrose Broxton Nicholls	Short-Range

How do we pursue creative funding sources?

Description/Action	Responsible Party	Partners	Timeframe
Communicate with the SEGa RDC and other area governments to share creative funding strategies.	Coffee County	DCRDC Douglas GDCA SEGa RDC	Ongoing
Develop a detailed allocation plan for the County's SPLOST funds.	Coffee County		Short-Range
Consider hiring joint jurisdictional staff to help meet service needs in the County and area cities in a cost-effective nature.	Coffee County	Ambrose Broxton Douglas Nicholls	Short-Range

8 Short Term Work Program

Following is a list of short-term tasks and projects identified in this plan as needed to achieve community goals and objectives. Note that on-going tasks or policies, such as the regular updating of this plan, are listed in Chapter 6 – Policies and Chapter 7 - Implementation Strategies. Note: Cost estimates are for planning purposes only. Actual costs may vary widely, particularly over time.

COFFEE COUNTY SHORT TERM WORK PROGRAM (2008-2013)

Administration				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Hire County Manager	2009	TBD	Coffee County Commission	General Fund
Hire a County Planner	2008	TBD	Coffee County Commission	General Fund
Hire individuals fluent in Spanish for Tax Collector's and Magistrate's offices	2008	TBD	Coffee County Commission	General Fund
Community Services and Facilities				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Adopt Groundwater Recharge Protection District Ordinance	2008	N/A	Coffee County Commission, Coffee County Community Development	N/A
Long-term Drug Treatment Facility	2008-2013	TBD	Coffee County and Cities of Ambrose, Broxton, Douglas and Nicholls, and Coffee Regional Medical Center	State and federal funds and grants, general funds, private entities
Increase drug prevention -DARE program	2008 - 2013	No additional cost	Coffee County Sheriff's Department	General Fund
Improve parking lots at recreation facilities	2008-2010	\$500 per space	Coffee County Parks and Recreation	General Fund
Continue implementation of Oak Park Redevelopment Plan	2008-2013	\$ 1,000,000	Coffee County Commission	SPLOST, General Fund, LARP, State and Federal Grants
County jail capitol improvements	2008, 2009, 2001	\$ 20,000,000	Coffee County	SPLOST

COFFEE COUNTY SHORT TERM WORK PROGRAM (2008-2013)

Community Services and Facilities				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Hire a bilingual officer for Sheriff's Department	2008	TBD	Coffee County Sheriff's Department	General Fund
Two new volunteer fire department fire stations	2008 - 2010	\$ 100,000	Coffee County Fire Department	SPLOST
New fire engine	2009	\$ 400,000	Coffee County Fire Department	SPLOST
Construct three soccer fields	2008-2010	\$15,000 each (seeded) \$50,000 each (sodded)	Coffee County Parks and Recreation	SPLOST, General Fund
Construct thirteen tennis courts	2008-2010	\$100,000 per pair lighted and fenced	Coffee County Parks and Recreation	SPLOST, General Fund
Purchase and convert old Post Office to a Senior Citizen Center	by 2013	\$ 600,000	Coffee County Parks and Recreation	CDBG, General Fund, SPLOST
Develop a county-wide Water Utilities Master Plan	2010 - 2013	\$ 85,000	Coffee County Water Utilities, Ambrose, Broxton, Nichols & Douglas	General Fund
Purchase Cherokee Hills water system to expand Coffee County system	2008 - 2009	\$ 250,000	Coffee County Water Utilities	USDA Grant, General Fund
Construct four ball fields at the new middle school	2008	\$ 1,300,000	Coffee County Parks and Recreation	SPLOST, General Fund
Airport Improvements	2008-2011	\$ 400,000	Airport Authority	SPLOST
Economic Development				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Continue support of Douglas Coffee County Industrial Authority (industrial park - WHERE?)	2008 - 2013	\$ 400,000	Coffee County	SPLOST

COFFEE COUNTY SHORT TERM WORK PROGRAM (2008-2013)

General Planning				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Update and consolidate zoning, subdivision and other land development regulations for Coffee County and the Cities of Ambrose, Broxton and Nicholls into a Unified Development Ordinance (UDO)	2008-2010	\$ 150,000	Coffee County Commission, Ambrose, Broxton and Nichols City Councils, Coffee County Community Development	General Fund
Consolidate Code Enforcement with Ambrose, Broxton and Nicholls and hire additional Code Enforcement staff	2008-2009	TBD	Coffee County Commission, Coffee County Community Development, Coffee County Sheriff's Office	General Fund
Housing				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Credit Counseling Program	2008 & ongoing	\$60,000/yr	Private Entity	Private Funds
Develop and adopt a manufactured housing ordinance	2008	\$ 5,000	Coffee County Commission, Coffee County Community Development, Consultant	General Fund
Intergovernmental Coordination				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Establish an agreement for maintenance of the county athletic fields and municipal park with the Coffee County School Board	2008	TBD	Coffee County, City of Douglas, Coffee County Board of Education	General Fund
Establish a process for coordinating school sitting and land use/development	2008	N/A	Local Governments, Coffee County Planning Commission, Coffee County Board of Education	N/A

COFFEE COUNTY SHORT TERM WORK PROGRAM (2008-2013)

Transportation				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Develop a Comprehensive Transportation Plan for Coffee County	2009-2010	\$ 250,000	Coffee County Commission	General Fund, GDOT, City of Douglas
Bridge Replacement, SR 64 N of Pearson	2008-2013	\$ 2,100,000	GDOT/Coffee County Road Department	GDOT
Bridge Replacement, SR 158 on Satilla River	2013	\$ 1,125,000	GDOT/Coffee County Road Department	GDOT
Bridge Replacement, SR 158 E of Douglas	2009	\$ 1,870,000	GDOT/Coffee County Road Department	GDOT
Signals, SR 158 @ 7 locations	2007	\$ 900,000	GDOT/Coffee County Road Department/City of Douglas	GDOT
Intersection Improvement at US 221/SR 135 @ Cross Rd	2008-2013	\$ 500,000	GDOT/Coffee County Road Department	GDOT
Bike/Pedestrian Path at SR 135 @ 17 Mile River Bridge	2007	\$ 188,000	GDOT/Coffee County Road Department	GDOT
Road Widening at SR 32 @CR 296 to west City limits of Douglas	2009	\$ 9,300,000	GDOT/Coffee County Road Department/City of Douglas	GDOT
Bridge replacement, SR 135 @ Tiger Creek	2013	\$ 656,000	GDOT/Coffee County Road Department	GDOT
Oak Park, Pave Streets in Phase II	2008	\$ 1,410,000	Coffee County Road Department	SPLOST, General Fund
Oak Park, Pave Streets in Phase III	2011	\$ 1,750,000	Coffee County Road Department	CDBG, General Fund
Oak Park, Install Street Lighting	2008-2011	\$900 per luminaire	Coffee County Road Department	Insurance Premium Tax, Weed and Seed
Pave County roads according to priority order.	2008-2011	--	Coffee County Road Department	LARP, SPLOST, General Fund
Improve shoulder, complete, and pave Bud Huchinson/Chaney Road.	2011	\$ 1,700,000	Coffee County Road Department	LARP, SPLOST, General Fund

COFFEE COUNTY SHORT TERM WORK PROGRAM (2008-2013)

Transportation				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Improve shoulder on New Forest Hwy	2011	\$350,000 (plus ROW costs if any)	Coffee County Road Department	LARP, SPLOST, General Fund
Installation of traffic signal and turn lanes at US 441/SR 206 intersection	2008-2013	\$ 700,000	GDOT/Coffee County Road Department	GDOT

III Appendix

- A. Notes from the Visioning Workshops
- B. 2002-2007 Short Term Work Program – Report of Accomplishments
- C. Implementation Measures for Character Areas

A. Notes from Visioning Workshop(s)

Visioning Workshop Notes

City of Douglas/Coffee County (First of Two Workshops)

February 13, 2007

Number of Attendees: 24

Douglas/Coffee County – Now and Then

What has changed for the better since 1987?

- Quality of life
- Everything – water, sewer, etc.
- More jobs
- Many youth are staying when that previously was not the case.
- Schools
- Retail; more places to shop
- Recreational facilities
- Technology (Internet, website)
- Chamber of Commerce and its efforts/influence
- Development authority and its efforts/influence

What has changed for the worse since 1987?

- Traffic
- Litter
- Crime

Visioning Break-Out Groups

Group A (Led by Jonathan Lewis)

What is your vision for Douglas/Coffee County?

- Transportation improvements including paved roads and airline services to area. (+11)
- Fourth of July parade (+1)
- Four-year college (+11)
- Commercial & industrial growth including an indoor mall. (+10)
- Maintain downtown vibrancy (+10)
- Pursue annexation opportunities (+8)
- Greater preservation of greenspace (+3)
- Manage growth by developing infrastructure in conjunction with development (+6)
- Better, higher quality sit-down restaurants (+2)

- Better entertainment including amusement park, bowling alley, etc. (+1)
- Housing renovation in both Douglas and the County (+3)
- Improved and enforced zoning (+10)
- More paved roads (+4)
- More medical specialists including urgent care facility (+8)
- Target retiree population by providing more retirement housing and an attractive retirement environment (+10)
- More athletic facilities (+0)
- Improved water supply (+11)
- Better grocery stores
- Maintain and further develop tourism (e.g. Broxton rocks)

Discussion – Top Priorities

Priority 1 – Improved Transportation

- Make 441 four lanes from 10 to 16
- Make 32-75-95 four lanes
- Make 158 to 82 four lanes
- Create outer perimeter road
- Within city: improve storm drainage, re-pave roads, improve sidewalk facilities, increase curbing
- East perimeter – widen and create overpass
- Railway: develop non at-grade crossings
- Extend recreational path to high school (already planned)

Priority 2 – Facilitate Commercial and Industrial Growth

- What is needed? Grocery store, shopping mall, upscale shopping, particular car dealerships (Honda, Toyota, or Nissan)

Priority 3 – Improved and Enforced Zoning

- Enforce zoning/codes
- Make changes to ordinances based on land use plan
- Avoid sprawl (coordinate infrastructure with growth)
- Encourage (managed) growth on the north side of Douglas

Group B (Led by Charlotte Weber)

What is your vision for Douglas/Coffee County?

- Infrastructure: improve what we have; enable area to grow properly with growth; create a master drainage plan; develop wireless infrastructure (starting with Douglas) (+10)
- Promote and recruit industries to come into Douglas (+3)
- Encourage downtown development: hotel, lofts, and higher end restaurants (+10)
- Mixed-use downtown (+7)
- Expand city limits all the way around – based on perimeter. Discuss annexing Oak Park (+7)
- Bring in more grocery stores (e.g. Publix) and more retail (+8)
- Work towards making college a four-year institute (+11)

- Develop business/college partnerships including internships, scholarships, and tuition incentives (+5)
- City and municipal administration (and potentially County) need to be located together (+8)
- Create comprehensive technical/vocational high school (+1)
- Clean up both Douglas and the County (i.e. litter, junk cars). Better enforcement of codes. (+10)
- Improvements in health care (including more specialists (+8))

Discussion – Top Priorities

Priority 1 – College to Become Four-Year Institute

- Expand job options
- Create specializations that parallel area job growth (i.e. services, accounting, nursing, criminal justice, child education)
- Make curriculum match need
- Develop infrastructure of school (attractive, higher tech, and living facilities)

Priority 2 – Infrastructure Improvements

- Transportation: revise subdivision roads (modern curb and gutter with drainage system and make more aesthetically pleasing)
- Rewrite subdivision ordinance
- Upgrade sewer, water, and gas lines
- Rate analysis
- Develop impact fees

Priority 3 – Clean-up both Douglas and the County

- Expand code enforcement
- City-sponsored class on code enforcement
- Create recycling program
- Create more specific code language
- Put more teeth in code enforcement
- Develop education program for littering

Community Preference Survey Comments

Single Family

Group 1

- Choice 1 and 2 favored; like having neighbors close by, large lots, and pond

Group 2

- Choice 2 favored; like openness, trees, little bit more space, houses different, large lots
- Dislike: too close, cookie-cutter houses
- Choice 1: like curbing and nice landscaping

Group 3

- Choice 3 favored; like style, landscaping, and more tax revenue brings in
- Choice 4; like that it's a cottage and smaller –suits needs of young and single
- Choice 2; like trees and openness

Multi-Family

Group 1

- Choice 1 favored at 35 percent; like traditional character and hominess
- Choice 3: more appropriate for rural area
- Choice 2: like affordability, green space, and less asphalt
- Choice 4: space inside each unit

Group 2

- Choice 2 favored at 40%; like that it's gated, cleaner, and organized
- Choice 3; like that it's one level making it good for older population
- Don't like telephone lines

Retail

Group 1

- Choice 3 favored; like that has trees, bench, sidewalks, and overall aesthetics are pleasing (looks like Douglas)
- Choice 1 also fits in Douglas; like that is a mom and pop shop (one owner)

Group 2

- Choice 1 favored at 60%; like that it's a strip mall with more quality, has easy access to customers, and parking
- Don't need CVS (one already exists)
- Choice 3; like due to landscaping, room for expansion; don't like lack of visibility

Office

- Choice 4 favored at 65%; like southern look, convenience, landscaping, one-story, easy access (door obvious)
- Choice 2: like because looks like place of business (don't like Choice 4 because looks like may have other use)
- Choice 3: don't like because too big for Douglas at this time – may be appropriate 20 years from now

Mixed-Use

- Choice 4 favored at 55%; like that there's nice living on upper levels and multiple use on first level, live/work environment; don't like that it's architecture is not southern
- Choice 3: fits in with current downtown Douglas, but we may want something different
- Choice 1: like park, architecture

Visioning Workshop Notes

City of Douglas / Coffee County (Second of Two Workshops)

February 27, 2007

Number of Attendees: 26

Douglas/Coffee County – Now and Then

What has changed for the worse (in Douglas) since 1987?

- Traffic
- Roadway safety
- Lack of zoning in county (hasn't kept up with development)
- Declining housing in certain areas
- Water quality and other environmental impacts
- Transportation system limited
- Aging infrastructure

What has changed for the better (in Douglas) since 1987?

- Better roads
- More jobs
- Greater facilities
- Improved housing
- Better schools
- Water system
- Roads
- More diverse businesses
- Better quality of life
- Cultural amenities
- Recreation facilities
- Improved Downtown
- Airport.

Visioning Discussion

Group A (Led by Jonathan Lewis)

What is your vision for Douglas/Coffee County?

- Overpass over railroad in-town, eastside (+5)
- Outer perimeter road (+7)
- Bicycle friendly community (+2)
- Upgrade infrastructure (+10)
- Indoor shopping mall (+1)
- Upscale restaurants (+7)
- Oak Park Quality Growth Initiative (+8)

- New Douglas city hall (+8)
- Add industrial land (+6)
- After school facilities (+5)
- Drug rehabilitation facility (+5)
- City-county zoning, code enforcement, and building inspection (+8)
- Consolidated government (+3)
- Battered shelter (+2)
- Annexation (+6)
- Social security office (=1)
- Business service – Greyhound (0)

Discussion – Top Priorities

Priority One – Upgrade Infrastructure

- Water and sewer (including adding sewer to Oak Park)
- Fix holes in Douglas
- Developer-provided infrastructure in county subdivision
- More elderly development in county
- Add railroad crossing
- Make community more bicycle friendly
- Outer perimeter

Priority Two – Zoning and Code Enforcement

- One ordinance
- Paved roads, street lights, and curb/gutter
- County code enforcement
- Housing inspection program
- Develop strategy towards dilapidated mobile home parks
- Add age limit on mobile homes

Group B (Led by Megan Will)

What is your vision for Douglas/Coffee County?

- Improve drainage system, including run-off and water quality (+6)
- Bring more industry to Douglas (+11)
- Road improvements: Traffic on highways 441 and 158 (improve transit flow); coordinate land use and transportation (especially as it relates to schools); develop alternate routes (+11)
- Update zoning ordinances and land use plan to avoid declining property values and preserve heritage; develop regulations to reflect land use plan (+10)
- Develop annexation plan (for areas such as Green Tree, Bay Meadows, and Oak Park). (+9)
- Better coordinate city/county services (+5)
- Improve water and sewer before grow further (+11)
- Develop long-term care facilities including assisted living (+3)

- Improve recreation (promote existing programs; add new baseball fields; complete multi-use trails; open ponds/public fishing sites; etc.) (+5)
- Maintain cultural assets (including Martins theatre) (+8)
- Expand secondary education opportunities (+11)
- Improve public/private partnerships in all areas (e.g. recreation and cultural amenities) (+5)
- Downtown Revitalization (+4)
- Develop airport historical area (+5)
- Continue growth of healthcare system (+10)
- Improve public transportation (especially as relates to senior population) (+4)
- Encourage area as retiree community (+3)
- Fully carry-out 10-year improvement plan for airport (+11)

Community Preference Survey Comments

Single Family

Group 1

- Choice 3 favored (47.6%); like planned development, landscaping (looks like gulf course)
- Choice 4; like trees, affordability for greater amount of people

Group 2

- Choice 4 favored (40%); like design elements (including sidewalks, curbs and gutter), clean look, small lot, quality of houses, appropriateness for seniors
- Choice 3; like increased safety associated with garage in back
- Choice 3 and 4 create a sense of place
- Choice 1; may attract people to Coffee County

Group 3

- Choice 3 favored (45%)
- Choice 1: like appearance; important to maintain historic housing

Multi-Family

Group 1

- Choice 2,3,4 split
- Choice 1 is something to aspire towards where Choice 3 fits with Douglas currently

Group 2

- Choice 3 favored (50%); like affordability, level of safety, and appropriateness for senior population
- Choice 2; like maximization of land space
- Don't like utility lines

Retail

Group 1

- Choice 3 favored (64.7%); like friendly and historic attributes
- Choice 1; like that fits with Douglas and has more parking

- Choice 2 may fit with G. Washington Carver Center

Group 2

- Choice 1 favored (38.9%); like maximization of space, landscaping and architecture
- Choice 3; like that looks like shopping mall (which area needs)

Office

- Choice 4 favored; like traditional style, cohesiveness with existing community, attractiveness, landscaping, homier

Mixed-Use

- Choices 2 and 4 split
- Choice 2 fits with downtown
- Choice 4 can fit-in many places (not just downtown)

Visioning Workshop Notes

City of Douglas / Coffee County

Chamber of Commerce Breakfast

February 28, 2007

Number of Attendees: 39

Visioning Discussion

Group A (Led by Jonathan Lewis)

What is your vision for Douglas/Coffee County?

- Encourage active community (bicycle-friendly, complete streets) (+5)
- Clean-up community entrances (+13)
- Trash on roads (+17)
- Staff for Broxton Rocks and South Georgia Youth Park (+2)
- Development of skilled labor force (+11)
- Affordable housing (+5)
- Douglas annexation (+15)
- Improve and develop water and sewer capacity (+12)
- Annex Oak Park (+9)
- Cemetery (+2)
- Public safety (+10)
- Drug program (+12)
- 4-lanes to I-75 (+19)
- Shopping mall (+7)
- Safe routes to school (+8)
- Add trained teachers (+3)
- Planning and zoning in county (+19)
- Gang problems (+11)
- Truck-bypass/outer perimeter (+6)
- Large grocery store (+7)
- Rail-to-trail to Broxton with safety measures (+4)
- 4-year college/grow EC Tech (+17)
- More physicians (+12)

Discussion – Top Priorities

Priority One – Four Lanes to 75

- Include bike lane
- Key to economic development

Priority Two – Planning and Zoning in County

- Address codes, density, and crime in manufactured housing parks
- Greater code enforcement at run-down properties at farms

Priority Three - Litter

- Utilize prison labor to attack issues

- Develop citizens watch
- Increase education in schools
- Develop ordinance
- Cover truck beds and garbage trucks
- Develop stiff penalties

Priority Four – Four Year College

- Will bring more people to area
- Reduce costs of sending students out of town
- EC Tech expansion plan (Quick starts and economic development, allied health and public safety, transportation logistics)

Group B (Led by Megan Will)

What is your vision for Douglas/Coffee County?

- Annexation/Industrial Land (+16)
- County-wide zoning (+19)
- Improved transportation (Make 32 and 441 four-lanes; develop outer perimeter from 158 to corridor; create freight terminal to keep large trucks out of downtown) (+18)
- Expand higher education to allow for four-year degrees (+2)
- Improve/expand infrastructure (+16)
- Improve availability of health care, including more doctors, facilities, and emergency care (+7)
- Address societal issues that hinder economic development, including gang activity (+10)
- Develop public-private partnerships, furthering private investment in community (+1)
- More jobs (+17)
- Major airline service at airport (commuter and shuttle flights) (+1)
- Code enforcement, clean-up highways (+10)
- Develop recreation and youth activities (+2)
- Reduce squalor (+1)
- Build community support and community involvement (+3)
- More/better retail, including grocery stores (+3)
- Low maintenance (senior appropriate) housing (+2)

Discussion – Top Priorities

Priority One – County-Wide Zoning

- Adopt county-wide development regulations utilizing zoning tools; emphasize enforcement

Priority Two – Transportation

- Four lanes needed at 158 and two schools
- Deal with school traffic at N. schools, Bay Meadows, etc.
- Develop multiple school access routes
- Develop outer perimeter while building on work already completed

Priority Three – Infrastructure

- Water system currently at capacity
- Need more water for industry

- Infrastructure is tied to annexation and consolidation of services (water, sewer, fire, police)

Priority Four – Annexation

- Population attracts goods/services (the market has to be there)
- Work with GMA to expand annexation options
- Plan north-side development; currently all growth going south

Priority Five – Societal Issues

- Need to get at route of crime; crime is affecting ability to attract jobs
- Better coordination between services and caseload
- Develop grassroots programs
- Coordinate services
- Coordinate health care, schools, and court system with needs of Hispanic community

B. 2002-2007 Short Term Work Program – Report of Accomplishments

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Purchase and renovate old Post Office into new County Public Services Center (Development Services, E-911, Solid Waste, Water Utilities, Emergency Management Agency)				x	County purchased another building to house E-911 and has plans to convert old post office building to a Senior Citizens Building
Construct a fire station in the Oak Park Area	x				
Develop a maintenance and capital improvements plan for county buildings and implement results.	x				County Building Inspector does an annual review of all County buildings. Needs identified are addressed through annual budget.
Construct Oak Park Water Utility System	x				
Develop county-wide Water Utilities Master Plan		x			This should be done in conjunction with all municipalities within the County
Oak Park Streetscape and Pedestrian Improvement Project.			x		Currently approved TE project
Implement County Road Improvement Program, including construction of a second perimeter highway around Douglas.			x		

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Participate in State Transportation Improvement Program with primary goal of widening State Route 158 West to Thurston Paulk Road from two lanes to four lanes, and extend to Saint Illa Church Road.			x		
Continue post-closure activities for landfill.			x		
Provide in-kind support as needed for the development of the South Georgia Youth Park in Nicholls.			x		
Aid in land acquisition for the Broxton Rocks Preserve.	x				
Provide support to the Douglas-Coffee County Industrial Authority for development of a business technology park in Southwest Douglas.	x				
Support on-going economic development activities, particularly increased tourism.			x		
Provide in-kind support to the cities of Ambrose, Broxton and Nicholls, should they wish to become involved in the Better Hometown Program.		x			Should be achieved in conjunction with Chamber of Commerce

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Provide in-kind and other necessary support for workforce development activities.			x		
Consider planning and implementation for a public transportation system co-sponsored by the Georgia Department of Transportation 5311 Program.		x			Lack of funds and interest at this time.
Provide in-kind and other necessary support to Coffee County Board of Education Strategic Improvement Plans to improve student achievement and lower drop-out rates.			x		
Develop interagency support to construct a Head Start Center in the City of Douglas.	x				New Head Start facility was completed in 2006
Update building codes from SBCCI to International Building Codes.	x				
Develop policies and resources to abate nuisances and enforce property standards.			x		
Provide down-payment assistance to low and moderate-income homebuyers.			x		thru CHIP program
Establish pilot program in Oak Park community to encourage homesteading of manufactured housing as an affordable housing source.			x		Part of Oak Park redevelopment plan

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Update and amend Future Land Use Map.			x		
Complete major revisions to Zoning Ordinance and Official County Zoning Map.			x		
Implement and maintain a Geographic Information System to develop meaningful data for land use.			x		GIS is complete, but still working on zoning overlay
Implement and update County Greenspace Plan as needed.			x		
Establish and co-support county-wide Clean and Beautiful Commission to promote aesthetics and to aid in preserving sensitive natural resources.			x		Various civic clubs
Conduct a historic resources and archeological study as a pre-cursor toward forming a county historical society.		x			Lack of funds and interest
Develop a plan that includes local regulatory framework for the protection of wetlands, aquifer recharge areas, and Total Maximum Daily Load reduction in streams.			x		
Maintain funding and support for municipal recreation program for City of Douglas.	x				
Explore feasibility of local government unification of functional consolidation of services.			x		
Update Comprehensive Plan.			x		

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Oak Park Quality Growth Initiative Phase I (DCA Resource Team).			x		
Oak Park Quality Growth Initiative Phase II (Basic Redevelopment Plan) and Phase III (Design Plan Traditional Neighborhood Development/infill et al).			x		
Oak Park Quality Growth Initiative Phase IV (Program Implementation).			x		
Continue to monitor and adjust county-wide Service Delivery Strategy in connection with county-wide and municipal planning initiatives.			x		
Continue to advocate acceleration of Governor's Road Improvement Program to widen US 441 and State Route 32 to four lanes throughout Coffee County.			x		
Conduct major update to subdivision ordinance.			x		

C. Implementation Measures for Character Areas

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Access Management	Regulations along the roadway that enable access to land while maintaining traffic safety and mobility through controlling such features as driveways, intersections, and median openings.						X	
Accessory Housing Units	Revising local development regulations to permit development of accessory housing units. Accessory housing units are garage apartments, "granny flats," "in-law apartments," "carriage houses," or similar secondary housing units located on the same lot with a single family residence. Encouraging accessory housing units is one means to bring affordable housing into a community.		X	X	X			X
Adaptive Re-use	The process of adapting old structures for new purposes.						X	
Agricultural Buffers (DCA Model Code 4-3)	To minimize future potential conflicts between agricultural and non-agricultural land uses and to protect public health, safety, and general welfare, all new non-agricultural development adjacent to designated agricultural land shall be required to provide an agricultural buffer.		X			X		X
Agricultural Lands Designation (DCA Model Code 4-1)	Encourages preservation of agricultural operations within a jurisdiction, and reduces conflicts between agricultural and non-agricultural land uses, to protect public health, safety, and welfare.		X			X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Agricultural Use Notice and Waiver (DCA Model Code 4-2)	At the time any land use permit, building permit, or occupancy permit is applied for on non-agricultural land abutting or within 1,000 feet of agricultural land, the applicant should be required to sign a waiver indicating that the applicant understands that agricultural land exists near the subject property and an agricultural operation is ongoing adjacent to his existing or proposed use.		X			X		X
Agricultural Zoning	There are various zoning techniques to help preserve agricultural land uses from growth pressures. One of the most common is the establishment of zoning districts with very large minimum lot size requirements (at least 20 acres) in order to strictly limit development density.		X			X		
Alternative Street & Pedestrian System Standards (DCA Model Code 2-5)	Provides for alternative street specifications that will reduce construction costs to developers, including minimized right-of-way widths, pavement widths, turnaround dimensions, intersection curb radii, addition of bicycle lanes, etc.			X	X			
Alternatives to or Reuse of Big Boxes	Other ways to control sprawl oriented big box retail through land use controls and regulations.						X	
Appropriate School Siting	Consideration given to public infrastructure, population growth and patterns, and transportation options when siting a school.			X				X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Bicycle Facility Specifications (DCA Model Code 2-6)	Ensures safe, adequate and well-designed facilities are provided for bicyclists, including pavement markings, signage, and intersection crossings.	X		X	X			X
Community/ Business Improvement Districts	A community improvement district (CID) is an organization, usually consisting of local businesses and other institutions, created for financing a range of facilities and services in a clearly defined area. CID's often seek to improve run-down neighborhoods or commercial areas, but they may also work at providing additional infrastructure, or for various other purposes. Sometimes, however, they may act without democratic accountability. CID's have the power to issue bonds and impose property taxes. A CID must be approved by the passage of a law in the Georgia Assembly, and approval also must be granted by the local government and 75% of the property owners in the proposed area. In most other states, a CID is known as a business improvement district (BID).						X	
Cluster Development (DCA Model Code 4-7)	Provides for small lot residential development in agricultural, forestry, and rural residential districts.	X	X					X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Cluster Zoning	Commercial, residential or mixed-use developments 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.	X	X					X
Compact Development	Arranging buildings and structures on a smaller amount of land, thus preserving open space and reducing infrastructure needs and costs.	X	X			X		X
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.	X	X			X		X
Conservation Subdivisions	Conservation subdivisions are 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. A Conservation Subdivision Ordinance authorizes the development of new conservation subdivisions on sites proposed by a developer, provided the development plans meet certain criteria specified in the ordinance.	X	X			X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Context Sensitive Design	An approach to planning intent on meeting community goals while considering adjacent uses of land. Context sensitive design promotes land uses and design measures that create minimal impacts and are supportive of the surrounding environment while balancing the needs of all users.	X	X	X	X	X	X	X
Coordinated Development Review Process	A method of streamlining the bureaucracy involved in the development process, by having different agencies that give permissions and approvals coordinate their activities through a unified system.	X	X	X	X	X	X	X
Major Streets Map (DCA Model Code 6-7)	Designates where the construction and improvement of transportation facilities is expected, indicating the right-of-way of planned transportation facilities.	X	X	X	X	X	X	X
Creating a Network of Trails & Greenways	Trails and greenways positively impact individuals and improve communities by providing not only recreation and transportation opportunities, but also by influencing economic and community development.	X	X	X	X	X		X
Design for Walkable Communities	Walkable or Walkability is a term for the extent to which walking is readily available as a safe, connected, accessible and pleasant mode of transport. Neighborhood design for walkability is concerned with the extent and size of the sidewalk network, its internal and external connectivity, and the attractiveness and security of the sidewalks and street crossings.			X	X	X		X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Design Review Board (DCA Model Code 5-2)	Reviews architecture, aesthetics, and site characteristics of new development to achieve compatibility with existing development.			X				
Design Standards	Design standards are used to ensure that the physical appearance of new development or improvements to existing properties is compatible with the existing and/or historic character that makes communities unique. Design standards or guidelines are intended to provide a basis for local planning and zoning boards to evaluate proposals and to address various concerns related to the physical design of development in a specific area. They also provide guidance to developers, property owners and businesses in developing proposals for new construction or for the expansion of existing facilities.			X				
Development Performance Standards (DCA Model Code 3-2)	Establishes minimum criteria for assessing whether a particular project is appropriate for a certain area in terms of its impact upon, and compatibility with, surrounding land uses. For example, performance standards might seek to reduce traffic impacts instead of restricting the type of land use for a particular site. (This is sometimes known as "performance zoning.")	X		X		X		X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Effective Development Review	A specified development review board reviews all proposed developments to guide the orderly, physical development of the community, while maintaining environmental quality. The board does this by implementing the community's vision as expressed in the Comprehensive Plan and development regulations. Development review and approval can also involve other decision-making bodies such as the planning commission or the city council.			X			X	
Environmental Impact Review (DCA Model Code 6-5)	Allows local governmental agencies to consider the environmental consequences of projects via the preparation of a document called an environmental checklist.	X	X			X		
Environmental Planning Criteria	The Rules for Environmental Planning Criteria (Chapter 391-3-16) were developed by the Georgia Department of Natural Resources (DNR) and are part of the local government planning standards. The rules direct local governments to establish local protection efforts to conserve critical environmental resources. They are divided into the following five sections: Water Supply Watersheds, Groundwater, Wetlands, Protected Rivers and Protected Mountains. Coffee County needs to adopt Protected River and Groundwater Recharge Protection ordinances.	X	X	X	X	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
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, or allowing shared parking between adjacent facilities.						X	
Flexible Street Design Standards	Revising street design requirements in local development regulations to tailor streets to the scale of the neighborhood and types of traffic they serve. Revisions may include reducing required street widths, requiring bicycle lanes, or adding on-street parking.			X	X			X
Flexible Subdivision Regulations	Revising subdivision regulations to enable development of more innovative types of subdivisions that better match the character of the community and physical constraints of the development site. Revisions may include adjusting specific physical development standards or encouraging greater use of discretionary site plan review for new subdivisions.			X	X			X
Form Based Code/Zoning	A method of regulating development to achieve a certain urban form through design based criteria such as physical character, building massing and orientation.			X	X			

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Incentive Zoning	Incentive zoning is the practice of granting developers extra elements they want (most often density increases) in exchange for the provision of amenities such as affordable housing units, public spaces, infrastructural improvements, or greenspace. When a density increase is allowed, this is often known as a "density bonus."			X	X			X
Inclusive Land Use Regulations	Inclusionary zoning refers to various zoning or subdivision regulations which require that there be some affordable units in new residential developments. This can refer to new apartments, condos, or houses. Most commonly the requirement is that a certain percentage of the units be affordable (and of course "affordable" must be defined) for a specific period of time, but other techniques are also used. An advantage of inclusionary zoning, over traditional low-income housing projects, is that it mixes incomes and classes together.			X	X			X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
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.			X	X			X
Interim Development Regulations (DCA Model Code 6-8)	Tools to ensure that urban fringe lands can be developed at urban densities later, even if they might be developed in the "interim" for lower-density residential uses. (Interim development regulations can also be used for other purposes, such as environmental conservation.)		X					X
Large Lot Zoning	Establishes zoning districts with very large minimum lot size requirements (at least 10 acres, preferably 20 acres) in order to strictly limit development density in areas where preservation of rural character, agriculture and/or greenspace is desired.	X	X			X		X
Low Impact Development	An environmentally-sensitive way to manage stormwater by collecting and draining or evaporating it onsite, rather than routing it into a typical stormwater collection system.			X	X	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Maximum Setbacks	Requiring the distance between the right-of-way and developments to be at maximum distances versus traditional minimum distances. Setting maximums allows development to come closer to the street for better walkability and traffic calming.			X	X			
Mixed Income Housing	Housing development that creates opportunities for a range of incomes within the same community.			X	X			X
Mixed Use Zoning	In contrast to traditional zoning techniques, mixed-use zoning allows different types of uses (such as housing, commercial and office) 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.			X				
Overlay Districts	A mapped area where special regulations on development are applied. An overlay is typically superimposed over conventional zoning districts, but may also be used as stand-alone regulations to manage development in desired areas of the community.	X		X	X	X	X	
Performance Standards for Off-Site Impacts (DCA Model Code 3-1)	Regulates land uses that generate noise, odor, smoke, glare from outdoor lighting, or similar nuisances in order to minimize the impacts on neighboring land uses.			X	X	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Performance-based Zoning	Zoning based on certain criteria or "points" that a developer may choose from and incentivizes favorable development by meeting certain compliance options such as providing public amenities.				X			X
Planned Unit Development (DCA Model Code 3-8)	Revising land development regulations to encourage developers to propose planned, mixed-use developments for sites they choose in the community. Developer's plans are approved only if they meet specified community standards.	X		X	X	X	X	X
Pocket Parks	Generally a small, public park with a passive, environmental purpose rather than recreation.			X	X			
Purchase of Development Rights	A purchase of development rights is an arrangement whereby private landowners sell the development rights of their property to a qualified conservation organization or government agency, in order to permanently protect the property from development and thereby ensure that it remains as open space.	X	X			X		
Redeveloping Declining Areas of the Community	Using public incentives, redevelopment powers, zoning, master plans or other means to revitalize declining areas within a community.				X			
Regulations for Specific Uses (for adverse impacts on abutting properties) (DCA Model code 3-5)	Manages land uses that generate excess traffic, obnoxious odors, excessively loud noises, etc. that could have a significant impact on adjacent properties.			X	X	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Residential Infill Development (DCA Model Code 3-10)	Ensures that new infill development is compatible with its neighborhood, maintains harmony and character of existing residential areas, and that development occurs in an orderly and desirable manner.			X	X			X
Retrofitting Conventional Suburban Subdivisions	Redeveloping the suburbs to make them more livable and sustainable: providing more connectivity, pedestrian and bicycle accessibility, open space and amenities.			X	X			X
Right-of-Way Improvements	Right-of-way improvements are 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.			X	X		X	
Riparian Buffer	Requires narrow strips of land (from 25 to 150 feet in width) along both banks of streams and rivers be set-aside from development and left in their undisturbed, natural state as a vegetative barrier. These buffers help protect water quality by slowing and filtering stormwater runoff as it flows toward the stream.	X	X	X	X	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Sidewalk and Pedestrian Network Design	An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.			X	X			
Sign Regulations (Model Code 3-7)	Attempt to control the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertising signs.		X	X	X	X	X	X
Stream Lined Development Permitting	Revising the local development review process to make it easier to obtain necessary approvals, particularly for innovative quality growth types of development. Revisions may include removing or combining unnecessary approval steps or publishing a step-by-step guide to the review process.		X	X	X	X	X	X
Subdivision and Land Development (DCA Model Code 2-2)	Provides for the regulation of subdivision plats and land developments. There is probably no other regulation more important than subdivision regulations, because the resulting designs and patterns of land subdivision establish the geography and geometry of the community and in turn influence the entire character of the county. It is recommended that the county update its subdivision regulations when the zoning ordinance is updated.	X	X	X	X	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Town Center/Village Zoning	Land development regulations that proscribe a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians.			X	X			
Traditional Neighborhood Development - Comprehensive TND Ordinance	Involves comprehensive rewrite of the local development regulations to require all new developments to incorporate TND principles. TND's typically include small lot single-family homes, multi-family residences, and neighborhood commercial developments, all within easy walking distance of one another.				X			
Traditional Neighborhood Development - Floating Districts	Enables building of new TND developments at particular locations proposed by a developer, provided these locations meet certain criteria specified in the ordinance. TND's typically include small lot single-family homes, multi-family residences, and neighborhood commercial developments, all within easy walking distance of one another.			X				X
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.			X	X			X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS						
		Conservation	Rural	Rural Community / Historic Crossroads	Oak Park	General Coffee State Park Area	Highway Commercial	Bay Meadows / Southern Coffee County
Transfer of Development Rights	A transfer of development rights (TDR) enables landowners in an area planned to remain as open space to sell their property development rights for use in other "receiving" areas of the community where higher density development is acceptable or desirable. Buying these additional development rights allows developers in the "receiving" areas to build at a higher density than would otherwise be allowed.	X	X			X		X
Tree Protection (DCA Model Code 3-4)	Require preservation of a significant portion of the trees on a new development site, particularly the larger, more mature specimens.	X	X	X	X	X	X	X
Utility Relocation	Relocating overhead utilities out of view either below ground or at the rear of lots. This is intended to improve the appearance of strip commercial corridors that typically include tangles of overhead power and telephone lines stretching across and along the roadways.			X	X		X	X

RESOLUTION TO ADOPT THE 2007-2027 JOINT COFFEE COUNTY/CITY OF DOUGLAS AND CITIES OF AMBROSE, BROXTON AND NICHOLLS COMPREHENSIVE PLAN

WHEREAS, Coffee County, Georgia, is required pursuant to the Georgia Planning Act to develop and maintain a Comprehensive Plan; and

WHEREAS, the Coffee County and cities of Ambrose, Broxton, Douglas and Nicholls Comprehensive Plan was adopted in 1992 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the State Planning and Procedures; and

WHEREAS, Coffee County, Georgia, is required to update its Comprehensive Plan by October 31, 2007; and

WHEREAS, Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls engaged in a planning process to prepare a Joint Comprehensive Plan in accordance with the Standards and Procedures for Local Comprehensive Planning as effective May 1, 2005; and

WHEREAS, the Joint Coffee County/City of Douglas and cities of Ambrose, Broxton and Nicholls Comprehensive Plan is comprised of three components, the Community Assessment, Community Participation Plan, and Community Agenda, which together define major issues, policies, and recommendations that serve as the basis for local government decision making regarding community facilities, future land use and development patterns, housing, economic development and other important resources for Coffee County, its citizens, business owners, and other stakeholders; and

WHEREAS, Coffee County and the cities of Ambrose, Broxton, Douglas and Nicholls undertook an intensive public participation process including leaders representing the interests of residents, civic groups, business leaders, and elected officials; and

WHEREAS, the minimum public hearing requirements were met during the planning process; and

WHEREAS, in order for the Comprehensive Plan to remain responsive and relevant to changing conditions, it is amended from time to time; and

WHEREAS, the Board of Commissioners of Coffee County has completed and submitted each of the three components the, the Community Assessment, Community Participation Plan, and Community Agenda, to the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs; and

WHEREAS, the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs have reviewed each plan component and found them to meet the minimum standards for the preparation of local plan established by the state;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Coffee County, Georgia, having met the public participation and review requirements of the Minimum Planning Standards and Procedures, the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan dated September 17, 2007, be hereby adopted.

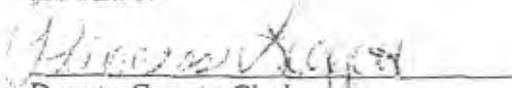
BE IT FURETHER RESOLVED, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan, shall be utilized by the Board of Commissioners, and all Coffec County departments, agencies and officials as the official guide in making decision concerning the growth and development of Coffee County.

APPROVED by the Board of Commissioners of Coffee County, Georgia, this 8th day of October 2007.

COFFEE COUNTY, GEORGIA


Jimmy Kitchens, Chairman

ATTEST:


Deputy County Clerk

**Coffee County 2007-2027 Comprehensive Plan Update
Community Agenda for the City of Ambrose**

May 30, 2007

Rev 7/13/07



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I Introduction

Purpose

The purpose of the Community Agenda is to lay out a road map for Ambrose's future. Over the next 20 years, Ambrose is expecting relatively moderate population and employment growth. This growth presents both challenges and opportunities for all aspects of the community. This document presents the community's vision for the future and development strategies to ensure that the quality of life enjoyed by the citizens of Ambrose continues.

Another purpose of this report is to meet the intent of the "Standards and Procedures for Local Comprehensive Planning" as established by the Georgia Department of Community Affairs (DCA) on May 1, 2005. Preparation of a Comprehensive Plan in accordance with these standards is an essential requirement in maintaining Ambrose's status as a Qualified Local Government.



Ambrose Post Office

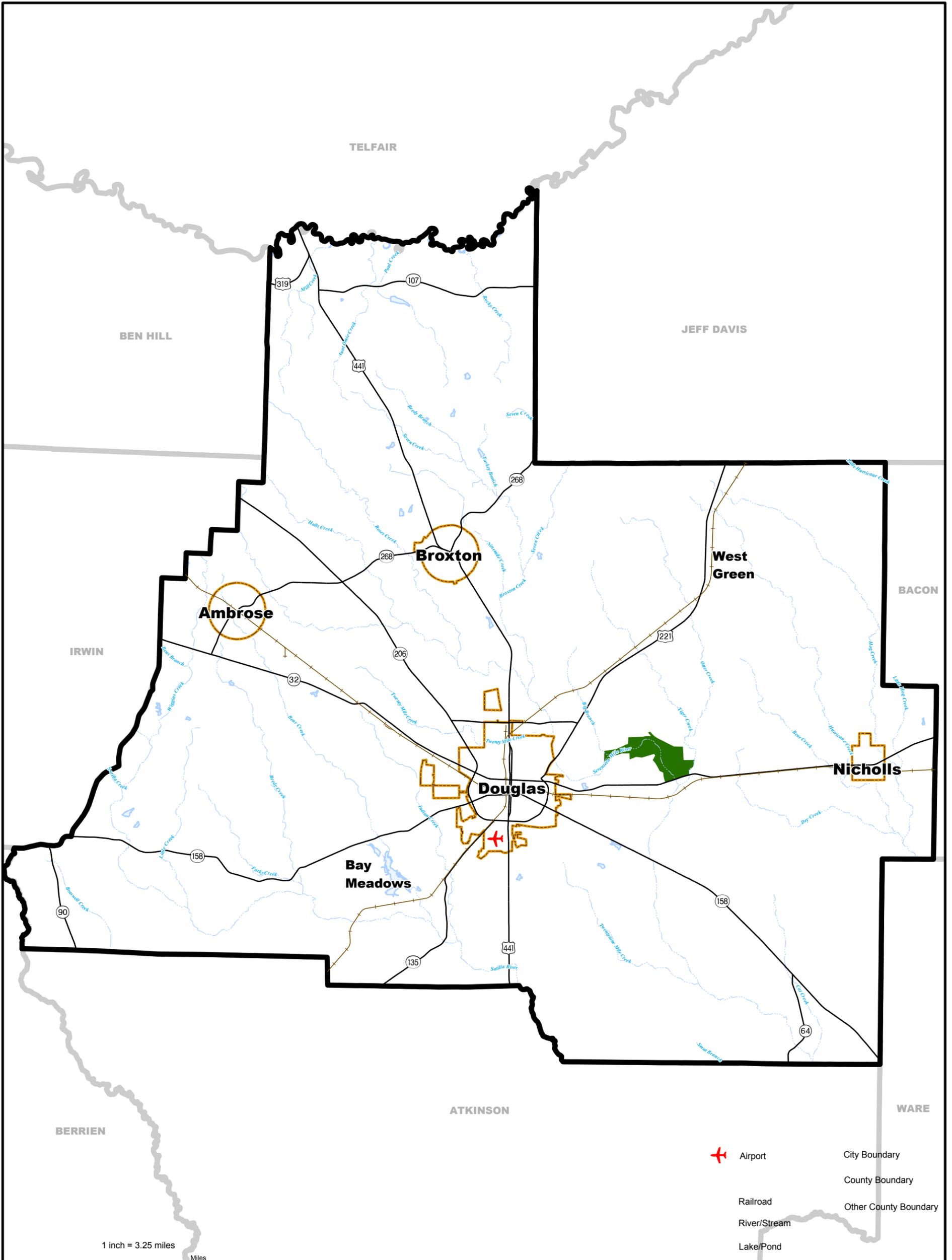
Scope

As required in the DCA Standards, the Comprehensive Plan is divided into three parts. The Community Assessment and Community Participation Program were completed and submitted to the Southeast Georgia Regional Development Center (SEGa RDC) and the DCA in August 2006.

The Community Agenda is the third and most important part. This document defines the community's vision for the future, outlines development strategies for obtaining that future and lays out a five year work program in supportive of the community's vision. The document includes a Future Development Map and Future Land Use Plan for guiding land use, character, and zoning decisions. It also includes an updated Short-term Work Program for guiding capital investments over the next five years.

Study Area

The study area for this Community Agenda is primarily the incorporated area of the City of Ambrose (City), an area of approximately 1,010 acres. For some portions of the Community Agenda, principally those related to land use planning or annexation, areas adjacent to the City were included.



**Ambrose
Community Agenda**

Location Map

- Airport
- City Boundary
- County Boundary
- Other County Boundary
- Railroad
- River/Stream
- Lake/Pond
- State Park
- State Highway

Figure 1

Planning Process and Schedule

The Local Planning Requirements adopted by the DCA in May 2005 divide the Comprehensive Plan into three required documents: the Community Assessment, Community Participation Program, and, this document, the Community Agenda. The final printing of the Comprehensive Plan, after the RDC and DCA have reviewed and approved this Community Agenda, will combine what are now three separate documents into one binder.

The Community Assessment was the first major step in preparation of Ambrose's Comprehensive Plan. The document was prepared in conjunction with Coffee County and its other municipalities. The Assessment assessed existing conditions within the community, analyzed existing land use patterns, and identified a number of issues and opportunities facing Coffee County and the City of Ambrose.

The joint Community Participation Program outlined a process for community visioning and involvement. The process created for Ambrose included an evening Visioning Workshop, a survey, participation in a Multi-Jurisdictional Advisory Committee with the county and other municipalities, interviews, and Open House and adoption hearings. The meetings were held between May 2006 and May 2007.

This document, the Community Agenda, is the blueprint for the community's vision. It includes a summary of the vision and results of the community involvement effort, and plan for land use and future development in the City. After the community has had a chance to review this draft Community Agenda, it will be submitted to the RDC and DCA for comment and approval, a process which takes several months.

The schedule below outlines the process employed in preparing this Comprehensive Plan.

Figure 2: Project Schedule

Task	2006								2007						
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Comprehensive Plan															
Project Kick-off	█														
Community Assessment	█	█	█	█											
Community Participation Program			█	█											
Community Agenda									█	█	█	█	█	█	
Transmittal, Review, Adoption Processes					★	█	█	█		★	█	█	█	★	
Service Delivery Strategy			█	█							█	█	█	█	
Solid Waste Management Plan					█	█	█	█	█	█	█	█	█	█	
Public Meetings															
Public Hearing/Presentation ★															
Community Visioning Meeting ★										★					
Open House ★													★		

II Community Agenda

Community Involvement and Vision

The Joint Douglas-Coffee County Public Participation Plan

Jordan, Jones & Goulding (JJG) devised a comprehensive public participation process for the Joint Coffee County-City Comprehensive Plan (Plan) that achieved the goals of increasing public excitement over future community growth while concurrently providing vital opportunities for public input. The fundamental principle guiding the public involvement strategy is the conviction that collaboration between government officials, elected officials, business leaders, and citizens in a visioning environment will develop a strong foundation for an empowered and involved public over the future. This collaborative approach, in turn, will lead to a stronger City of Ambrose and Coffee County overall.

By centering upon these guiding principles, citizens were able to provide meaningful input based upon a growth-oriented course, which was established in the Community Assessment. The public involvement process included five driving elements: a multi-jurisdictional advisory committee, five visioning workshops, a visioning survey with county-wide availability, an additional Chamber of Commerce visioning workshop sponsored by the Douglas-Coffee County Chamber of Commerce, and an Open House to discuss final details of the Plan. The visioning survey was available at all visioning workshops as well as individual city halls and on the Douglas Website.

The five visioning workshops were held throughout the County, with two workshops in Douglas and another three in the cities of Ambrose, Broxton, and Nicholls. Whereas city meetings generally had a local focus, participants were encouraged to think holistically by considering their own community and Coffee County overall in their ideas and comments.

The City of Ambrose Visioning Workshop

The visioning workshop in Ambrose was a big success due to high turn-out from the local community and forward-thinking discussion. A total of 29 people attended the meeting, including City officials, staff, and residents. The workshop included an overview of the process, a mapping exercise, a visioning discussion, and a community preference survey (CPS). At the meeting, group discussion established a cohesive environment where community concerns were discussed and community priorities and a vision for the future began to develop collaboratively. The results of the Ambrose Visioning Workshops are being combined with the Ambrose-specific results from the Visioning Survey.

A Vision for Ambrose

A compilation of reflections, visionary thoughts, and top priorities for the City of Ambrose follow. These summarizing statements represent the most prominent topics that surfaced at the City of Ambrose visioning workshop and in the visioning survey. Detailed meeting notes and results from the CPS are available in the Appendix.

<p>Reflections Despite a loss of small businesses over the past 20 years, Ambrose has retained and enhanced some essential small town services. These services include a public library, improved parks and playground facilities, and better fire and water service. Ambrose has also benefited from the growth of new retail and services in Douglas and in Coffee County overall. Associated benefits include better health care, new schools, and new industry and employers.</p>	<p>Visionary Thoughts Our community is a place where people choose to live due to our city’s small-town attributes and overall sense of togetherness. Collaboration with nearby localities assures that our service needs are met.</p>
--	---

Priorities

1. **Revitalize Downtown by Increasing Retail and Services.** Revitalizing downtown will both enhance the sense of community and facilitate an increase in services.
 - Ambrose can use a grocery and/or convenience store, restaurant(s), and a service station. These services would provide jobs for the local population while keeping local dollars in Ambrose. To create a greater demand for these services, the city must consider ways to increase the residential population of the city.
 - The operation of a local daycare is highly supported by the local population. Due to the small size of the city, a community daycare may be appropriate. An inventory of vacant city property may identify a low-cost site for such a facility.
 - More functional parking facilities and improvements to streetscapes (such as new streetlights, street furniture, and sidewalk repair) should be considered in conjunction with downtown revitalization efforts.
2. **Develop a Housing Strategy.** Ambrose needs a larger population to support retail/service growth goals.
 - A component of the housing strategy should incorporate the creation of more affordable housing.
 - Subsidized private housing is preferred to public housing. Ambrose may consider working with County officials to locate programs that can attract this type of housing.
3. **Development of Community Involvement.** Continue development of a family oriented community to help distinguish Ambrose as an attractive place to live.
 - Summer programs, festivals, and other special events will maintain community cohesiveness. Collaboration with South Georgia College can facilitate after school programs associated with schoolwork, recreation, and the library.
 - Existing community facilities should be fully utilized to serve as sites for community-oriented activities. The public library, downtown, and potential museum could serve as locations.
 - Continuing education classes are also favored by the population.

The Plan

This section outlines the City's plan for land use and future development and contains the Future Development Map and Future Land Use Map. The Future Development Map is a development plan for the future character areas of the City of Ambrose. The map is supported by a matrix of character area descriptions, development strategies, photographic representations of the area, and appropriate land uses. In addition, a table listing the DCA's required Quality Community Objectives for each character area is located in the Appendix. The Future Land Use Plan follows the Future Development Map, delineating projected land uses in the City based upon community preferences and needs.

Future Development (Future Character Areas)

Three character areas were identified for Ambrose. Each of these areas has its own identity and character as well as its own set of assets and challenges. The Future Development Plan recognizes the visual and functional difference between these areas and the different strategies required to develop them to their highest potential. Identification of character areas allows the use of tailored policies and implementation strategies for these distinctive parts of Ambrose. The character areas are defined in the following **Figure 3** and mapped in **Figure 4** below. A detailed listing of implementation measures that could be employed to assist in the development of each character area is provided in Appendix D.

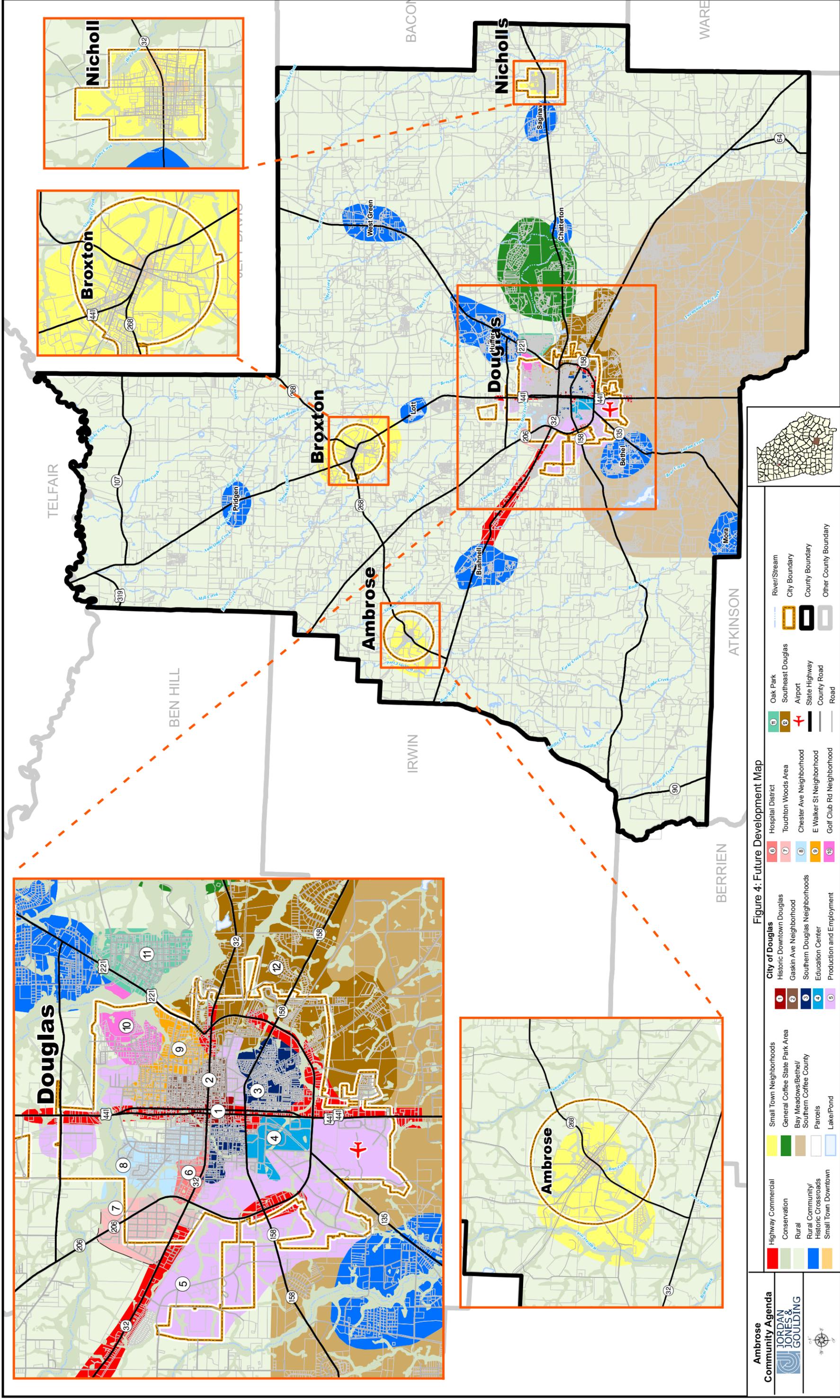
Figure 3: Character Areas within Ambrose

Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Small Town Downtown	Historic commercial core in downtown Ambrose, including public library, city hall, and a small mix of commercial uses.	Encourage re-use of vacant buildings over the development of new sites in other areas of the City, promoting the continuation of a compact town center. Promote a mix of retail, office, service, and employment to serve community members. Actively recruit needed retail (grocery, gas, etc.) and services to the community. Attract a childcare facility to serve City residents and workers. Ensure strong walkable connections between different uses by regularly repairing and improving the sidewalk network. Repave and mark city parking to ensure safe automobile travel and encourage behind building parking when feasible. Work with transportation partners to improve railroad safety. Consider the long-range feasibility of a sewer system for the City. Consider addition of street furniture and landscaping on core city streets.	All, with the exception of Agriculture/ Forestry
Quality Community Objectives Pursued			
<p><u>Sense of Place:</u> The traditional small town downtown area should be maintained as the focal point of the community, and occupation of vacant buildings should be encouraged to increase the livelihood of the city center.</p> <p><u>Employment Options:</u> A range of job types including retail, office, and service are needed to meet the diverse needs of the community members.</p> <p><u>Appropriate Businesses:</u> A variety of business and job opportunities should be encouraged to meet the job skills of the community.</p> <p><u>Transportation Alternatives:</u> Repair and creation of the sidewalk network will encourage pedestrian traffic and offer alternatives to automobile travel when moving among various uses in the downtown.</p>			
			

Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Small Town Neighborhoods	Residential areas surrounding downtown Ambrose. Characterized by traditional grid street design and a diverse mix of housing styles.	Improve sidewalk connections and path connectivity to downtown and area parks, completing missing links in sidewalk network. Pursue a property maintenance and rehabilitation code in conjunction with Coffee County Code Enforcement. Rehabilitate or replace deteriorating housing stock. Demolish abandoned structures. Address mobile home park standards through potential adoption of improved housing standards. Pursue the addition of a greater variety of housing developments.	Single Family Residential Multi-Family Residential Mobile Home / Mobile Home Park
Quality Community Objectives Pursued			
<p><u>Housing Opportunities:</u> Encourage addition of quality housing in a range of sizes and costs so more community members may live and work in the same area.</p> <p><u>Transportation Alternatives:</u> Improving the sidewalks and the connections to downtown will increase the potential of pedestrian travel from home to work and shopping ventures. Alternatives to automobile travel should be encouraged.</p>			
			

Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Conservation	Areas of protected open space that follow natural features for recreation and conservation purposes, including wetlands, floodplains, stream buffers, and protected areas.	Conservation of sensitive environmental areas should be encouraged or required. New developments should incorporate these sensitive areas as amenities, rather than develop them. Development regulations can help protect areas through ordinances, including a Conservation Subdivision Ordinance and sensitive land overlays. A passive park should be considered in conservation areas of the City that border residential developments.	All
Quality Community Objectives Pursued			
<p><u>Environmental Protection:</u> Environmentally sensitive areas should be protected from negative impacts of development, especially those areas that add to the traditional character of the community. These protections can be created through conservation subdivisions, land overlays, conservation easements, or the creating of passive parks.</p> <p><u>Open Space Preservation:</u> The encouragement of passive parks in areas adjacent to conservation areas, increasing greenspace in the community.</p>			
<div style="display: flex; justify-content: space-around;">   </div>			

Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Rural	<p>Consisting primarily of pastures, woodlands, and farm lands in open or cultivated state.</p> <p>Undeveloped areas of Ambrose.</p>	<p>Farmers should be protected through Right to Farm rules. Prime agricultural soils should be protected. Prohibit illegal dumping and junk yards. Subdivision regulations should be created through collaboration with the County to ensure that new housing does not encroach upon agricultural needs and resources, as growth occurs. Consider minimum lot size requirements to protect farmland and rural character. Development should preserve scenic views and be encouraged near rural communities and other existing developed land.</p>	<p>Agriculture/ Forestry</p> <p>Single-Family Residential</p> <p>Mobile Home / Mobile Home Park</p>
<p>Quality Community Objectives Pursued</p>			
<p><u>Environmental Protection:</u> Environmentally sensitive areas should be protected through the prohibition of illegal dumping and junk yards.</p> <p><u>Open Space Preservation:</u> New development should not encroach upon the agricultural needs and resources as growth occurs. Minimum lot sizes will help protect farmland and rural character of the community.</p>			
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Future Land Use

The Future Land Use Plan (**Figure 5**) for Ambrose is a parcel specific map that is intended, in conjunction with the Future Development Map, to serve as a guide in making rezoning and capital investment decisions. This Plan was prepared based on extensive community input during the community meetings and public hearings, and it follows directly from the City Vision developed during the Visioning Workshop and the Visioning Survey. The map assigns a future land use designation to every parcel within the City. The future land use categories shown on the map are listed and defined in the following table (**Figure 6**).

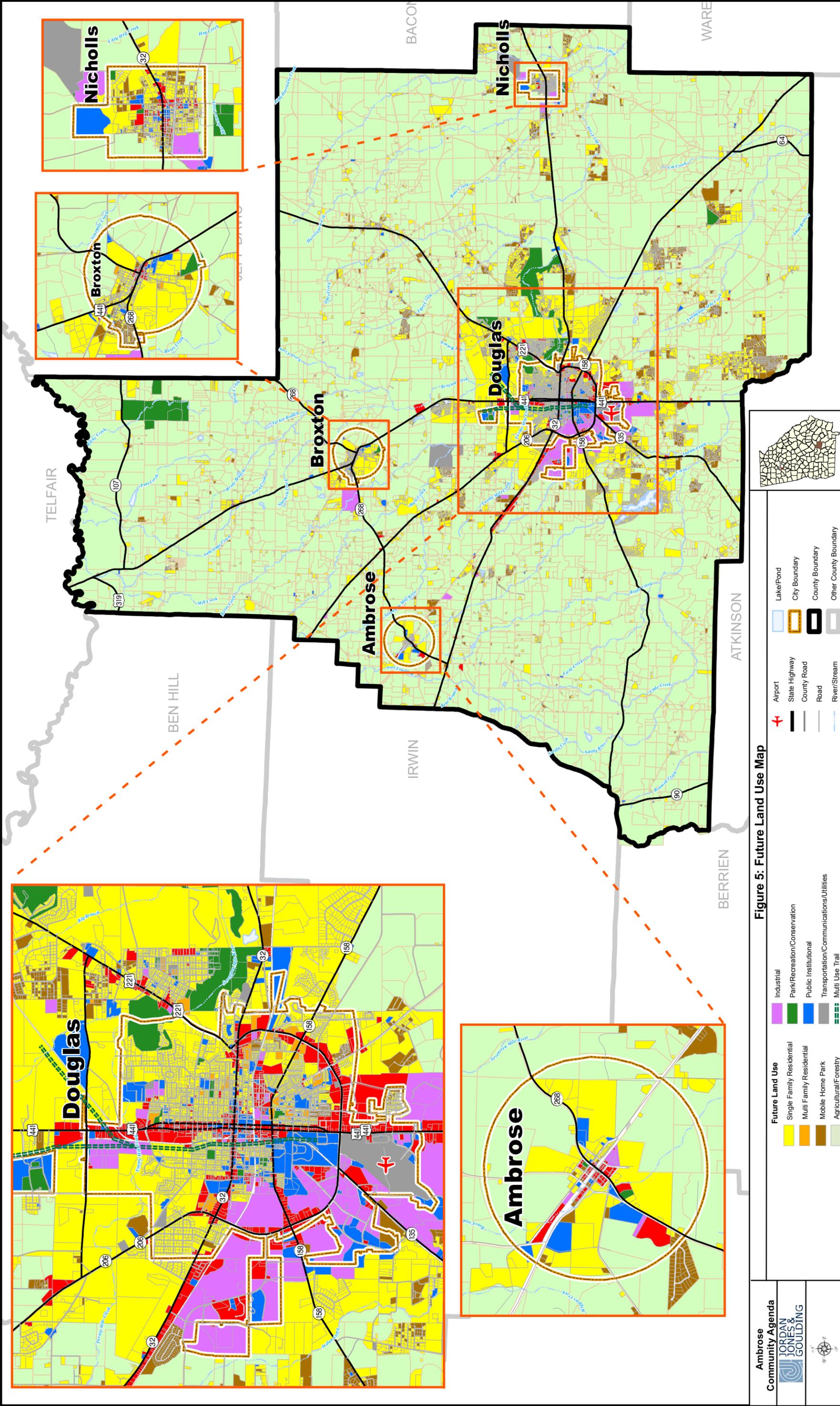


Figure 5: Future Land Use Map

Ambrose
Community Agenda



- | | | | |
|---------------------------|---|---------------|-----------------------|
| Single Family Residential | Industrial | Airport | Lake/Pond |
| Multi Family Residential | Park/Recreation/Conservation | State Highway | City Boundary |
| Mobile Home Park | Public Institutional | County Road | County Boundary |
| Agricultural/Forestry | Transportation/Communications/Utilities | Road | Other County Boundary |
| | Multi Use Trail | River/Stream | |

Figure 6: Future Land Use Definitions

Existing Land Use Category	Definition
Agriculture/Forestry	Land used for agricultural purposes such as cropland or livestock production and all land used or potentially used for commercial timber production
Commercial	Commercial and office uses, including strip malls, big-box retail outlets, auto-related businesses, restaurants, convenience stores, and office buildings
Industrial	Industrial uses.
Mobile Home / Mobile Home Park	Land used for individual mobile homes as well mobile home communities
Single-Family Residential	Single-family residential uses.
Multi-Family Residential	Multi-Family residential uses including apartments and duplexes
Public/Institutional	Community facilities as well as general government and institutional uses. Examples include schools, public safety stations, city halls, courthouses, jails, health facilities, churches, libraries, and cemeteries.
Park/Recreation/Conservation	Utilities are specifically excluded from this category. Active and passive recreation areas, parks, and protected land. Includes land owned by a land trust or public agency and preserved from future development as maintained as open space.
Transportation/Communication/Utilities	Land use by transportation, communication, or utility purposes. Examples include airports, cellular communication towers, water towers, and water treatment facilities.

Short Term Work Program

Following is a list of short-term tasks and projects identified in this plan as needed to achieve community goals and objectives. Note: Cost estimates are for planning purposes only. Actual costs may vary widely, particularly over time.

Figure 7: Short Term Work Program Matrix

Community Services and Facilities				
Activity or Program	Years	Responsible Party	Cost Estimate	Funding Source
1. Long-term drug treatment facility	2008-2013	Coffee County and the Cities of Broxton, Ambrose, Douglas, and Nicholls, CRMC	Cost TBD	State and federal grants, General Fund, private entities
2. Renovate building and repair pump motor with well	2008-2013	Ambrose	\$30,000	General Fund, DCA
3. Expand water service area	2010-2013	Ambrose	TBD ¹ (dependent upon area feasibility study)	General Fund, user fees
4. Purchase mower and mosquito sprayer	2009	Ambrose	\$20,500	SPLOST
5. Purchase Fire Department service truck	2009	Ambrose	\$10,000	SPLOST
6. Purchase one small motorized cart for public service utility vehicle.	2008-2012	Ambrose	\$2,500	SPLOST
7. Purchase one backhoe for public utility department	2008-2012	Ambrose	\$55,000	SPLOST

¹ To be determined

Economic Development				
Activity or Program	Years	Responsible Party	Cost Estimate	Funding Source
1. Downtown streetscape improvements	2009-2010	Ambrose	\$500,000	General Fund, GDOT
2. Expand industrial park as appropriate	2008-2013	Ambrose, DCEDA	\$100,000	CDBG, General Fund
3. Eliminate blighted areas	2008-2013	Ambrose	No additional cost	General Fund
Housing				
Activity or Program	Years	Responsible Party	Cost Estimate	Funding Source
1. Complete feasibility study to redevelop school as senior housing	2009, 2010	Ambrose, CCBOE	\$40,000	General Fund
2. Increase quality rental housing stock	2008-2013	Ambrose, Private entities	No cost	General Fund
3. Establish Credit Counseling Program	2008-2013	Coffee County and the Cities of Broxton, Ambrose, Douglas, and Nicholls, DCCC	Cost TBD	HUD-CDBG, private entities
Parks and Recreation				
Activity or Program	Years	Responsible Party	Cost Estimate	Funding Source
1. Park improvements	2008-2013	Ambrose	\$75,000	SPLOST
2. Maintenance to tennis courts and softball fields	2008-2013	Ambrose	No additional cost	General Fund
Transportation				
Activity or Program	Years	Responsible Party	Cost Estimate	Funding Source
1. Railroad crossing warning device at Golden Pond Road	2009, 2010	Coffee County, Ambrose	\$220,000	GDOT, General Fund, CSX
2. Repave and mark City parking	2010-2012	Ambrose	\$900 per space	General Fund
3. Resurface roads	2008-2013	Ambrose, GDOT	\$70,000	SPLOST
4. Lobby GDOT and legislators for LARP funding	2008-2013	Ambrose	No Cost	General Fund

General Planning

Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Development of County-Wide Unified Development Ordinance, subdivision regulations, and zoning	2009-2010	Coffee County, Cities of Ambrose, Broxton, Douglas, and Nicholls	\$150,000	General Fund

III Appendix

- A. Notes from the Visioning Workshop
- B. Community Preference Survey Summary
- C. 2002-2007 Short Term Work Program - Report of Accomplishments
- D. Implementation Measures for Character Areas

A. Notes from Visioning Workshop

City of Ambrose

February 28, 2007

Number of Attendees: 29

Ambrose/Coffee County – Now and Then

What has changed for the worse (in Ambrose) since 1987?

- Trains
- Loss grocery store and other businesses (e.g. Restaurants)
- Loss of gas station

What has changed for the better (in Ambrose) since 1987?

- Wal-Mart
- Better Healthcare
- New Schools
- Countywide fire service
- Water Service
- Fire Department
- Library
- Park
- Playground and walking path
- Community Center
- Relationship between City and County (e.g. Police)
- New Employers and Industry

Visioning Discussion

Group A (Led by Amanda Easoz)

What is your vision (priorities) for Ambrose/Coffee County?

- Revitalize downtown (6)
- No parallel parking (0)
- Zoning – address mobile home part (5)
- Address junk on properties (0)
- Plans for old school building (1)
- More areas to develop for housing (6)
- 32/268 Gateway (5)
- More housing (sf,mf, affordable) (*see other sheet*)
- Sewer (7)
- Plan for job growth – business/industry (3)
- Tourism/activities (3)

- Recreation: tennis courts, softball fields, (maintenance) (6)
- Grocery Store (8)
- Daycare (2)
- Dollar General (5)

Discussion – Top Priorities

Priority One – Retail

- Put new businesses into downtown
- Service Station
- Daycare
- Restaurant
- Grocery Store
- Parking standards

Priority Two – Developing Sewer

- Where to locate WWTP?
- Expand City Limits

Priority Three – Housing

- Subsidized housing – private owned
- Nic MHP
- Housing strategy

Group B (Led by Jonathan Lewis)

What is your vision (priorities) for Ambrose/Coffee County?

- Church-family-community
- Oriented small town
- Spirit of togetherness
- Daycare/save our school and after school care
- Sr. Citizens center, housing, services
- New industry
- Sewer system
- Grocery store, Dollar Store
- Upgrade water system
- Resurface roads
- Railroad
- Recreation
- Museum
- Historic preservation
- Local law enforcement
- Ambulance response
- Hwy. 32 @ 4 lane

Discussion – Top Priorities

Priority One – Church –family-community

- Improved downtown
- Small town festival (parade)
- Museum
- Summer programs/library
- After school care @library/park/tutoring (with college)
- Adult continuing education
- Church singing
- Clean up day
- Arbor Day

Priority Two – Daycare/School

- Local daycare/after school care

B. Results from the Community Preference Survey

Introduction

The Ambrose Community Preference Survey (CPS) was taken by 25 people, 60 percent Ambrose residents and 28 percent rural Coffee County residents. Questions were oriented towards the Ambrose area. Participants voted on their preferences among four photos depicting each type of structure. The CPS covered single family housing, multi family housing, retail, office, and mixed use structures.

Single Family Housing



Single Family Housing (Continued)

Single Family – Group 2



1. Choice 1 (1) = 13.0%



2. Choice 2 (2) = 82.6%



3. Choice 3 (3) = 0.0%



4. Choice 4 (4) = 4.3%

Single Family – Group 3



1. Choice 1 (1) = 4.5%



2. Choice 2 (2) = 45.5%



3. Choice 3 (3) = 9.1%



4. Choice 4 (4) = 40.9%

Multi Family Housing

Multi - Family – Group 1



1. Choice 1 (1) = 0.0%



2. Choice 2 (2) = 75.0%



3. Choice 3 (3) = 5.0%



4. Choice 4 (4) = 20.0%

Multi - Family – Group 2



1. Choice 1 (1) = 0.0%



2. Choice 2 (2) = 0.0%



3. Choice 3 (3) = 94.4%



4. Choice 4 (4) = 5.6%

Retail

Retail – Group 1



1. Choice 1 (1) = 83.3%



2. Choice 2 (2) = 11.1%



3. Choice 3 (3) = 5.6%



4. Choice 4 (4) = 0.0%

Retail – Group 2



1. Choice 1 (1) = 0.0%



2. Choice 2 (2) = 11.1%

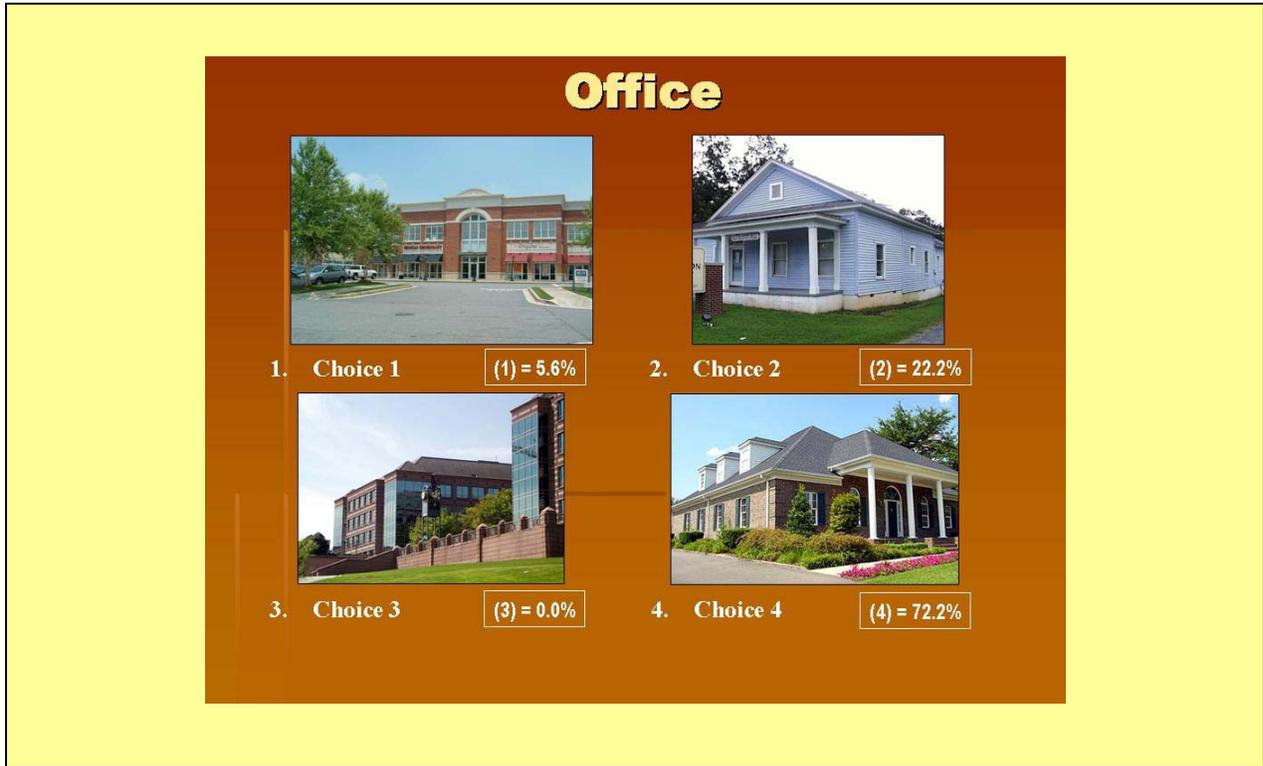


3. Choice 3 (3) = 55.6%

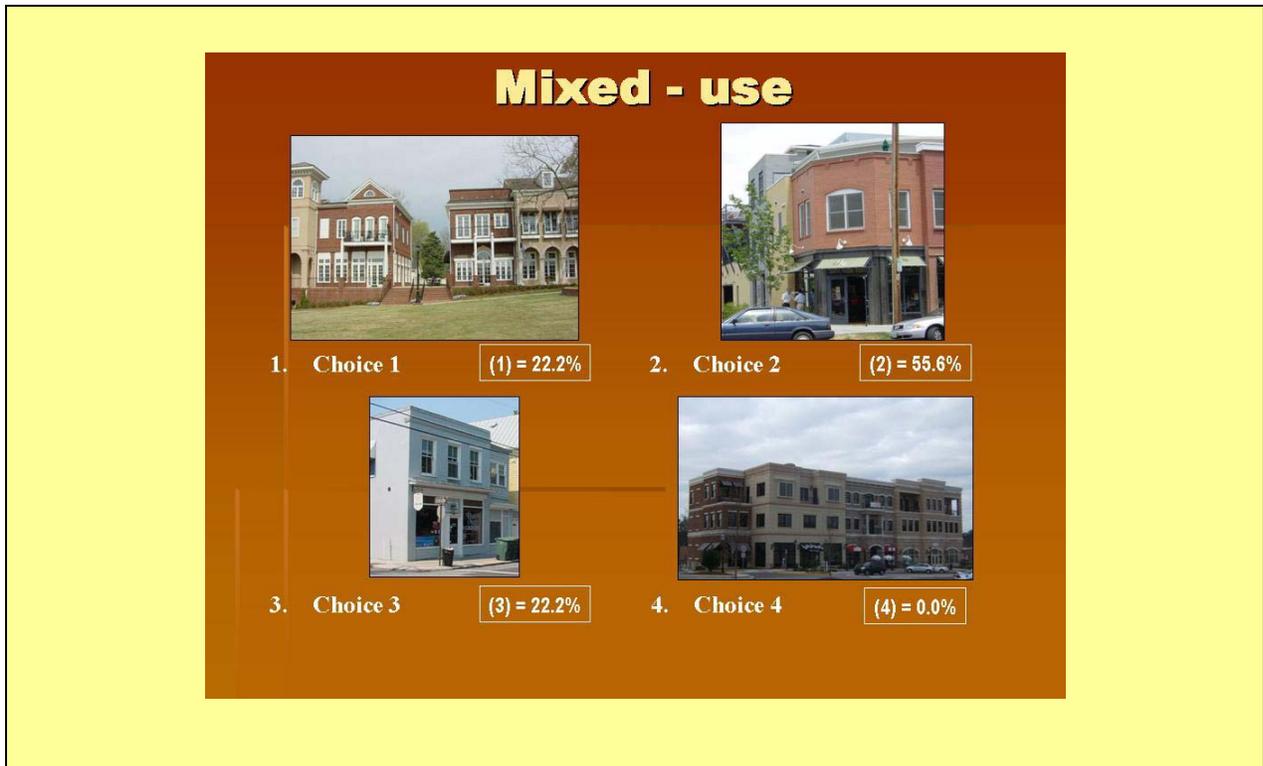


4. Choice 4 (4) = 33.3%

Office



Mixed-Use



Community Preference Survey Comments

Single Family

Group 1

- Top pick: 2
 - Like: country, space, more affordable
 - Don't like: too contemporary
 - Choice 3: like style

Group 2

- Top pick: 2 (83%)
 - Don't like: too close

Group 3

- Top picks:
- Choice 2 – homey
- Choice 4
- Don't like: too close, too crowded

Multi-family

Group 1

- Top pick 2: (75%)
 - Like affordability, landscaping
- Choice 4: like style
- Choice 1: doesn't fit community

Group 2

- Top Choice: 1 (83%)
 - Like: fits with existing community
- Choice 2: too colorful
- Prefer one story

Retail

Group 2: _Suburban Ambrose

- Top Choice 3: fence, set back
- Choice 2: landscaping

Office

- Top pick 4: (72.2%)
 - Like: upgrade from what you have; landscaping
 - Traditional style, inviting

Mixed-Use

- Top Pick 2: (55.6%)
 - Like: small town feel
- Choice 1: like detail, historical-look, architecture
- Choice 3: prefer upgrade

C. 2002-2007 Short Term Work Program – Report of Accomplishments

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Improve Recreation program and the facilities associated with the city-wide recreation department	X				
Continue to pave/resurface roads within city			X		On-going as funds are available
Lobby GDOT and legislators for LARP funding			X		On-going as funds are available
Continue to upgrade fire department and equipment in the Fire Dept.	X				
Install Playground Equipment in park	X				
Expand and pave Community Center Parking Lot	X				
Purchase one (1) small motorized cart for public service utility vehicle.		X			Waiting on SPLOST funding
Purchase one (1) backhoe for public utility department		X			Waiting on SPLOST funding
Purchase one 48" mower for public utility department				X	Contracted with Coffee County Support Services to mow area.
Clean Water Tank			X		
Develop programs in conjunction with other agencies to market the area in order to expand the business base for economic development purposes.	X				Will be on-going
Support CCDA, DDA & Chamber of Commerce	X				

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Develop programs in conjunction with other agencies to pursue academic excellence and eliminate illiteracy for economic development purposes.			X		Working with BOE
Support downtown business incubation/mini mall			X		
Work with public and private institutions to increase quality rental housing stock for incoming residents			X		
Work with public and private institutions to increase the number of owner occupied housing units through the availability of affordable financing.		X			Lack of Interest
Study the implementations of a city wide zoning system.			X		
Work with the SEGaRDC to update and/or produce zoning ordinances and maps in an environmentally sensitive format.			X		New Head Start facility was completed in 2006
Eliminate blighted areas throughout city			X		
Develop policies and resources to abate nuisances and enforce property standards.			X		

D. Implementation Measures for Character Areas

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Access Management	Regulations along the roadway that enable access to land while maintaining traffic safety and mobility through controlling such features as driveways, intersections, and median openings.	X			
Accessory Housing Units	Revising local development regulations to permit development of accessory housing units. Accessory housing units are garage apartments, "granny flats," "in-law apartments," "carriage houses," or similar secondary housing units located on the same lot with a single family residence. Encouraging accessory housing units is one means to bring affordable housing into a community.	X	X		X
Adaptive Re-use	The process of adapting old structures for new purposes.	X			
Agricultural Buffers (DCA Model Code 4-3)	To minimize future potential conflicts between agricultural and non-agricultural land uses and to protect public health, safety, and general welfare, all new non-agricultural development adjacent to designated agricultural land shall be required to provide an agricultural buffer.				X
Agricultural Lands Designation (DCA Model Code 4-1)	Encourages preservation of agricultural operations within a jurisdiction, and reduces conflicts between agricultural and non-agricultural land uses, to protect public health, safety, and welfare.				X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Agricultural Use Notice and Waiver (DCA Model Code 4-2)	At the time any land use permit, building permit, or occupancy permit is applied for on non-agricultural land abutting or within 1,000 feet of agricultural land, the applicant should be required to sign a waiver indicating that the applicant understands that agricultural land exists near the subject property and an agricultural operation is ongoing adjacent to his existing or proposed use.				X
Agricultural Zoning	There are various zoning techniques to help preserve agricultural land uses from growth pressures. One of the most common is the establishment of zoning districts with very large minimum lot size requirements (at least 20 acres) in order to strictly limit development density.				X
Alternative Street & Pedestrian System Standards (DCA Model Code 2-5)	Provides for alternative street specifications that will reduce construction costs to developers, including minimized right-of-way widths, pavement widths, turnaround dimensions, intersection curb radii, addition of bicycle lanes, etc.		X		
Appropriate School Siting	Consideration given to public infrastructure, population growth and patterns, and transportation options when siting a school.	X	X		X
Bicycle Facility Specifications (DCA Model Code 2-6)	Ensures safe, adequate and well-designed facilities are provided for bicyclists, including pavement markings, signage, and intersection crossings.	X	X	X	
Cluster Development (DCA Model Code 4-7)	Provides for small lot residential development in agricultural, forestry, and rural residential districts.			X	X
Cluster Zoning	Commercial, residential or mixed-use developments 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.			X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Compact Development	Arranging buildings and structures on a smaller amount of land, thus preserving open space and reducing infrastructure needs and costs.			X	X
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.			X	X
Conservation Subdivisions	Conservation subdivisions are 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. A Conservation Subdivision Ordinance authorizes the development of new conservation subdivisions on sites proposed by a developer, provided the development plans meet certain criteria specified in the ordinance.		X	X	X
Context Sensitive Design	An approach to planning intent on meeting community goals while considering adjacent uses of land. Context sensitive design promotes land uses and design measures that create minimal impacts and are supportive of the surrounding environment while balancing the needs of all users.	X	X	X	X
Coordinated Development Review Process	A method of streamlining the bureaucracy involved in the development process, by having different agencies that give permissions and approvals coordinate their activities through a unified system.	X	X	X	X
Major Streets Map (DCA Model Code 6-7)	Designates where the construction and improvement of transportation facilities is expected, indicating the right-of-way of planned transportation facilities.	X	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Creating a Network of Trails & Greenways	Trails and greenways positively impact individuals and improve communities by providing not only recreation and transportation opportunities, but also by influencing economic and community development.	X	X	X	X
Creating More On-street Parking	Identifying and taking advantage of opportunities to add on-street parking in areas where additional parking is most needed. This may include changing parallel parking to angle parking, converting underused medians, loading areas, turn lanes, or traffic lanes for parking, or narrowing wide sidewalks to add parking.	X			
Design for Walkable Communities	Walkable or Walkability is a term for the extent to which walking is readily available as a safe, connected, accessible and pleasant mode of transport. Neighborhood design for walkability is concerned with the extent and size of the sidewalk network, its internal and external connectivity, and the attractiveness and security of the sidewalks and street crossings.	X	X		
Design Review Board (DCA Model Code 5-2)	Reviews architecture, aesthetics, and site characteristics of new development to achieve compatibility with existing development.	X	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Design Standards	Design standards are used to ensure that the physical appearance of new development or improvements to existing properties is compatible with the existing and/or historic character that makes communities unique. Design standards or guidelines are intended to provide a basis for local planning and zoning boards to evaluate proposals and to address various concerns related to the physical design of development in a specific area. They also provide guidance to developers, property owners and businesses in developing proposals for new construction or for the expansion of existing facilities.	X	X		
Downtown Specific Plans (DCA Model Code 5-1)	Specific study for downtown core areas focused on protecting and enhancing their unique character.	X			
Effective Development Review	A specified development review board reviews all proposed developments to guide the orderly, physical development of the community, while maintaining environmental quality. The board does this by implementing the community's vision as expressed in the Comprehensive Plan and development regulations. Development review and approval can also involve other decision-making bodies such as the planning commission or the city council.	X	X		
Environmental Impact Review (DCA Model Code 6-5)	Allows local governmental agencies to consider the environmental consequences of projects via the preparation of a document called an environmental checklist.			X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Environmental Planning Criteria	The Rules for Environmental Planning Criteria (Chapter 391-3-16) were developed by the Georgia Department of Natural Resources (DNR) and are part of the local government planning standards. The rules direct local governments to establish local protection efforts to conserve critical environmental resources. They are divided into the following five sections: Water Supply Watersheds, Groundwater, Wetlands, Protected Rivers and Protected Mountains. Ambrose should adopt a wetlands protection ordinance.	X	X	X	X
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, or allowing shared parking between adjacent facilities.	X			
Flexible Street Design Standards	Revising street design requirements in local development regulations to tailor streets to the scale of the neighborhood and types of traffic they serve. Revisions may include reducing required street widths, requiring bicycle lanes, or adding on-street parking.		X		
Flexible Subdivision Regulations	Revising subdivision regulations to enable development of more innovative types of subdivisions that better match the character of the community and physical constraints of the development site. Revisions may include adjusting specific physical development standards or encouraging greater use of discretionary site plan review for new subdivisions.		X		
Form Based Code/Zoning	A method of regulating development to achieve a certain urban form through design based criteria such as physical character, building massing and orientation.	X	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Incentive Zoning	Incentive zoning is the practice of granting developers extra elements they want (most often density increases) in exchange for the provision of amenities such as affordable housing units, public spaces, infrastructural improvements, or greenspace. When a density increase is allowed, this is often known as a "density bonus."	X	X		
Inclusive Land Use Regulations	Inclusionary zoning refers to various zoning or subdivision regulations which require that there be some affordable units in new residential developments. This can refer to new apartments, condos, or houses. Most commonly the requirement is that a certain percentage of the units be affordable (and of course "affordable" must be defined) for a specific period of time, but other techniques are also used. An advantage of inclusionary zoning, over traditional low-income housing projects, is that it mixes incomes and classes together.		X		
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.	X	X		
Improvements Required for Subdivisions and Land Development	Establishing minimum design requirements, standards, and specifications for improvements within subdivisions, including sidewalks, curbs and gutters, and street lighting improvements.	X	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Land Use Guidance System (DCA Model Code 6-6)	A simple rating system, usually using "points" or "values" to rate proposed projects, that can be used as a growth management tool. This system is sometimes implemented in rural areas that need some form of limited planning but do not want standard zoning regulations. In other cases, in areas that wish to have more sophisticated growth controls, the system is used as a supplement to zoning.	X	X	X	X
Landscaping and Buffering Guidelines (DCA Model Code 3-9)	Require planting areas to mask unattractive land uses or to provide a visual and sound barrier between incompatible adjacent uses, increase aesthetic values, and protect water and quality of rivers and streams.	X	X	X	X
Large Lot Zoning	Establishes zoning districts with very large minimum lot size requirements (at least 10 acres, preferably 20 acres) in order to strictly limit development density in areas where preservation of rural character, agriculture and/or greenspace is desired.			X	X
Lot Size Averaging	Requiring the average size of all the lots in a development to be at least the specified minimum, rather than requiring every individual lot to meet the minimum.		X		
Low Impact Development	An environmentally-sensitive way to manage stormwater by collecting and draining or evaporating it onsite, rather than routing it into a typical stormwater collection system.	X	X		
Maximum Setbacks	Requiring the distance between the right-of-way and developments to be at maximum distances versus traditional minimum distances. Setting maximums allows development to come closer to the street for better walkability and traffic calming.	X	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Minimum Density	Specifies the minimum allowable development density (generally in units per acre), as opposed to the density maximums found in most traditional zoning ordinances. In some cases a minimum floor-area ratio may be specified.				
Mixed Income Housing	Housing development that creates opportunities for a range of incomes within the same community.		X		
Mixed Use Zoning	In contrast to traditional zoning techniques, mixed-use zoning allows different types of uses (such as housing, commercial and office) 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.	X			
Overlay Districts	A mapped area where special regulations on development are applied. An overlay is typically superimposed over conventional zoning districts, but may also be used as stand-alone regulations to manage development in desired areas of the community.	X	X		
Performance Standards for Off-Site Impacts (DCA Model Code 3-1)	Regulates land uses that generate noise, odor, smoke, glare from outdoor lighting, or similar nuisances in order to minimize the impacts on neighboring land uses.	X	X		
Performance-based Zoning	Zoning based on certain criteria or "points" that a developer may choose from and incentivizes favorable development by meeting certain compliance options such as providing public amenities.	X	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Planned Unit Development (DCA Model Code 3-8)	Revising land development regulations to encourage developers to propose planned, mixed-use developments for sites they choose in the community. Developer's plans are approved only if they meet specified community standards.	X	X		
Pocket Parks	Generally a small, public park with a passive, environmental purpose rather than recreation.	X			
Pre-development Meeting	Meeting between staff and developer prior to formal application in order to determine if proposal can or may be approved as well as explain application review and approval process.	X	X	X	X
Purchase of Development Rights	A purchase of development rights is an arrangement whereby private landowners sell the development rights of their property to a qualified conservation organization or government agency, in order to permanently protect the property from development and thereby ensure that it remains as open space.			X	X
Redesigning Off-site Parking Facilities	Linking and redesigning adjacent but separate parking facilities to create more available parking and simplify travel between adjacent businesses. In some cases the total number of parking spaces can be reduced, as they are now being shared more efficiently.	X			
Redeveloping Declining Areas of the Community	Using public incentives, redevelopment powers, zoning, master plans or other means to revitalize declining areas within a community.	X			
Regulations for Specific Uses (for adverse impacts on abutting properties) (DCA Model code 3-5)	Manages land uses that generate excess traffic, obnoxious odors, excessively loud noises, etc. that could have a significant impact on adjacent properties.	X	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Residential Infill Development (DCA Model Code 3-10)	Ensures that new infill development is compatible with its neighborhood, maintains harmony and character of existing residential areas, and that development occurs in an orderly and desirable manner.	X	X		
Right-of-Way Improvements	Right-of-way improvements are 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.	X	X		
Riparian Buffer	Requires narrow strips of land (from 25 to 150 feet in width) along both banks of streams and rivers be set-aside from development and left in their undisturbed, natural state as a vegetative barrier. These buffers help protect water quality by slowing and filtering stormwater runoff as it flows toward the stream.	X	X	X	X
Rural/Suburban Arterial Corridor Overlay District (DCA Model code 4-9)	Establishes an amenity zone adjacent to arterial corridors to provide for sidewalks and other enhancements, and to manage development so as to avoid a strip commercial pattern.				X
Shared Parking	By encouraging property owners to share their parking facilities, the amount of land needed to develop parking lots is greatly reduced. Shared parking works best in mixed use areas where adjacent buildings are used for different purposes.	X			
Sidewalk and Pedestrian Network Design	An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.	X	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Sign Regulations (DCA Model Code 3-7)	Attempt to control the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertising signs.	X	X	X	X
Site Plan Review	existing and proposed characteristics of a parcel or parcels of land. The purpose of the site plan review process is to determine compliance of a proposed development with applicable city/county ordinances in a concise, efficient manner.	X	X	X	X
Strategies for Re-Use of Greyfields	Redevelopment programs that make use of blighted or economically obsolescent land to increase their investment potential and viability.	X			
Stream Lined Development Permitting	Revising the local development review process to make it easier to obtain necessary approvals, particularly for innovative quality growth types of development. Revisions may include removing or combining unnecessary approval steps or publishing a step-by-step guide to the review process.	X	X		
Subdivision and Land Development (DCA Model Code 2-2)	Provides for the regulation of subdivision plats and land developments. There is probably no other regulation more important than subdivision regulations, because the resulting designs and patterns of land subdivision establish the geography and geometry of the community and in turn influence the entire character of the city.	X	X	X	X
Town Center/Village Zoning	Land development regulations that proscribe a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians.	X			

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Traditional Neighborhood Development - Comprehensive TND Ordinance	Involves comprehensive rewrite of the local development regulations to require all new developments to incorporate TND principles. TND's typically include small lot single-family homes, multi-family residences, and neighborhood commercial developments, all within easy walking distance of one another.	X	X		
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.	X	X		
Transfer of Development Rights	A transfer of development rights (TDR) enables landowners in an area planned to remain as open space to sell their property development rights for use in other "receiving" areas of the community where higher density development is acceptable or desirable. Buying these additional development rights allows developers in the "receiving" areas to build at a higher density than would otherwise be allowed.			X	X
Tree Protection (DCA Model Code 3-4)	Require preservation of a significant portion of the trees on a new development site, particularly the larger, more mature specimens.	X	X	X	X
Urban Growth Boundaries	Define the extent of future growth in a community by establishing a boundary within which urban types of development will be permitted. Development is restricted outside the boundary to preserve the farmland and rural character of these areas.		X		X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS			
		Small Town Downtown	Small Town Neighborhoods	Conservation	Rural
Urban Redevelopment/Downtown Development (DCA Model Code 5-5)	Legal redevelopment tools that can be used to revitalize central business districts. A county or city can establish a separate urban redevelopment agency or it has the option of designating a housing authority as the urban redevelopment agency. Municipalities can designate Downtown Development Authorities as urban redevelopment agencies. Georgia's redevelopment laws provide various options for the exercise of urban redevelopment. Both cities and counties can exercise urban redevelopment through state enabling legislation called the Urban Redevelopment Law (O.C.G.A 36-61), which specifically encourages voluntary (private) renovation where possible. The exercise of eminent domain for purposes of redevelopment is a potentially powerful tool for reversing decline and redeveloping blighted areas. The Redevelopment Powers Law (O.C.G.A 36-44) allows for tax increment financing (referred to in the law as tax allocation districts). The law is complex and requires additional authority (local approval and state legislation).	X			
Urban Service Area	Specifies the area where the local government will provide urban services, such as water supply or sewage treatment, in the future. This will encourage higher density infill development within the urban service area, while helping to maintain the rural character of areas lying outside the boundary.	X	X		X
Utility Relocation	Relocating overhead utilities out of view either below ground or at the rear of lots. This is intended to improve the appearance of strip commercial corridors that typically include tangles of overhead power and telephone lines stretching across and along the roadways.	X	X		

**RESOLUTION TO ADOPT THE 2007-2027 JOINT COFFEE COUNTY/CITY OF
DOUGLAS AND CITIES OF AMBROSE, BROXTON AND NICHOLLS
COMPREHENSIVE PLAN**

WHEREAS, the City of Ambrose, Georgia, is required pursuant to the Georgia Planning Act to develop and maintain a Comprehensive Plan; and

WHEREAS, the City of Ambrose Comprehensive Plan was adopted in 1992 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the State Planning and Procedures; and

WHEREAS, the City of Ambrose, Georgia, is required to update its Comprehensive Plan by October 31, 2007; and

WHEREAS, the City of Ambrose along with Coffee County and the cities of Douglas, Broxton and Nicholls has engaged in a planning process to prepare a Joint Comprehensive Plan in accordance with the Standards and Procedures for Local Comprehensive Planning as effective May 1, 2005; and

WHEREAS, the Joint Coffee County/City of Douglas and cities of Ambrose, Broxton and Nicholls Comprehensive Plan is comprised of three components, the Community Assessment, Community Participation Plan, and Community Agenda, which together define major issues, policies, and recommendations that serve as the basis for local government decision making regarding community facilities, future land use and development patterns, housing, economic development and other important resources for the City of Ambrose, its citizens, business owners, and other stakeholders; and

WHEREAS, the City of Ambrose along with Coffee County and the cities of Douglas, Broxton, and Nicholls undertook an intensive public participation process including leaders representing the interests of residents, civic groups, business leaders, and elected officials; and

WHEREAS, the minimum public hearing requirements were met during the planning process; and

WHEREAS, in order for the Comprehensive Plan to remain responsive and relevant to changing conditions, it is amended from time to time; and

WHEREAS, the City Council of the City of Ambrose has completed and submitted each of the three components the, the Community Assessment, Community Participation Plan, and Community Agenda, to the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs; and

WHEREAS, the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs have reviewed each plan component and found them to meet the minimum standards for the preparation of local plan established by the state.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Ambrose, Georgia that, having met the public participation and review requirements of the Minimum Planning Standards and Procedures, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan dated September 17, 2007, be hereby adopted.

BE IT FURETHER RESOLVED, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan, shall be utilized by the City

Council, and all City departments, agencies and officials as the official guide in making decision concerning the growth and development of the City of Ambrose.

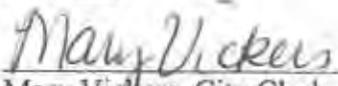
APPROVED by the Board of Commission of the City of Ambrose, Georgia, this ____ day of October, 2007.

CITY OF AMBROSE, GEORGIA



Jerry Paulk, Mayor

ATTEST:



Mary Vickers, City Clerk

**Coffee County 2007-2027 Comprehensive Plan Update
Community Agenda for the City of Broxton**

May 30, 2007

Rev. 7/13/07



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I Introduction

Purpose

The purpose of the Community Agenda is to lay out a road map for Broxton’s future. Over the next 20 years, Broxton is expecting a twenty percent increase in population. This level of growth presents both challenges and opportunities for all aspects of the community. This document develops a strategy for addressing that growth and ensuring it improves quality of life for Broxton. This strategy includes regulatory and policy changes and updates, capital investment, and strategic planning.

Another purpose of this report is to meet the intent of the “Standards and Procedures for Local Comprehensive Planning” as established by the Georgia Department of Community Affairs (DCA) on May 1, 2005. Preparation of a Comprehensive Plan in accordance with these standards is an essential requirement in maintaining Broxton’s status as a Qualified Local Government.



Broxton City Hall

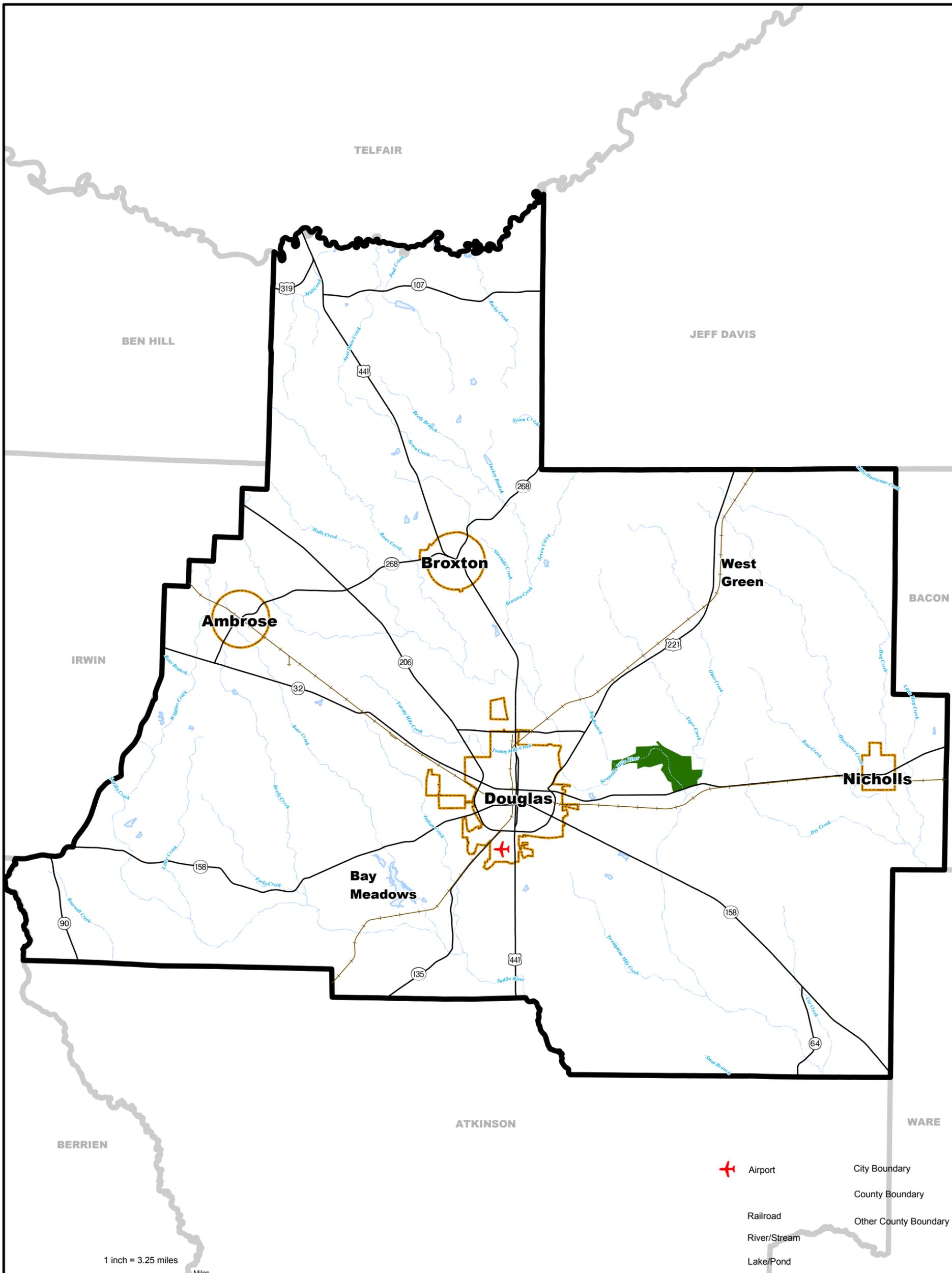
Scope

As required in the DCA Standards, the Comprehensive Plan is divided into three parts. The Community Assessment and Community Participation Program were completed and submitted to the Southeast Georgia Regional Development Center and the DCA in August 2006.

The Community Agenda is the third and most important part. This document defines the community’s vision for the future, outlines the key issues and opportunities facing Broxton over the next 20 years, and crafts an implementation program for achieving the vision and addressing each issue and opportunity. The Implementation Program includes a Future Development Map and Future Land Use Plan for guiding land use, character, and zoning decisions. It also includes an updated Short-term Work Program for guiding capital investments over the next five years.

Study Area

The study area for this Community Agenda is primarily the incorporated area of the City of Broxton (City), an area of approximately 1,945 acres. For some portions of the Community Agenda, principally those related to land use planning or annexation, areas adjacent to the City were included.



**Broxton
Community Agenda**

Location Map

State Park	
State Highway	
Railroad	
River/Stream	
Lake/Pond	
City Boundary	
County Boundary	
Other County Boundary	

JORDAN JONES & GOULDING

Figure 1

Planning Process and Schedule

The Local Planning Requirements adopted by the DCA in May 2005 divide the Comprehensive Plan into three required documents: the Community Assessment, Community Participation Program, and, this document, the Community Agenda. The final printing of the Comprehensive Plan, after the RDC and DCA have reviewed and approved this Community Agenda, will combine what are now three separate documents into one binder.

The Community Assessment was the first major step in preparation of Broxton's Comprehensive Plan. The document was completed jointly with Coffee County and the county's other municipalities: Ambrose, Douglas and Nicholls. The Assessment assessed existing conditions within the community, analyzed existing land use patterns, and included a draft list of issues and opportunities facing Broxton, Coffee County and the other municipalities.

The Community Participation Program outlined a program for community visioning and involvement. The process created for Broxton included an evening Visioning Workshop, a survey, participation in a Multi-Jurisdictional Advisory Committee with representatives from the county and other municipalities, interviews, an Open House and adoption hearings. The meetings were held between May 2006 and May 2007.

This document, the Community Agenda, is the blueprint for implementing the community's vision. It includes a summary of the vision and results of the community involvement effort, a plan for land use, policies to guide transportation, community facilities and other aspects of Broxton, and an Implementation Program. After the community has had a chance to review this draft Community Agenda, it will be submitted to the RDC and DCA for comment and approval, a process which takes several months.

The schedule below outlines the process employed in preparing this Comprehensive Plan.

Figure 2: Project Schedule

Task	2006							2007							
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Comprehensive Plan															
Project Kick-off	■														
Community Assessment	■	■	■	■											
Community Participation Program			■	■	■										
Community Agenda								■	■	■	■	■	■	■	■
Transmittal, Review, Adoption Processes					★	■	■	■	■	■	■	■	■	■	■
Service Delivery Strategy			■	■	■										
Solid Waste Management Plan					■	■	■	■	■	■	■	■	■	■	■
Public Meetings															
Public Hearing/Presentation ★															
Community Visioning Meeting ★															
Open House ★															

II Community Agenda

Community Involvement and Vision

The Joint Douglas-Coffee County Public Participation Plan

Jordan, Jones & Goulding (JJG) devised a comprehensive public participation process for the Joint Coffee County-City Comprehensive Plan (Plan) that achieved the goals of increasing public excitement over future community growth while concurrently providing vital opportunities for public input. The fundamental principle guiding the public involvement strategy is the conviction that collaboration between government officials, elected officials, business leaders, and citizens in a visioning environment will develop a strong foundation for an empowered and involved public over the future. This collaborative approach, in turn, will lead to a stronger City of Broxton and Coffee County overall.

By centering upon these guiding principles, citizens were able to provide meaningful input based upon a growth-oriented course, which was established in the Community Assessment. The public involvement process included five driving elements: a multi-jurisdictional advisory committee, five visioning workshops, a visioning survey with county-wide availability, an additional Chamber of Commerce visioning workshop sponsored by the Douglas-Coffee County Chamber of Commerce, and an Open House to discuss final details of the Plan. The visioning survey was available at all visioning workshops as well as individual city halls and on the Douglas Website.

The five visioning workshops were held throughout the County, with two workshops in Douglas and another three in the cities of Ambrose, Broxton, and Nicholls. Whereas city meetings generally had a local focus, participants were encouraged to think holistically by considering their own community and Coffee County overall in their ideas and comments.

The City of Broxton Visioning Workshop

The Broxton workshop took place at the Broxton Community Center and included an overview of the process, a mapping exercise, a visioning discussion, and a community preference survey (CPS). Meeting attendees included a diverse cross section of the community, notably the mayor, citizens, and county employees. Particularly notable was the presence of the Broxton Women's Club, which had recently surveyed members on their vision for the community. At the meeting, group discussion established a cohesive environment where community concerns were discussed and community priorities as well as a vision for the future began to develop collaboratively.



Broxton Community Center

The results of the Broxton Visioning Workshops are being combined with the results from the Visioning Survey.

A Vision for Broxton

A compilation of reflections, visionary thoughts, and top priorities for the City of Broxton follow. These summarizing statements represent the most prominent topics that surfaced at the City of Broxton visioning workshop. Detailed meeting notes and results from the CPS are available in the Appendix.

<p>Reflections</p> <p>Broxton has become a bedroom community largely as a result of the recent loss of industry in the city. Loss of a major manufacturer is the most significant contributing factor to this situation. Despite these changes in the past couple decades, a strong desire to reinvent a sense of pride exists among residents.</p>	<p>Visionary Thoughts</p> <p>Our community is cohesive and united due to good communication among residents, support of local businesses, general upkeep of property, and safe walking paths and other recreational facilities. Broxton is also a small town, destination city where people stop to visit historical attractions, eating and shopping during their stay. Out of town visitors are attracted by unique events such as festivals and parades.</p>
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Top Priorities

A Vision for a Cleaner Broxton. A key element of achieving Broxton’s vision involves improving the community’s appearance.

- New initiatives are being implemented to help move trash, especially big items, out of the city. The development of a community recycling program may help resolve some waste concerns while increasing community activism. Similar initiatives are essential to achieving Broxton’s goal of becoming a more polished community.
- Improved communication regarding such programs will be a key to clean-up efforts.
- Greater code enforcement will help rejuvenate declining areas. Due to limited city resources, the development of a partnership with the county for code enforcement is highly favored. Broxton should prioritize collaboration with the county as it considers the development of a county-wide zoning.

A Vision for More Services. Attracting a greater variety of services is a key priority for the City of Broxton. Many local needs are currently being met in surrounding communities.

- An important step for accomplishing this goal is the establishment of a business development group. Due to Broxton’s limited industry, a practical starting point is increasing collaboration with the Douglas/Coffee County Chamber of Commerce, which is highly active.
- Local services needed in Broxton include a larger grocery store, a dry cleaner, and coffee house/bakery. In the long-term, sufficient population growth and infrastructure may warrant the establishment of a major department store, which is highly desired by the community.

- Broxton can help facilitate growth by promoting the city with an identifying theme, including its unique advantages. Quality of life is the community’s biggest advantage: good people, no traffic, and an overall relaxing environment.

Broxton Women’s Group Preferences

The Broxton Women’s Group recent “Creating Masterpieces in Your Community” Survey identified some key issues (both large and small) that the city could pursue. Many of those issues complimented visioning workshop discussion. Some large “things” that the community could do include improving pedestrian and bike access, revitalizing city businesses through simple face-lifts, improving recreational amenities, and encouraging a small-town festival environment. Most of all, the survey highlighted the desire to maintain high citizen participation in local events and community development.

Issues and Opportunities

A targeted plan, delineating both issues and opportunities, is the cornerstone of effectively moving the community’s vision forward. This plan is also the basis for the implementation strategy and short-term work plan developed for the City of Broxton. The issues and opportunities stated hereafter originated in the Community Assessment, resulting from a comprehensive analysis of past trends and patterns. The issues and opportunities were added, adjusted, and eliminated for Broxton based on stakeholder input and the public’s participation. Final refinements were made by the consultant team.

These issues and opportunities are categorized under the following topic areas:

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

Land Use

Land Use Goal: Maintain our community’s small town character while looking ahead to assure that land develops properly and in a compatible fashion.

Land Use Issues and Opportunities:

1. Vacant Property Downtown. Similar to other small towns in Coffee County, Broxton is in need of revitalization in its downtown district. Largely due to the stagnant population growth and retail growth in nearby Douglas, Broxton lacks market competitiveness.



Vacant Building in Downtown Broxton

- 2. Creation of a Zoning Ordinance.** A zoning ordinance helps growth occur in a logical fashion. Broxton does not have a zoning ordinance. To ensure that compatible land uses are an element of future development, the City should develop a basic zoning ordinance. The City should be involved in all discussions regarding the potential creation of a County-wide zoning ordinance.

Transportation

Transportation Goal: Support smart transportation decisions that improve pedestrian access and maintain the existing road network.

Transportation Issues and Opportunities:

- 1. Development of Bypass around Downtown.** Currently the Georgia Department of Transportation is planning a bypass around downtown Broxton to facilitate the flow of industrial and commercial traffic through the area. Although this may keep through traffic off the central downtown intersection, it will likely have a crippling effect on businesses that will be “bypassed” by the new road.
- 2. Prioritize Connectivity between New Roads and Downtown.** Downtown Broxton has an excellent core road network consisting of a grid roadway pattern. This style of roadway design provides multiple routes for drivers, eliminating congestion on major roads, decreasing trip times, and improving overall air quality. With the potential development of new roads, the importance of interconnectivity increases. The inclusion of sidewalks on new roads will help connect the City’s core commercial and residential areas with new roads and development, creating a cohesive, rather than disjointed, community.
- 3. Improve Appearance of US 441.** As a major gateway entering the community, 441 plays an important role in welcoming visitors, residents, and those temporarily passing through the community. Basic design improvements such as landscaping, vegetation buffers between streets and sidewalks, clear signage, street furniture, and street lights can help make the street more attractive while increasing safety for community members.

Economic Development

Economic Development Goal: Sustain attractive qualities of a small town through property upkeep and improvements and attraction of businesses and activities that contribute to tourism.

Economic Development Issues and Opportunities:

- 1. Limited Sewer and Water Capacity.** Broxton has limited sewer and water capacity which undermines the City’s ability to grow. Currently only 20 percent of the sewerage system remains unused and is able to support growth and development. The City should complete an analysis of the sewer and water capacity needs necessary to achieve desired growth.
- 2. Streetscaping in Central Areas of City.** Broxton’s central streets lack significant streetscaping, including park benches, lamp posts, façade improvements, and planters. By encouraging business owners to incorporate these elements in their storefronts, the City can preserve its small town character which is an attractive characteristic for visitors.
- 3. Major Underutilized Industrial Site.** Broxton currently has a vacant industrial site that is served by sewer and water. This property is owned and was formerly occupied by Fleetwood Homes. The site is under-serving the community in this state. The City should work

collaboratively with the Douglas Coffee County Economic Development Authority, state economic development allies, and current owner to help convert this building to active use.

- 4. Promote Tourism Economy.** Broxton truly is a small town, bereft of traffic and other elements common to bigger cities. The City has the potential to maximize these attributes by hosting festivals and parades, as well as promoting nearby sites such as the Broxton Rocks Preserve and General Coffee State Park.
- 5. Brand City with Unique Theme.** Broxton community members believe that a high quality of life is an attribute that sets their city apart from others. Identifying and promoting a community theme that highlights the community's unique advantages including good people, no traffic, and an overall relaxing environment can help foster community pride and spur positive growth.

6. Clean-Up Community

Appearance. Public participation identified the general need for improved property maintenance and upkeep, especially as it relates to attracting economic development and new residents. The City should evaluate and improve trash pick-up through a combination of improved implementation of the County-wide solid-waste plan and the development of community clean-up programs.



Farm Supply Store in Broxton

Inclusion of more trash cans and the development of a recycling program can also help improve the community's appearance and image to visitors and potential businesses. Improved code enforcement should also be a central component of cleaning up the City.

- 7. Attract More Local Retail.** Broxton has a shortage of retail providers, causing community members to drive to other area cities to complete daily tasks. Community members pinpointed the need for large grocery store, a dry cleaner, more medical (e.g. dentist), and a coffee house/bakery. The City should work with the Douglas Coffee Chamber of Commerce to identify ways to attract these providers to the City. New retail will create more jobs for local residents and fuel the local economy.

Community Facilities and Services

Community Facilities and Services Goal: Encourage pride in our community by maintaining programs and services that meet our community's desires and needs.

Community Facilities and Services Issues and Opportunities:

- 1. Develop Community Recycling Program.** Broxton residents are concerned about the large quantity of unattended solid waste in their community. Through the community visioning exercise, the development of a recycling program was identified as a reasonable way to minimize the quantity of solid waste.
- 2. Substance Abuse Issues.** Substance abuse is an underlying concern in the community. The community should develop a strategy to help address this issue. Potential coordination

efforts with law enforcement officers, the local school board, and the Douglas-Coffee County Parks and Recreation Department should be considered.

- 3. Consider Improvements to the Community's Walking Path.** The small size of Broxton creates a welcoming environment for pedestrians. The community's walking path is very popular with residents. Adding lighting to the path is highly desired by the community. Ongoing additions to the path should be considered.
- 4. Improve Stormwater Drainage System.** Broxton lacks a major stormwater drainage system. The City should identify areas where flooding regularly occurs and review road design to develop solutions. The City should pursue a partnership with the County to address these issues. The Georgia Department of Transportation and the Georgia Environmental Protection Division can help develop appropriate strategies to address stormwater drainage as well as potential funding sources.

Natural and Cultural Resources

Natural and Cultural Resources Goal:

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

Natural and Cultural Resources Opportunities:

1. Preservation of Historic Homes.

Broxton has a number of historic homes that are at risk due to age and minimal rehabilitation efforts. All efforts should be made to preserve these resources as they highly contribute to the

community's character. County-wide preservation efforts are likely the most efficient way to address this.



Historic Home in Broxton

Intergovernmental Coordination

Intergovernmental Coordination Goal: Maintain a high level of intergovernmental coordination to provide a maximum level of service for our residents that could not be met on our own.

Intergovernmental Coordination Issues and Opportunities:

- 1. Code Enforcement Agreement.** Limited code enforcement is a county-wide concern. Efforts to coordinate code enforcement across Coffee County may lead to a more cost-effective strategy and better service delivery.
- 2. Sustain Service Relationships with the County.** Broxton and Coffee County currently have a positive, symbiotic relationship regarding fire and police service. These services greatly benefit Broxton, which would have difficulty carrying them out on its own.

The Plan

The Land Use Plan contains the Future Development Map, which is a development plan for the future character areas of the City of Broxton. The map is supported by a matrix of character area descriptions, development strategies, photographic representations of the area, and appropriate land uses. In addition, a table listing the DCA's required Quality Community Objectives for each character area is located in the Appendix. A parcel-specific Future Land Use Plan follows the Future Development Map, delineating projected land uses in the City based upon community preferences and needs.

Future Development (Future Character Areas)

Three character areas were identified for Broxton. Each of these areas has its own identity and character as well as its own set of assets and challenges. The Future Development Plan recognizes the visual and functional difference between these areas and the different strategies required to develop them to their highest potential. Identification of character areas allows the use of tailored policies and implementation strategies for these distinctive parts of Broxton. The character areas are defined in the following **Figure 3** and mapped in **Figure 4** below. A detailed listing of implementation measures that could be employed to assist in the development of each character area is provided in Appendix D.

Figure 3: Character Areas within Broxton

Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Small Town Downtown	Historic commercial core in downtown Broxton	Encourage the increase of retail, office, services, and employment in the commercial core over outward expansion. Prioritize streetscape improvements through a combination of improved sidewalks, lamp posts, façade improvements, and planters. Consider the development of a zoning ordinance to prevent the future development of incompatible land uses. Add lighting to streets to improve safety and visibility.	All except Agriculture/Forestry
Quality Community Objectives Pursued			
<p><u>Sense of Place Objective:</u> The traditional downtown area of Broxton should be maintained as the focal point of the community. Streetscape improvements and increased lighting can make downtown a more inviting place.</p> <p><u>Employment Options:</u> Encouragement of a range of employment options such as retail, office, and services in the downtown core will help meet the diverse needs of the local workforce as well as continue the emphasis of downtown as the community’s center of focus.</p> <p><u>Transportation Alternatives:</u> Improvements to sidewalk infrastructure will increase mobility throughout the community and decrease automobile dependence.</p> <p><u>Infill Development:</u> Businesses will be encouraged to locate within the downtown core, minimizing development on the urban fringe.</p>			
<div style="display: flex; justify-content: space-around;">   </div>			

Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Small Town Neighborhoods	Residential area surrounding downtown Broxton	<p>Improve sidewalk and path connectivity to downtown. Pursue a property maintenance and rehabilitation code in conjunction with Coffee County Code Enforcement. Rehabilitate or replace deteriorating housing stock. Demolish abandoned structures and implement a recycling program to help remove undesired materials from the community. Improve pedestrian and recreational facilities through continued development of the walking path.</p>	<p>Single Family Residential</p> <p>Multi-Family Residential</p> <p>Mobile Home / Mobile Home Park</p>
Quality Community Objectives Pursued			
<p><u>Transportation Alternatives:</u> Improving the sidewalks and the connections to downtown will increase the potential of pedestrian travel from home to work and shopping ventures. Alternatives to automobile travel should be encouraged.</p> <p><u>Housing Opportunities:</u> Rehabilitation of existing housing stock will ensure that a variety of housing options are available in the community for a mixture of income levels.</p> <p><u>Traditional Neighborhood:</u> Improved pedestrian infrastructure and connectivity will facilitate walking and improve linkage between neighborhoods to downtown.</p>			
<div style="display: flex; justify-content: space-around; align-items: center;">   </div>			

Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Conservation	Areas of protected open space that follow natural features for recreation and conservation purposes, including wetlands, floodplains, stream buffers, and protected areas.	Conservation of sensitive environmental areas should be encouraged or required. New developments should incorporate these sensitive areas as amenities, rather than develop them. Development regulations can help protect areas through ordinances, including a Conservation Subdivision Ordinance and sensitive land overlays. Passive parks should be encouraged in conservation areas that border residential developments and schools.	All
Quality Community Objectives Pursued:			
<u>Environmental Protection:</u> Environmentally sensitive areas should be protected from negative impacts of development, especially those areas that add to the traditional character of the community.			
<u>Open Space Preservation:</u> Passive parks and other environmental controls should be encouraged in areas bordering residential developments and schools in order to preserve open space and environmental amenities.			
			

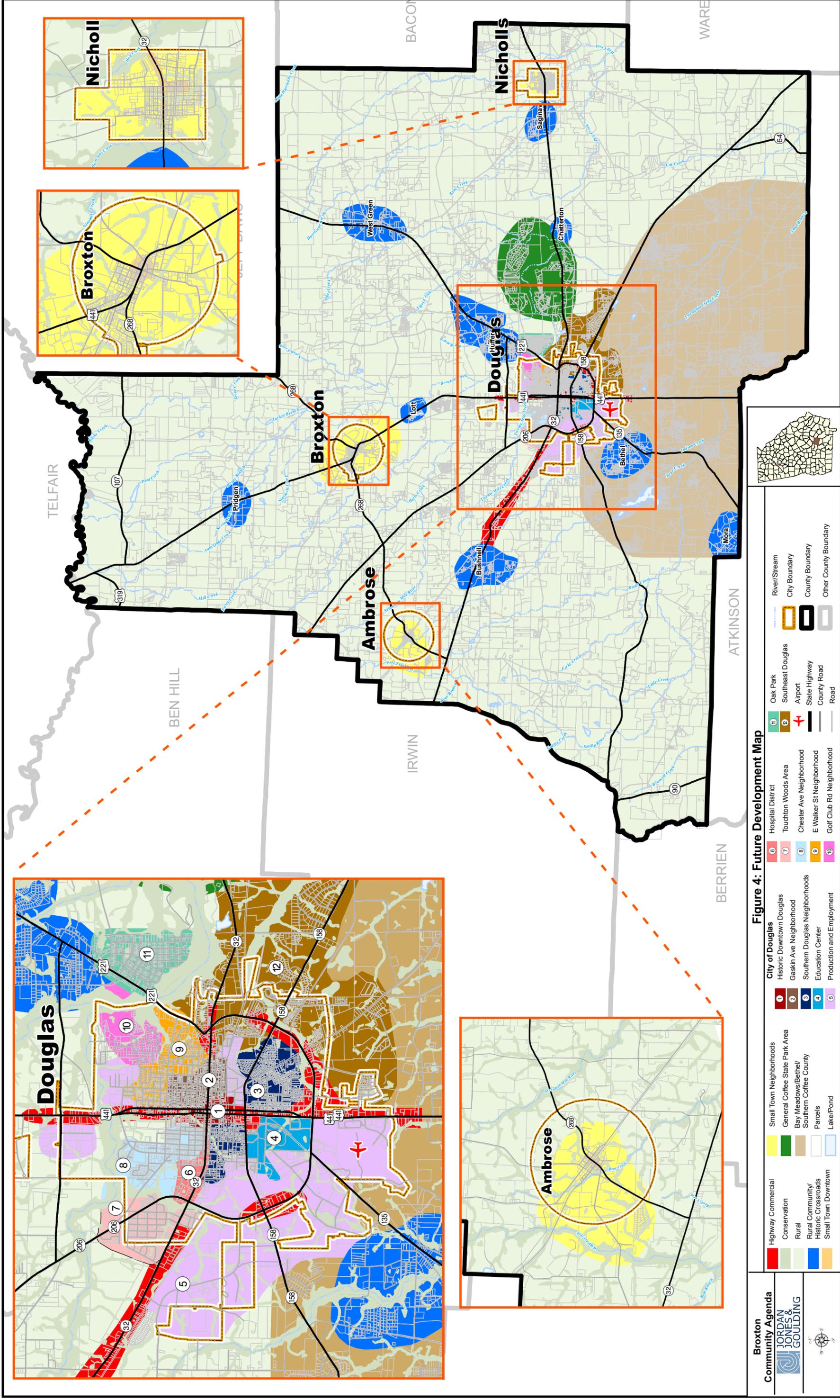


Figure 4: Future Development Map

Broxton Community Agenda 			
<ul style="list-style-type: none"> Highway Commercial Conservation Rural Rural Community/ Historic Crossroads Small Town Downtown 	<ul style="list-style-type: none"> Small Town Neighborhoods General Coffee State Park Area Bay Meadows/Bethel/ Southern Coffee County Parcels Lake/Pond 	<ul style="list-style-type: none"> City of Douglas Historic Downtown Douglas Gaskin Ave Neighborhood Southern Douglas Neighborhoods Education Center Production and Employment 	<ul style="list-style-type: none"> Hospital District Touchton Woods Area Chester Ave Neighborhood E Walker St Neighborhood Golf Club Rd Neighborhood
<ul style="list-style-type: none"> Oak Park Southeast Douglas Airport State Highway County Road Road 	<ul style="list-style-type: none"> River/Stream City Boundary County Boundary Other County Boundary 	Legend <ul style="list-style-type: none"> 1 2 3 4 5 6 7 8 9 10 11 12 	

Future Land Use

The Future Land Use Plan (**Figure 5**) for Broxton is a parcel specific map that is intended, in conjunction with the Future Development Map, to serve as a guide in making rezoning and capital investment decisions. This Plan was prepared based on extensive community input during the community meetings and public hearings, and it follows directly from the City Vision developed during the Visioning Workshop and the Visioning Survey. The map assigns a future land use designation to every parcel within the City. The future land use categories shown on the map are listed and defined in the following table (**Figure 6**).

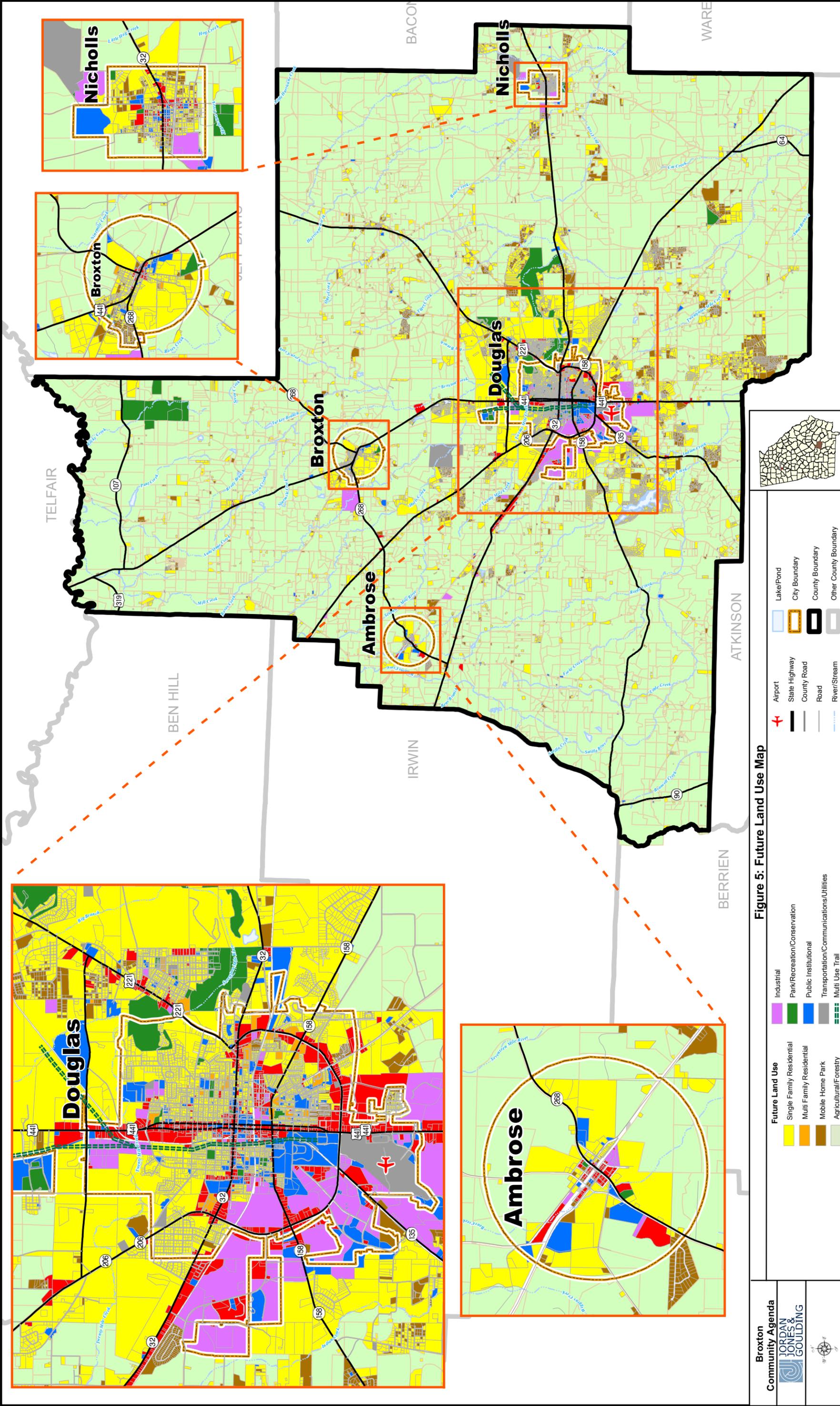


Figure 5: Future Land Use Map

	Airport		Lake/Pond
	State Highway		City Boundary
	County Road		County Boundary
	Road		Other County Boundary
	River/Stream		

	Industrial
	Park/Recreation/Conservation
	Public Institutional
	Transportation/Communications/Utilities
	Multi Use Trail

	Single Family Residential
	Multi Family Residential
	Mobile Home Park
	Agricultural/Forestry

Broxton
Community Agenda



Figure 6: Future Land Use Definitions

Existing Land Use Category	Definition
Agriculture/Forestry	Land used for agricultural purposes such as cropland or livestock production and all land used or potentially used for commercial timber production
Commercial	Commercial and office uses, including strip malls, big-box retail outlets, auto-related businesses, restaurants, convenience stores, and office buildings
Industrial	Industrial uses.
Mobile Home / Mobile Home Park	Land used for individual mobile homes as well mobile home communities
Single-Family Residential	Single-family residential uses.
Multi-Family Residential	Multi-Family residential uses including apartments and duplexes
Public/Institutional	Community facilities as well as general government and institutional uses. Examples include schools, public safety stations, city halls, courthouses, jails, health facilities, churches, libraries, and cemeteries. Utilities are specifically excluded from this category.
Park/Recreation/Conservation	Active and passive recreation areas, parks, and protected land. Includes land owned by a land trust or public agency and preserved from future development as maintained as open space.
Transportation/Communication/Utilities	Land use by transportation, communication, or utility purposes. Examples include airports, cellular communication towers, water towers, and water treatment facilities.

Policies

Policies are developed to provide ongoing guidance and direction to City of Broxton officials. They provide a basis for making decisions in implementing the Comprehensive Plan, including achieving the community vision and addressing the city’s issues and opportunities. The policies are general in nature and should be used, in particular, during budget and permitting activities. Future decisions to create zoning should reflect these policies established by the community. Geographic-specific policies are discussed in conjunction with the Future Development Map for the City of Broxton.

These policies are organized around the seven major elements of the plan:

- Land Use
- Transportation
- Economic Development
- Housing
- Natural and Cultural Resources

- Community Facilities and Services
- Intergovernmental Coordination

Land Use

- LU-1: Actively participate in efforts to create County-wide zoning, avoiding the potential for incompatible land uses.
- LU-2: Support land use decisions that mitigate the environmental impacts of development.
- LU-3: Encourage the regeneration of downtown as a central location that combines walkable streets with mixed uses, favoring compact development of sprawl development.
- LU-4: Encourage the incorporation of parks and green space throughout the community and their ongoing upkeep and enhancement, supporting an active and healthy community.
- LU-5: Support building design standards, such as tree buffers, lighting, and signage, furthering Broxton an aesthetically pleasing place to live.
- LU-6: Promote streetscaping such as lamp posts, façade improvements, and planters on central corridors and gateways into our community providing an attractive entrance to our community.
- LU-7: Encourage the redevelopment of abandoned commercial and industrial sites in our community.

Transportation

- TR-1: Incorporate sidewalks and bicycle lanes on new roads whenever possible, providing alternative transportation options to the automobile.
- TR-2: Actively work towards paving all roads in our community, assuring that future development does not precede transportation infrastructure needs.
- TR-3: Add curbing and appropriate drainage to roadways to mitigate adverse effects of road runoff on the topography and overall environment of our city.
- TR-4: Support major road changes that will positively impact our economy.
- TR-5: Promote connectivity of our road network by encouraging the continuation of grid-like development found in our downtown over suburban-sprawl.
- TR-6: Promote a County-wide road network that increases accessibility to all areas of the County.

TR-7: Support efforts to improve the appearance of US 441 through streetscaping, sidewalk improvements, and signage, realizing the road's welcoming role to the City.

Economic Development

ED-1: Promote revitalization efforts downtown, retaining our community's character and unique attributes.

ED-2: Consider the employment needs and skills of our existing population in making decisions on proposed economic development decisions.

ED-3: Actively collaborate with the Douglas Coffee County Chamber of Commerce and Economic Development Authority to attract appropriate services to our community.

ED-4: Positively market our community as a place to live and visit through the development of local events such as parades, festivals, and a locally generated informative paper.

ED-5: Target the rehabilitation and re-use of existing buildings for new services and industry as opposed to the development of a greenfield (undeveloped land).

Housing

H-1: Support rehabilitation efforts of existing houses, preserving the existing housing stock and preventing the decline of older areas of the city.

H-2: Encourage the development of diverse, affordable housing options, ensuring that our community is accessible to a wide span of people with various backgrounds and income levels.

H-3: Eliminate substandard or dilapidated housing in our community.

H-4: Develop housing that reflects our population growth trends, including an increase in senior-appropriate housing.

Natural and Cultural Resources

NCR-1: Protect our environment through compact urban development in order to preserve green open space and natural resource areas.

NCR-2: Promote solid waste reduction and recycling initiatives.

NCR-3: Promote the protection and maintenance of trees and green open space in all new development.

NCR-4: Ensure a safe and adequate supply of water through protection of ground and surface water sources.

NCR-5: Encourage efforts to preserve the area’s history and heritage through documentation, maintenance, preservation efforts, and education material.

Community Services and Facilities

CSF-1: Ensure that each member of our community has access to fire and police when necessary.

CSF-2: Work towards improving and enhancing our recreational facilities by regularly communicating with the Douglas Coffee Parks and Recreation Department.

CSF-3: Make efficient use of existing infrastructure and public facilities in order to minimize the need for costly new facilities and services.

CSF-4: Seek ways for new growth to pay for itself to the greatest extent possible.

CSF-5: Support community-led initiatives to address community concerns.

Intergovernmental Coordination

IC-1: Work collaboratively with Coffee County to ensure that fire and police services meet area demand.

IC-2: Work with area governments to jointly address issues/concerns that have a regional scope.

IC-3: Maintain an open channel of communication between our city and Coffee County to ensure that development decisions are favorable to our community.

IC-4: Work with state and local partners to ensure that our road network provides optimal accessibility to our city.

IC-5: Consult other public entities in our area when making decisions that are likely to impact them.

Implementation Program

The following Implementation Strategies address the issues and opportunities for the City of Broxton, raised in Section 2.3. Action items are identified, along with responsible parties and a projected timeframe for implementation. This timeframe is expressed either as Ongoing, Short-Range (1 to 5 years), or Long-Range (5+ years). The implementation strategies are categorized by major elements of the Comprehensive Plan and then addressed by the specific issue or opportunity.

To best maximize area resources, implementation strategies include a mixture of approaches, including public private partnerships. Below is a list of responsible parties and partners in this plan. Implementation strategies follow.

Parties or Partners	Acronym or Abbreviation
Broxton Women’s Club	BWC
City of Broxton	Broxton
City of Douglas	Douglas
City of Nicholls	Nicholls
City of Douglas Preservation Commission	CDPC
Coffee Correctional Institute	CCI
Coffee County	Coffee County
Coffee County School Board	CCSB
Douglas Area Welcome Center	DAWC
Douglas-Coffee Chamber of Commerce	DCCC
Douglas-Coffee Economic Development Authority	DCEDA
Douglas-Coffee Parks and Recreation Department	DCPRD
East Central Technical College	ECTC
Georgia Department of Economic Development	GDEcD
Georgia Department of Transportation	GDOT
Georgia Power Economic Development	GPED
Southeast Georgia Regional Development Center	SEGa RDC
South Georgia College	SGC
US Department of Housing and Urban Development	US HUD

Land Use Strategies

How can we encourage the occupancy of vacant buildings in our downtown?

Description/Action	Responsible Party	Partners	Timeframe
Promote tax incentives for new businesses to locate in our older buildings in downtown.	Broxton	SEGa RDC	Ongoing
Improve streetscaping in older areas of the city to increase of area's attractiveness as business location.	Broxton	GDOT DCCC	Long-Range
Encourage new housing development to occur around downtown area, increasing the presence of people and feasibility of economic investment in older areas.	Broxton		Ongoing

How do we address the lack of zoning in our community?

Description/Action	Responsible Party	Partners	Timeframe
Consider the creation of a traditional zoning ordinance, defining areas that are suitable for specific land uses.	Broxton	Coffee County	Short-Range
Consider joining with County and other cities in a County-wide zoning ordinance.	Broxton	Coffee County Ambrose Nicholls Douglas	Short-Range

Transportation Strategies

How do we mitigate the adverse effects of a bypass around downtown?

Description/Action	Responsible Party	Partners	Timeframe
Develop a one way pair through downtown to facilitate traffic flow using Main Street as the southern route and Railroad Street as the northern route.	Broxton	GDOT Coffee County	Short-Range
Promote alternatives to the construction of the bypass. Lobbying efforts should highlight negative fiscal impacts of a bypass on the community.	Broxton	Coffee County GDOT	Short-Range

Develop multi-modal connectivity plan through new and old areas of the City; include sidewalks and bike paths in street renovations.	Broxton	GDOT	Ongoing
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How do we prioritize connectivity between new roads and downtown?

Description/Action	Responsible Party	Partners	Timeframe
Utilize the Regional Development Center’s Southeast Georgia Bike & Pedestrian Plan as a guide for incorporating multi-modal transportation between roads.	Broxton	GDOT	Long-Range
Add signage to new roads, guiding connections to other parts of town.	Broxton	GDOT Coffee County	Ongoing
Add design elements to major intersections, announcing the arrival to downtown.	Broxton	GDOT Coffee County	Ongoing
Require new roads to connect, when possible, to existing routes in the City.	Broxton	GDOT Coffee County	Short-Range
Limit cul-de-sacs and pipe stem development.	Broxton		Ongoing

How do we improve appearance of 441?

Description/Action	Responsible Party	Partners	Timeframe
Include shoulder improvements on US 441 during repaving.	GDOT	SEGa RDC Broxton	Long-Range
Develop a community “adopt a mile” program, funneling support efforts to US 441.	Broxton		Ongoing
Adopt design standards for property owners occupying US 441.	Broxton		Short-Range
Add roadway enhancements to US 441 at City limits, creating identifiable gateways to the City from both the north and the south.	Broxton	GDOT Coffee County	Short-Range

Economic Development Strategies

How do we develop with limited sewer and water capacity?

Description/Action	Responsible Party	Partners	Timeframe
Complete an analysis of sewer and water capacity needs necessary to achieve desired growth.	Broxton	DCCC DCEDA	Short-Range
Create a long range strategy for further developing the water and sewer infrastructure.	Broxton		Long-Range
Attract businesses that require minimal water and sewer capacity and can occupy pre-existing sites.	Broxton		Short-Range

How do we increase streetscaping in central areas of our city?

Description/Action	Responsible Party	Partners	Timeframe
Adopt a tree ordinance.	Broxton	Coffee County	Short-Range
Develop design guidelines for infill development in the downtown area.	Broxton		Short-Range
Apply for a transportation enhancement program grant to pay for changes to the streetscape in downtown.	Broxton	GDOT	Long-Range

How can we develop despite having a major underutilized industrial site?

Description/Action	Responsible Party	Partners	Timeframe
Work with the Coffee-Douglas Economic Development Authority to identify potential opportunities for new ownership of site.	Broxton	DCEDA	Short-Range
Investigate opportunities for another industrial site in the City to attract industry and increase the tax base.	Broxton	DCEDA	Ongoing.

How can we promote tourism as way to grow our economy?

Description/Action	Responsible Party	Partners	Timeframe
Develop an inventory of unique attributes and events in Broxton that are tourist attractions.	Broxton	DAWC	Short-Range
Increase the quantity of restaurants in the community through a market study/DCCC efforts.	Broxton	DCCC	Ongoing
Attract a small hotel or bed and breakfast to serve visitors to the area.	Broxton	DCCC	Long-Range

How can we brand our city with a unique theme?

Description/Action	Responsible Party	Partners	Timeframe
Hold a community contest for a city slogan that represents the community’s view of the city.	Broxton	BWC	Short-Range
Change city signs to reflect new city theme.	Broxton	GDOT	Long-Range
Develop a historic preservation committee.	Broxton	CDPC	Short-Range

Community Services and Facilities

How can we develop a community recycling program?

Description/Action	Responsible Party	Partners	Timeframe
Develop a public outreach program to identify the appropriate format for a community recycling initiative.	Broxton	Coffee County	Short-Range
Coordinate recycling efforts with Coffee County’s Solid Waste Management Plan.	Broxton	Coffee County	Ongoing

How do we address substance abuse issues?

Description/Action	Responsible Party	Partners	Timeframe
Form an intergovernmental committee to address County-wide substance abuse issues	Broxton Ambrose Douglas Nicholls Coffee County		Long-Range
Enforce substance abuse cases with the appropriate legal repercussion.	Broxton	CCSO	Ongoing
Continue to fund and develop the DARE program as a part of prevention measures.	Broxton	Coffee County	Ongoing

How do we make improvements to the community’s walking path?

Description/Action	Responsible Party	Partners	Timeframe
Dedicate SPLOST funds to improvements of the community’s walking path.	Broxton	Coffee County	Long-Range
Maintain park area near path through a joint service agreement with the DCRD.	Broxton	DCRD	Short-Range

Natural and Cultural Resources

How do we preserve our existing historic homes?

Description/Action	Responsible Party	Partners	Timeframe
Seek the establishment of a historic preservation district of areas in the city’s core.	Broxton	CDPC	Long-Range
Apply for grant money that is applicable to historic properties.	Broxton		Short-Range

Intergovernmental Coordination

How do we facilitate the development of County-wide code enforcement agreement?

Description/Action	Responsible Party	Partners	Timeframe
Participate in quarterly meetings of County stakeholders to show interest in the development of a unified agreement.	Broxton	Coffee County Douglas	Ongoing
Develop a community assessment of specific code enforcement issues and present to relevant County staff.	Broxton.	Coffee County	Short-Range

How do we sustain service relationships with the County?

Description/Action	Responsible Party	Partners	Timeframe
Attend quarterly multi-jurisdictional meetings.	Broxton	Coffee County CCSB Douglas Ambrose Nicholls	Ongoing
Update Service Delivery Strategy when relationships change.	Broxton Coffee County	Ambrose Douglas Nicholls	Ongoing

Short Term Work Program (2008-2013)

Following is a list of short-term tasks and projects identified in this plan as needed to achieve community goals and objectives. Note that on-going tasks or policies are listed previously in Chapter II – Policies and Implementation Strategies. Note: Cost estimates are for planning purposes only. Actual costs may vary widely, particularly over time.

Figure 7: Short Term Work Program Matrix

Community Services and Facilities				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Long-term drug treatment facility	2008-2013	Coffee County and the Cities of Broxton, Ambrose, Douglas, and Nicholls, CRMC	Cost TBD	State and federal grants, General Fund, private entities
2. Police car and equipment, fire equipment	2010	Broxton	\$167,000	SPLOST
3. Increase drug prevention (DARE) program efforts	2008-2013	Broxton Police Department, CCBOE	No additional cost	State and federal funds and grants
4. Development of recycling program	2008-2010	Broxton	TBD ¹	State and federal grants
5. Sewer and water capacity needs	2008-2009	Broxton	\$79,500	SPLOST
6. Building renovations	2008-2013	Broxton	\$47,500	SPLOST
Economic Development				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Streetscape enhancements in downtown	2009-2010	Broxton	\$600,000	GDOT (TE Funding)
2. Add informational signage to roads	2008-2010	Broxton, GDOT	\$10,000 (\$1000 per sign)	GDOT, General Fund
3. Targeted businesses plan.	2009	DCCC	\$25,000	Private Funds
4. Study for potential of industrial site in City	2008-2009	DCEDA, Broxton	\$25,000	General Fund

¹ To be determined

5. Complete inventory of unique City attributes and events	2008	Broxton	\$2,000	General Fund
6. Adopt design standards for property owners occupying US 441	2008-2009	Broxton	\$15,000 to \$20,000	General Fund, DCA grant
7. Gateway improvements to City's major entrances	2010-2013	Broxton, GDOT	\$15,000 per gateway	GDOT, General Fund
8. Community contest for a City slogan	2009-2010	Broxton	\$100	General Fund
9. Eliminate blighted areas through out the City	2008-2013	Broxton	No additional cost	General Fund
Housing				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Establish Credit Counseling Program	2008-2013	Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls, DCCC	Cost TBD	HUD-CDBG, private entities
Parks and Recreation				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Park improvements	2008-2010	Broxton	\$71,250	SPLOST
2. Improve parking lots at recreation facilities	2009-2012	Broxton		SPLOST
3. Maintenance of parks	2008-2013	Broxton, Coffee County		General Fund
Transportation				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Sidewalks and bike paths.	2008-2013	Broxton	\$190,000 per mile for sidewalks, Bike path cost TBD	GDOT, General Fund
2. Shoulder improvements to US 441.	2011-2013	GDOT	TBD	GDOT
3. Roads, streets, and bridges	2008-2013	Broxton	\$376,000	SPLOST
4. Lobby GDOT and legislators for LARP	2008-2013	Broxton	No Cost	General Fund

funding.				
General Planning				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Development of County-Wide Unified Development Ordinance, subdivision regulations, and zoning	2009-2010	Coffee County, Cities of Ambrose, Broxton, Douglas, and Nicholls	\$150,000	General Fund

III Appendix

- A. Notes from the Visioning Workshop
- B. Results form the Community Preference Survey
- C. 2002-2007 Short Term Work Program - Report of Accomplishments
- D. Implementation Measures for Character Areas

A. Notes from the Visioning Workshop

City of Broxton

February 12, 2007

Number of Attendees: 14

Broxton/Coffee County – Now and Then

What has changed for the better (in Broxton/Coffee County) since 1987?

- More retail
- New schools
- New subdivisions
- Larger population
- Better roads
- Improved fire service
- Industry expansion
- More restaurants
- More technology

What has changed for the worse (in Broxton) since 1987?

- Loss of manufacturing company in Broxton
- Broxton has become a bedroom community

What has changed for the worse (in Coffee County) since 1987?

- Transit/accessibility
- Drug scene
- Local government mandated to do more with less

Visioning Discussion

What is your vision for Broxton/Coffee County?*

- More recreation for youth including basketball and tennis courts. Safe walking trails that are lit. Ambrose has small lit walking Park, and Douglas has ball fields. (+6)
- Get people to stop in Broxton - become a destination (e.g., to eat, visit museum, retail/antiques). (+4)
- Streetscaping – lamp posts, façade improvements, planters (both locally and on 441). (+8)
- Need to attract out of town visitors by modes such as festivals, parades, and publications/magazine. (+0)
- More services (e.g. encourage businesses to locate here). Creating a Chamber of Commerce as a vehicle for attracting those businesses. (+9)
- Clean up Broxton. (+9)

- Promote Broxton rocks (and related heritage). Broxton tied to sister city in Chester, England. The name Broxton comes from the word “badger” in Old English. (+6)
- Encourage local population to support local business. (+8)
- Improved communication.
- Recycling.

*If Broxton is going to survive, the people are going to have to help.

Discussion – Top Priorities

Choice One – Attract More Services

- Create chamber of commerce
- Promote Broxton by identifying theme and unique advantages. Broxton is only city in U.S, with its name. Broxton has high quality of life: laid-back, good people, and no traffic.
- What local services are needed in Broxton? Major grocery, major department store, dry cleaner, more medical (e.g. dentist), coffee house/bakery
- What local services are needed in Coffee County? Local playhouse.

Choice Two – Clean up Broxton

- City of Broxton is currently setting a date to help move trash out – big items. How will it be advertised? In the paper.
- Greater code enforcement? Can develop a partnership with the County. A majority voted to support such a partnership.

B. Results from the Community Preference Survey

Introduction

The Broxton Community Preference Survey (CPS) was taken by 14 people, 57 percent Broxton residents and 36 percent rural Coffee County residents. Questions were oriented towards the Broxton area. Participants voted on their preferences among four photos depicting each type of structure. The CPS covered single family housing, multi family housing, retail, office, and mixed use structures.

Single Family Housing

Single family housing that fits with existing community character is preferred; although participants were split regarding housing that equally reflected their favored design preferences.



- **Most Appropriate for Broxton:** Curbs, trees, noticeable space between houses, and general reflections of rural Georgia
- **Least Appropriate for Broxton:** Over-sized structures that do not fit with community character

Single Family Housing (continued)

Single Family – Group 2



1. Choice 1 (1) = 35.7%



2. Choice 2 (2) = 35.7%



3. Choice 3 (3) = 7.1%



4. Choice 4 (4) = 21.4%

Single Family – Group 3



1. Choice 1 (1) = 21.4%



2. Choice 2 (2) = 57.1%



3. Choice 3 (3) = 14.3%



4. Choice 4 (4) = 7.1%

Multi Family Housing

Multi - Family – Group 1



1. Choice 1 (1) = 18.2%



2. Choice 2 (2) = 27.3%



3. Choice 3 (3) = 9.1%



4. Choice 4 (4) = 45.5%

Multi - Family – Group 2



1. Choice 1 (1) = 8.3%



2. Choice 2 (2) = 33.3%



3. Choice 3 (3) = 25.0%



4. Choice 4 (4) = 33.3%

- Multi-family housing that is homey and upscale but fits income level of the area is preferred.
- For town homes, structures without garages or garages located behind the unit are preferred.
- Gated communities are appropriate for apartment buildings, likely due to a greater sense of safety.

Retail

Pedestrian friendly retail creates a neighborhood feel that is attractive to Broxton area residents. Retail that has a clear separation from the street is preferred to those that blend with the street.

Retail – Group 1



1. Choice 1 (1) = 27.3%



2. Choice 2 (2) = 18.2%



3. Choice 3 (3) = 54.5%



4. Choice 4 (4) = 0.0%

Retail – Group 2



1. Choice 1 (1) = 30.0%



2. Choice 2 (2) = 20.0%



3. Choice 3 (3) = 40.0%



4. Choice 4 (4) = 10.0%

- **Most Appropriate for Broxton:** Historical look, detailed landscaping, design elements on street, pedestrian orientation with sidewalks and street furniture, barrier between road and shopping center
- **Least Appropriate for Broxton:** Over-sized parking lots, no landscaping, retail properties that lack easy accessibility

Office



- **Most Appropriate for Broxton:** Fit with area neighborhood, landscaped property, and easily navigated; Fence creates a buffer between shopping center and street
- **Least Appropriate for Broxton:** Very large employers

Mixed Use

Mixed - use



1. Choice 1 (1) = 27.3%



2. Choice 2 (2) = 27.3%



3. Choice 3 (3) = 27.3%



4. Choice 4 (4) = 18.2%

- Participants lack a strong consensus regarding mixed use properties.
- Because mixed use would likely occur in downtown areas, residents dislike too much pavement and buildings that are inadaptable to existing land uses.

Community Preference Survey Comments

Single Family

Group 1

- Dislike: Too big, bad style.
- Like: brick house, fits in the best.

Group 2

- Tie between choice 1 and 2.
- Like: curb, space, trees, and distance between houses.

Group 3

- Like: historic house, trees, reflects rural Georgia.
- Choice 2 (majority)

Retail

Group 1

- Choice 1 and Choice 3 (split)
- Like: old store with upscale look, good landscaping, bench (street furniture), streetscape, historic building.

Group 2

- Choice 3 (majority)
- Like: shopping center with landscaping, sidewalk (indicates neighborhood), barrier between road and center.

Office

- Choice 4 (majority)
- Like: homey, nice landscaping, realistic, easy to navigate.

Multi-Family

Group 1

- Choice 4 (favored)
- Like: more homey and upscale, suitable for our area
- Dislike choice 1 (unrealistic for area) and choice 3 (not attractive)

Group 2

- Choice 2 and Choice 4 (33 percent each)

Mixed-Use – (Appropriate for Downtown Douglas)

- Choice 1, 2, & 3 (tied)
- Like: that adaptable tot area.
- Dislike: too much pavement.

C. 2002-2007 Short Term Work Program – Report of Accomplishments

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Pave and resurface roads			X		As funds become available
Lobby GDOT and legislators for LARP funding			X		
Lobby GDOT and legislators for LARP funding			X		On-going as funds are available
Continue to upgrade fire department and equipment in the Fire Dept.	x				
Install Playground Equipment in park	X				
Upgrade and monitor fire equipment in department. This includes upgrading vehicles, breathing gear, turnout gear, and other fire fighting equipment	X				
Pursue adoption of all GA Building Codes			X		Working with SEGaRDC
Utilize County Code Enforcement			X		
Develop and/or improve infrastructure of Twin Oaks Subdivision	X				
Extend water/sewer lines to areas not served	X				On-going on as needed basis
Explore the possibility of developing an industrial park		X			Lack of Funding

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Provide adequate infrastructure for industrial and residential development	X				
Develop programs in conjunction with other agencies to pursue academic excellence and eliminate literacy for economic development purposes.		X			Lack of participation
Develop programs in conjunction with other agencies to market the area in order to expand the business base for economic development purposes.			X		
Encourage a restaurant section around the central business district.				X	Attempts have been unsuccessful
Support CCDA, DDA, and Chamber of Commerce	X				
Work with public and private institutions to increase the number of owner occupied housing units through the availability of affordable financing.		X			Lack of Interest
Continue housing rehabilitation program				X	Necessary grant funding was not received

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Work with SEGa RDC Planning Staff to update existing zoning ordinances and zoning maps in an environmentally sensitive format through the availability of affordable financing.			X		
Work with SEGa RDC Planning Staff to update existing zoning ordinances and zoning maps in an environmentally sensitive format through the availability of affordable financing.			X		
Eliminate blighted areas through out city.			X		
Establish Historic resource protection ordinances within the city.	X				
Begin work on the establishment of a downtown historic district and the creation of a historic resources commission.				X	Lack of Interest
Establish environmental protection regulations by developing and implementing and developing codes.			X		

D. Implementation Measures for Character Areas

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Access Management	Regulations along the roadway that enable access to land while maintaining traffic safety and mobility through controlling such features as driveways, intersections, and median openings.	X		
Accessory Housing Units	Revising local development regulations to permit development of accessory housing units. Accessory housing units are garage apartments, "granny flats," "in-law apartments," "carriage houses," or similar secondary housing units located on the same lot with a single family residence. Encouraging accessory housing units is one means to bring affordable housing into a community.	X	X	
Adaptive Re-use	The process of adapting old structures for new purposes.	X		
Alternative Street & Pedestrian System Standards (DCA Model Code 2-5)	Provides for alternative street specifications that will reduce construction costs to developers, including minimized right-of-way widths, pavement widths, turnaround dimensions, intersection curb radii, addition of bicycle lanes, etc.		X	
Appropriate School Siting	Consideration given to public infrastructure, population growth and patterns, and transportation options when siting a school.	X	X	
Bicycle Facility Specifications (DCA Model Code 2-6)	Ensures safe, adequate and well-designed facilities are provided for bicyclists, including pavement markings, signage, and intersection crossings.	X	X	X
Cluster Development (DCA Model Code 4-7)	Provides for small lot residential development in agricultural, forestry, and rural residential districts.		X	X
Cluster Zoning	Commercial, residential or mixed-use developments 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.		X	X
Compact Development	Arranging buildings and structures on a smaller amount of land, thus preserving open space and reducing infrastructure needs and costs.		X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
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.			X
Context Sensitive Design	An approach to planning intent on meeting community goals while considering adjacent uses of land. Context sensitive design promotes land uses and design measures that create minimal impacts and are supportive of the surrounding environment while balancing the needs of all users.			X
Coordinated Development Review Process	A method of streamlining the bureaucracy involved in the development process, by having different agencies that give permissions and approvals coordinate their activities through a unified system.	X	X	X
Major Streets Map (DCA Model Code 6-7)	Designates where the construction and improvement of transportation facilities is expected, indicating the right-of-way of planned transportation facilities.	X	X	X
Creating a Network of Trails & Greenways	Trails and greenways positively impact individuals and improve communities by providing not only recreation and transportation opportunities, but also by influencing economic and community development.		X	X
Creating More On-street Parking	Identifying and taking advantage of opportunities to add on-street parking in areas where additional parking is most needed. This may include changing parallel parking to angle parking, converting underused medians, loading areas, turn lanes, or traffic lanes for parking, or narrowing wide sidewalks to add parking.	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Design for Walkable Communities	Walkable or Walkability is a term for the extent to which walking is readily available as a safe, connected, accessible and pleasant mode of transport. Neighborhood design for walkability is concerned with the extent and size of the sidewalk network, its internal and external connectivity, and the attractiveness and security of the sidewalks and street crossings.	X	X	
Design Review Board (DCA Model Code 5-2)	Reviews architecture, aesthetics, and site characteristics of new development to achieve compatibility with existing development.	X	X	
Design Standards	Design standards are used to ensure that the physical appearance of new development or improvements to existing properties is compatible with the existing and/or historic character that makes communities unique. Design standards or guidelines are intended to provide a basis for local planning and zoning boards to evaluate proposals and to address various concerns related to the physical design of development in a specific area. They also provide guidance to developers, property owners and businesses in developing proposals for new construction or for the expansion of existing facilities.	X	X	
Downtown Specific Plans (DCA Model Code 5-1)	Specific study for downtown core areas focused on protecting and enhancing their unique character.	X		
Effective Development Review	A specified development review board reviews all proposed developments to guide the orderly, physical development of the community, while maintaining environmental quality. The board does this by implementing the community's vision as expressed in the Comprehensive Plan and development regulations. Development review and approval can also involve other decision-making bodies such as the planning commission or the city council.	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Environmental Planning Criteria	The Rules for Environmental Planning Criteria (Chapter 391-3-16) were developed by the Georgia Department of Natural Resources (DNR) and are part of the local government planning standards. The rules direct local governments to establish local protection efforts to conserve critical environmental resources. They are divided into the following five sections: Water Supply Watersheds, Groundwater, Wetlands, Protected Rivers and Protected Mountains. Broxton should adopt a wetlands protection ordinance.	X	X	X
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, or allowing shared parking between adjacent facilities.	X		
Flexible Street Design Standards	Revising street design requirements in local development regulations to tailor streets to the scale of the neighborhood and types of traffic they serve. Revisions may include reducing required street widths, requiring bicycle lanes, or adding on-street parking.		X	
Flexible Subdivision Regulations	Revising subdivision regulations to enable development of more innovative types of subdivisions that better match the character of the community and physical constraints of the development site. Revisions may include adjusting specific physical development standards or encouraging greater use of discretionary site plan review for new subdivisions.		X	
Form Based Code/Zoning	A method of regulating development to achieve a certain urban form through design based criteria such as physical character, building massing and orientation.	X	X	
Historic Preservation Ordinance (DCA Model Code 5-4)	Provides for protection and enhancement of places, districts, sites, buildings, structures, and works of art having a special historic, cultural, or aesthetic interest or value.	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Historic Resources Design Standards	Requiring infill and material changes to historic properties or districts to follow design standards to maintain historic integrity and significance.	X		
Incentive Zoning	Incentive zoning is the practice of granting developers extra elements they want (most often density increases) in exchange for the provision of amenities such as affordable housing units, public spaces, infrastructural improvements, or greenspace. When a density increase is allowed, this is often known as a "density bonus."	X	X	
Inclusive Land Use Regulations	Inclusionary zoning refers to various zoning or subdivision regulations which require that there be some affordable units in new residential developments. This can refer to new apartments, condos, or houses. Most commonly the requirement is that a certain percentage of the units be affordable (and of course "affordable" must be defined) for a specific period of time, but other techniques are also used. An advantage of inclusionary zoning, over traditional low-income housing projects, is that it mixes incomes and classes together.	X	X	
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.	X	X	
Improvements Required for Subdivisions and Land Development	Establishing minimum design requirements, standards, and specifications for improvements within subdivisions, including sidewalks, curbs and gutters, and street lighting improvements.		X	

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Land Use Guidance System (DCA Model Code 6-6)	A simple rating system, usually using "points" or "values" to rate proposed projects, that can be used as a growth management tool. This system is sometimes implemented in rural areas that need some form of limited planning but do not want standard zoning regulations. In other cases, in areas that wish to have more sophisticated growth controls, the system is used as a supplement to zoning.	X	X	X
Landscaping and Buffering Guidelines (DCA Model Code 3-9)	Require planting areas to mask unattractive land uses or to provide a visual and sound barrier between incompatible adjacent uses, increase aesthetic values, and protect water and quality of rivers and streams.	X	X	X
Large Lot Zoning	Establishes zoning districts with very large minimum lot size requirements (at least 10 acres, preferably 20 acres) in order to strictly limit development density in areas where preservation of rural character, agriculture and/or greenspace is desired.			X
Lot Size Averaging	Requiring the average size of all the lots in a development to be at least the specified minimum, rather than requiring every individual lot to meet the minimum.		X	
Low Impact Development	An environmentally-sensitive way to manage stormwater by collecting and draining or evaporating it onsite, rather than routing it into a typical stormwater collection system.		X	
Maximum Setbacks	Requiring the distance between the right-of-way and developments to be at maximum distances versus traditional minimum distances. Setting maximums allows development to come closer to the street for better walkability and traffic calming.	X	X	
Minimum Density	Specifies the minimum allowable development density (generally in units per acre), as opposed to the density maximums found in most traditional zoning ordinances. In some cases a minimum floor-area ratio may be specified.		X	
Mixed Income Housing	Housing development that creates opportunities for a range of incomes within the same community.		X	

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Mixed Use Zoning	In contrast to traditional zoning techniques, mixed-use zoning allows different types of uses (such as housing, commercial and office) 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.	X		
Overlay Districts	A mapped area where special regulations on development are applied. An overlay is typically superimposed over conventional zoning districts, but may also be used as stand-alone regulations to manage development in desired areas of the community.	X	X	X
Performance Standards for Off-Site Impacts (DCA Model Code 3-1)	Regulates land uses that generate noise, odor, smoke, glare from outdoor lighting, or similar nuisances in order to minimize the impacts on neighboring land uses.	X	X	
Performance-based Zoning	Zoning based on certain criteria or "points" that a developer may choose from and incentivizes favorable development by meeting certain compliance options such as providing public amenities.	X	X	
Planned Unit Development (DCA Model Code 3-8)	Revising land development regulations to encourage developers to propose planned, mixed-use developments for sites they choose in the community. Developer's plans are approved only if they meet specified community standards.	X	X	X
Pocket Parks	Generally a small, public park with a passive, environmental purpose rather than recreation.	X		
Pre-development Meeting	Meeting between staff and developer prior to formal application in order to determine if proposal can or may be approved as well as explain application review and approval process.	X	X	X
Purchase of Development Rights	A purchase of development rights is an arrangement whereby private landowners sell the development rights of their property to a qualified conservation organization or government agency, in order to permanently protect the property from development and thereby ensure that it remains			X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
	as open space.			
Redesigning Off-site Parking Facilities	Linking and redesigning adjacent but separate parking facilities to create more available parking and simplify travel between adjacent businesses. In some cases the total number of parking spaces can be reduced, as they are now being shared more efficiently.	X		
Redeveloping Declining Areas of the Community	Using public incentives, redevelopment powers, zoning, master plans or other means to revitalize declining areas within a community.	X		
Regulations for Specific Uses (for adverse impacts on abutting properties) (DCA Model Code 3-5)	Manages land uses that generate excess traffic, obnoxious odors, excessively loud noises, etc. that could have a significant impact on adjacent properties.	X		
Residential Infill Development (DCA Model Code 3-10)	Ensures that new infill development is compatible with its neighborhood, maintains harmony and character of existing residential areas, and that development occurs in an orderly and desirable manner.		X	
Right-of-Way Improvements	Right-of-way improvements are 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.	X	X	
Riparian Buffer	Requires narrow strips of land (from 25 to 150 feet in width) along both banks of streams and rivers be set-aside from development and left in their undisturbed, natural state as a vegetative barrier. These buffers help protect water quality by slowing and filtering stormwater runoff as it flows toward the stream.	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Shared Parking	By encouraging property owners to share their parking facilities, the amount of land needed to develop parking lots is greatly reduced. Shared parking works best in mixed use areas where adjacent buildings are used for different purposes.	X		
Sidewalk and Pedestrian Network Design	An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.	X	X	
Sign Regulations (Model Code 3-7)	Attempt to control the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertising signs.	X	X	X
Site Plan Review	existing and proposed characteristics of a parcel or parcels of land. The purpose of the site plan review process is to determine compliance of a proposed development with applicable city/county ordinances in a concise, efficient manner.	X	X	X
Strategies for Re-Use of Greyfields	Redevelopment programs that make use of blighted or economically obsolescent land to increase their investment potential and viability.	X		
Stream Lined Development Permitting	Revising the local development review process to make it easier to obtain necessary approvals, particularly for innovative quality growth types of development. Revisions may include removing or combining unnecessary approval steps or publishing a step-by-step guide to the review process.	X	X	
Subdivision and Land Development (DCA Model Code 2-2)	Provides for the regulation of subdivision plats and land developments. There is probably no other regulation more important than subdivision regulations, because the resulting designs and patterns of land subdivision establish the geography and geometry of the community and in turn influence the entire character of the city or county.	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Town Center/Village Zoning	Land development regulations that proscribe a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians.	X		
Traditional Neighborhood Development - Comprehensive TND Ordinance	Involves comprehensive rewrite of the local development regulations to require all new developments to incorporate TND principles. TND's typically include small lot single-family homes, multi-family residences, and neighborhood commercial developments, all within easy walking distance of one another.	X	X	
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.	X	X	
Transfer of Development Rights	A transfer of development rights (TDR) enables landowners in an area planned to remain as open space to sell their property development rights for use in other "receiving" areas of the community where higher density development is acceptable or desirable. Buying these additional development rights allows developers in the "receiving" areas to build at a higher density than would otherwise be allowed.			X
Tree Protection (DCA Model Code 3-4)	Require preservation of a significant portion of the trees on a new development site, particularly the larger, more mature specimens.	X	X	X
Urban Growth Boundaries	Define the extent of future growth in a community by establishing a boundary within which urban types of development will be permitted. Development is restricted outside the boundary to preserve the farmland and rural character of these areas.			X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Urban Redevelopment/Downtown Development (DCA Model Code 5-5)	Legal redevelopment tools that can be used to revitalize central business districts. A county or city can establish a separate urban redevelopment agency or it has the option of designating a housing authority as the urban redevelopment agency. Municipalities can designate Downtown Development Authorities as urban redevelopment agencies. Georgia's redevelopment laws provide various options for the exercise of urban redevelopment. Both cities and counties can exercise urban redevelopment through state enabling legislation called the Urban Redevelopment Law (O.C.G.A 36-61), which specifically encourages voluntary (private) renovation where possible. The exercise of eminent domain for purposes of redevelopment is a potentially powerful tool for reversing decline and redeveloping blighted areas. The Redevelopment Powers Law (O.C.G.A 36-44) allows for tax increment financing (referred to in the law as tax allocation districts). The law is complex and requires additional authority (local approval and state legislation).	X		
Urban Service Area	Specifies the area where the local government will provide urban services, such as water supply or sewage treatment, in the future. This will encourage higher density infill development within the urban service area, while helping to maintain the rural character of areas lying outside the boundary.	X	X	
Utility Relocation	Relocating overhead utilities out of view either below ground or at the rear of lots. This is intended to improve the appearance of strip commercial corridors that typically include tangles of overhead power and telephone lines stretching across and along the roadways.	X	X	

**RESOLUTION TO ADOPT THE 2007-2027 JOINT COFFEE COUNTY/CITY OF
DOUGLAS AND CITIES OF AMBROSE, BROXTON AND NICHOLLS
COMPREHENSIVE PLAN**

WHEREAS, the City of Broxton, Georgia, is required pursuant to the Georgia Planning Act to develop and maintain a Comprehensive Plan; and

WHEREAS, the City of Broxton Comprehensive Plan was adopted in 1992 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the State Planning and Procedures; and

WHEREAS, the City of Broxton, Georgia, is required to update its Comprehensive Plan by October 31, 2007; and

WHEREAS, the City of Broxton along with Coffee County and the cities of Ambrose, Douglas, and Nicholls has engaged in a planning process to prepare a Joint Comprehensive Plan in accordance with the Standards and Procedures for Local Comprehensive Planning as effective May 1, 2005; and

WHEREAS, the Joint Coffee County/City of Douglas and cities of Ambrose, Broxton and Nicholls Comprehensive Plan is comprised of three components, the Community Assessment, Community Participation Plan, and Community Agenda, which together define major issues, policies, and recommendations that serve as the basis for local government decision making regarding community facilities, future land use and development patterns, housing, economic development and other important resources for the City of Broxton, its citizens, business owners, and other stakeholders; and

WHEREAS, the City of Broxton along with Coffee County and the cities of Ambrose, Douglas, and Nicholls undertook an intensive public participation process including leaders representing the interests of residents, civic groups, business leaders, and elected officials; and

WHEREAS, the minimum public hearing requirements were met during the planning process; and

WHEREAS, in order for the Comprehensive Plan to remain responsive and relevant to changing conditions, it is amended from time to time; and

WHEREAS, the City Council of the City of Broxton has completed and submitted each of the three components the, the Community Assessment, Community Participation Plan, and Community Agenda, to the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs; and

WHEREAS, the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs have reviewed each plan component and found them to meet the minimum standards for the preparation of local plan established by the state.

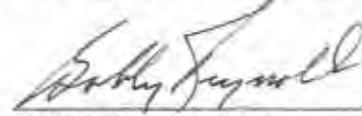
NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Broxton, Georgia that, having met the public participation and review requirements of the Minimum Planning Standards and Procedures, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan dated September 17, 2007, be hereby adopted.

BE IT FURETHER RESOLVED, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan, shall be utilized by the City

Council, and all City departments, agencies and officials as the official guide in making decision concerning the growth and development of the City of Broxton.

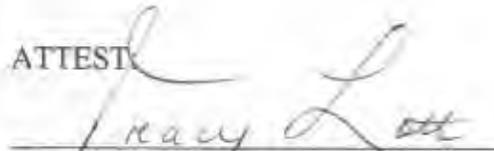
APPROVED by the Board of Commission of the City of Broxton, Georgia, this 2nd day of October, 2007.

CITY OF BROXTON, GEORGIA



Bobby Reynolds, Mayor

ATTEST


Tracy Lott, City Clerk

**Coffee County 2007-2027 Comprehensive Plan Update
Community Agenda for the City of Douglas**

May 30, 2007

Rev. 7/13/07



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- A. NOTES FROM VISIONING WORKSHOPS
- B. 2002-2007 SHORT TERM WORK PROGRAM – REPORT OF ACCOMPLISHMENTS
- C. IMPLEMENTATION MEASURES FOR CHARACTER AREAS

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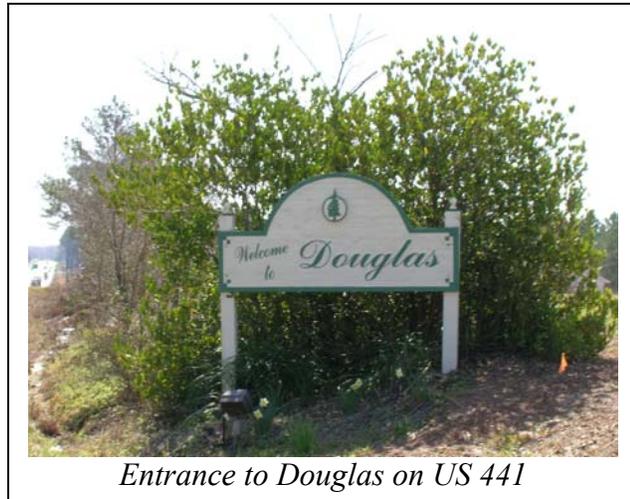
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1 Introduction

1.1 Purpose

The purpose of the Community Agenda is to lay out a road map for Douglas's future. Over the next 20 years, Douglas is expecting population and employment growth. This level of growth presents both challenges and opportunities for all aspects of the community. This document develops a strategy for addressing that growth and ensuring it improves quality of life for the citizens of Douglas. This strategy includes regulatory and policy changes and updates, capital investment, and strategic planning.

Another purpose of this report is to meet the intent of the "Standards and Procedures for Local Comprehensive Planning" as established by the Georgia Department of Community Affairs (DCA) on May 1, 2005. Preparation of a Comprehensive Plan in accordance with these standards is an essential requirement in maintaining Douglas's status as a Qualified Local Government.



Entrance to Douglas on US 441

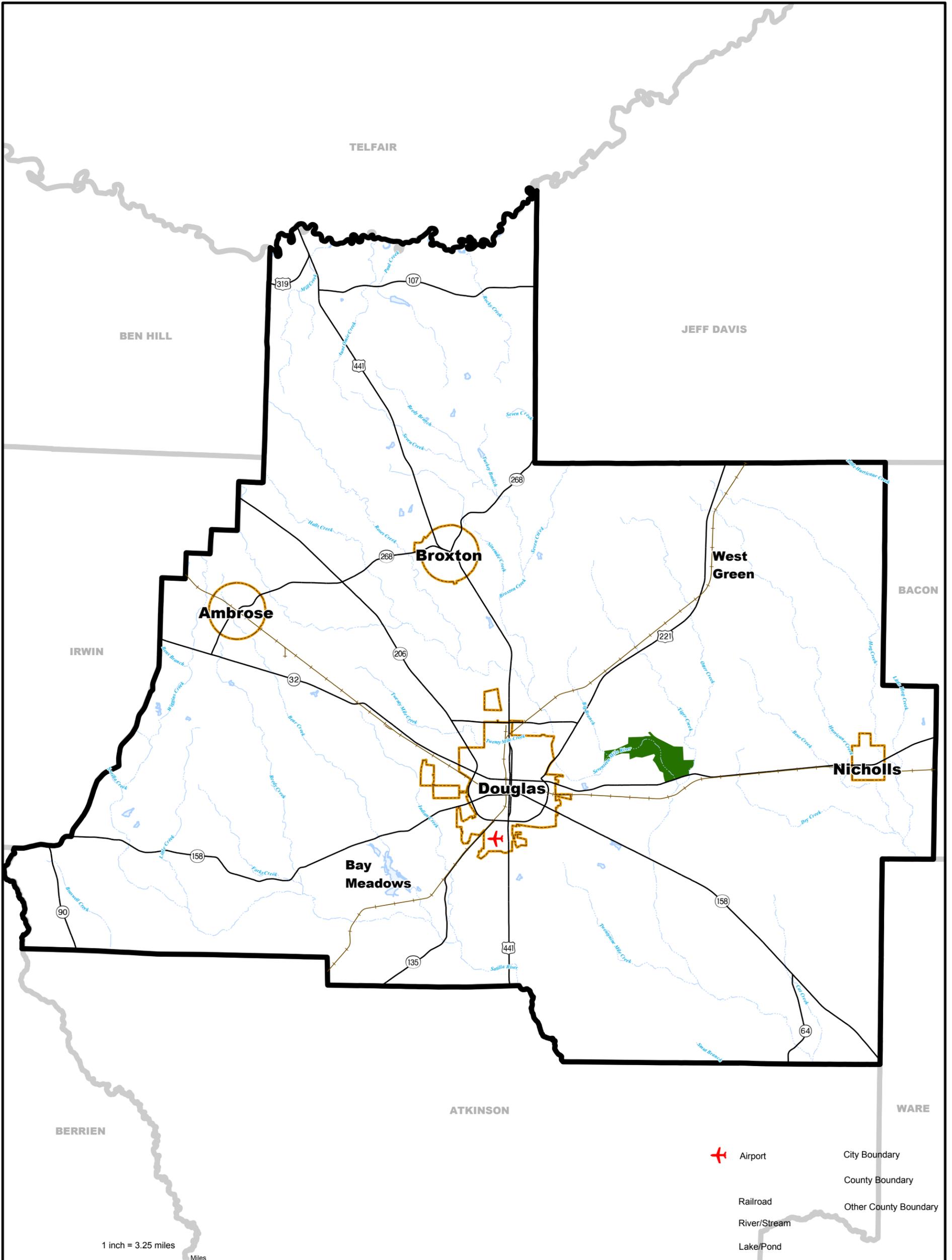
1.2 Scope

As required in the DCA Standards, the Comprehensive Plan is divided into three parts. The Community Assessment and Community Participation Program were completed and submitted to the Southeast Georgia Regional Development Center (SEGa RDC) and the DCA in August 2006.

The Community Agenda is the third and most important part. This document defines the community's vision for the future, outlines the key issues and opportunities facing Douglas over the next 20 years, and crafts an implementation program for achieving the vision and addressing each issue and opportunity. The Implementation Program includes a Future Development Map and Future Land Use Plan for guiding land use, character, and zoning decisions. It also includes an updated Short-term Work Program for guiding capital investments over the next five years.

1.3 Study Area

The study area for this Community Agenda is primarily the incorporated area of the City of Douglas (City), an area of approximately 7,200 acres. For some portions of the Community Agenda, principally those related to land use planning or annexation, areas adjacent to the City were included.



1 inch = 3.25 miles

**Douglas
Community Agenda**

Location Map



	Airport		City Boundary
	County Boundary		Other County Boundary
	Railroad		
	River/Stream		State Park
	Lake/Pond		State Highway



1.4 Planning Process and Schedule

The Local Planning Requirements adopted by the DCA in May 2005 divide the Comprehensive Plan into three required documents: the Community Assessment, Community Participation Program, and, this document, the Community Agenda. The final printing of the Comprehensive Plan, after the RDC and DCA have reviewed and approved this Community Agenda, will combine what are now three separate documents into one binder.

The Community Assessment was the first major step in preparation of Douglas's Comprehensive Plan. The document was completed jointly with Coffee County and the county's other municipalities: Ambrose, Broxton and Nicholls. The Assessment assessed existing conditions within the community, analyzed existing land use patterns, and included a draft list of issues and opportunities facing Douglas, Coffee County and the other municipalities.

The Community Participation Program outlined a program for community visioning and involvement. The process created for Douglas included an evening Visioning Workshop, a survey, participation in a Multi-Jurisdictional Advisory Committee with representatives from the county and other municipalities, interviews, an Open House and adoption hearings. The meetings were held between May 2006 and May 2007.

This document, the Community Agenda, is the blueprint for implementing the community's vision. It includes a summary of the vision and results of the community involvement effort, a plan for land use and transportation, policies to guide investment in community facilities and other aspects of Douglas, and an Implementation Program. After the community has had a chance to review this draft Community Agenda, it will be submitted to the RDC and DCA for comment and approval, a process which takes several months.

The schedule below outlines the process employed in preparing this Comprehensive Plan.

Figure 1-2: Project Schedule

Task	2006								2007						
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Comprehensive Plan															
Project Kick-off	■	■													
Community Assessment	■	■	■	■											
Community Participation Program			■	■	■										
Community Agenda								■	■	■	■	■	■	■	■
Transmittal, Review, Adoption Processes					★	■	■	■	■	■	■	★	■	■	■
Service Delivery Strategy			■	■	■										
Solid Waste Management Plan					■	■	■	■	■	■	■	■	■	■	■
Public Meetings															
Public Hearing/Presentation ★															
Community Visioning Meeting ★															
Open House ★															

2 Context of Change

2.1 Introduction

Douglas-Coffee County is a growing community with one of the highest population growth rates in its region. This growth is largely due to economic development efforts, especially as they relate to further cultivating regional specializations. Continued population growth, increasing housing demand and housing concerns, and the potential for growing employment opportunities establish the need for continued community visioning, priority setting, and the development of both short and long-term work programs.

2.2 Population

Coffee County experienced relatively high growth for the Southeast Georgia region between 1990 and 2005 (Figure 2-2). During this period, the annual growth rate was 2.3 percent, a consistently higher growth rate than surrounding counties. Growth primarily occurred in the unincorporated County, accounting for 85 percent of the County's growth since 1980. Population within the municipalities, including Douglas, remained fairly constant over this time period. Nicholls was the only city to see significant population growth since 2000 due to the addition of a new prison and its accompanying inmates.

By 2025, the population for Coffee County is projected to reach 51,570. The majority of this growth will occur in the unincorporated county, with minimal growth in each of the municipalities. Age distribution has historically been relatively even across all age cohorts, but the County's elderly population is expected to experience significant growth over the next 25 years, accompanied by a parallel decrease in the proportion of children and young adults. The share of persons aged 50 years and older is projected to increase the most, making up 34.3 percent of the population by 2025. With strategic planning, Douglas can benefit from this growth due to its specialization in healthcare and senior housing, both essential services for an aging population.

Figure 2-1: Coffee County Population Growth

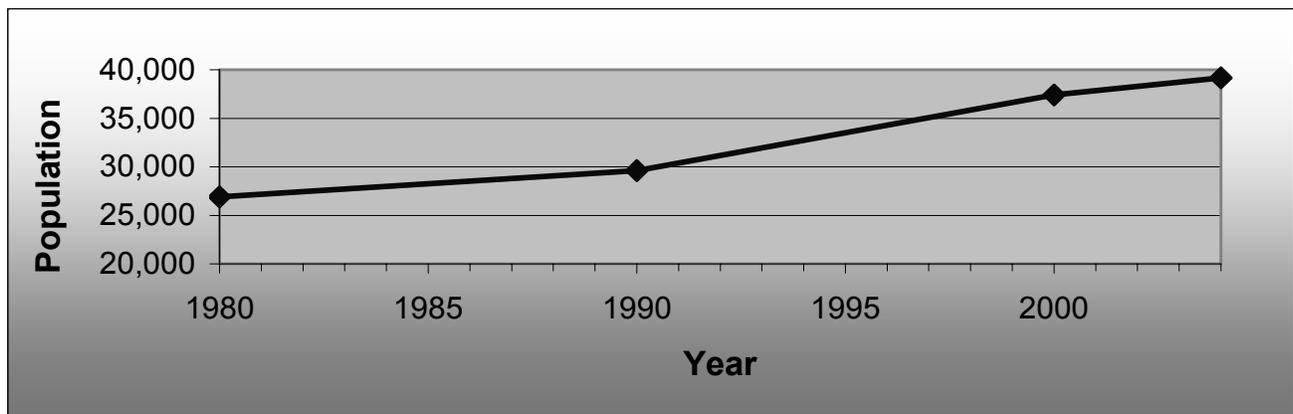


Figure 2-2: Population Trends in Surrounding Counties

County	1990	2000	2005 (Estimate)	Annual Growth (1990 – 2005)
Coffee	29,592	37,413	39,674	2.3%
Telfair	11,000	11,794	13,205	1.3%
Jeff Davis	12,032	12,684	13,083	0.6%
Bacon	9,566	10,103	10,379	0.6%
Atkinson	6,213	7,609	8,030	1.9%
Berrien	14,153	16,235	16,708	1.2%
Irwin	8,649	9,931	10,093	1.1%
Ben Hill	16,245	17,495	17,316	0.4%

U.S. Bureau of the Census, 2000

Figure 2-3: Coffee County Population Projections

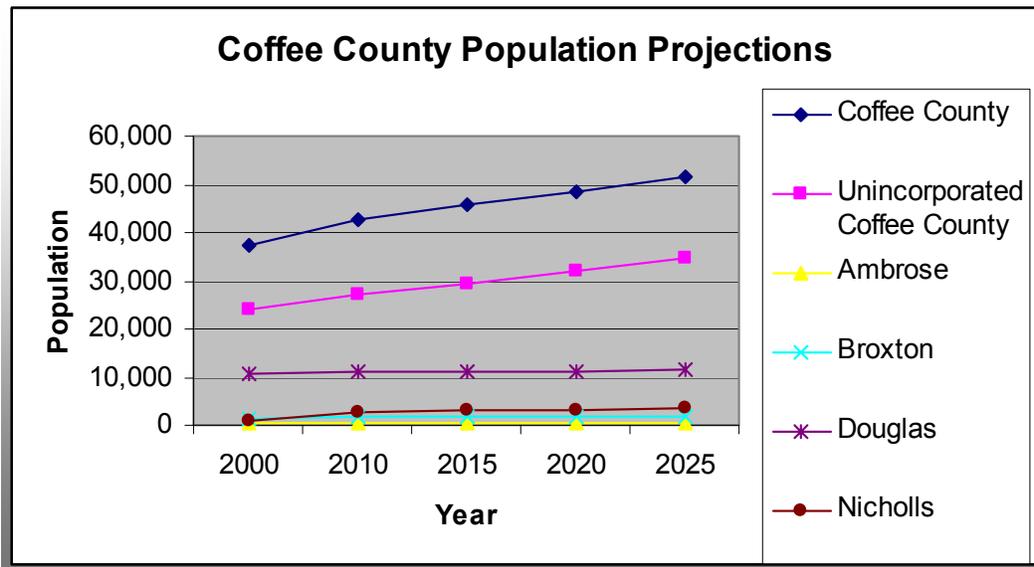
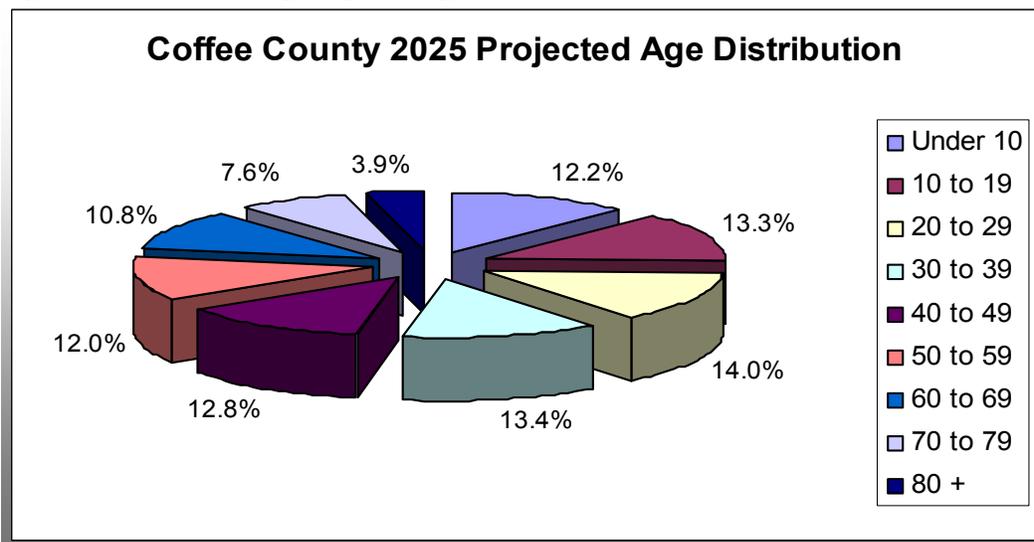


Figure 2-4: Coffee County Projected Age Distribution



Coffee County's diversity will also continue to increase, escalating the demand for new services and needs. Between 1990 and 2000, the Hispanic population alone increased by 463 percent, accounting for 6.8 percent of the County's total in 2000. The African American population remained around 25 percent of the population between 1990 and 2000, although the distribution of this group throughout the County has increased. African Americans made up 15.1 percent of the unincorporated population in 2000, an increase of nearly 5 percent from 1990 (See Figure 2-5). The County and cities must foresee changes to policies to reflect varied preferences as a result of demographic change.

Figure 2-5: Race and Hispanic Origin (As a Share of Total Population), 1990-2000

	White			African-American			Hispanic Origin (Any Race)		
	1990	2000	% 1990 - 2000	1990	2000	% 1990 - 2000	1990	2000	% 1990 - 2000
Coffee County	72.9%	68.2%	-4.7%	25.5%	25.9%	0.4%	1.5%	6.8%	5.3%
Ambrose City	60.0%	54.1%	-5.9%	40.7%	25.0%	-15.7%	3.2%	25.6%	22.4%
Broxtown City	52.5%	42.6%	-9.9%	54.8%	50.4%	-4.4%	0.3%	7.5%	7.2%
Douglas City	54.2%	48.4%	-5.8%	44.7%	45.3%	0.6%	0.5%	6.9%	6.4%
Nicholls	59.7%	55.4%	-4.4%	40.1%	43.6%	3.5%	0.2%	1.2%	1.0%
Unincorporated Coffee County	87.0%	79.3%	-7.8%	10.3%	15.1%	4.8%	2.3%	6.7%	4.4%

U.S. Bureau of the Census, 2000

A persistent problem in the County is the existence of poverty. Coffee County and its cities have consistently had a lower median income and per capita income than the state of Georgia as a whole (Figure 2.-6). Although Douglas has the highest median income of all municipalities, it is still significantly lower than Georgia's median income. This issue will require continued attention through the provision of services and supply side economic development efforts.

Figure 2-6: Coffee County Median Household & Per Capita Income (1989-1999)

	Median Household Income			Per Capita Income		
	1989	1999	Percent Change	1989	1999	Percent Change
Coffee County	\$20,651	\$30,710	49%	\$10,170	\$15,530	53%
Ambrose	\$17,386	\$22,206	28%	\$7,144	\$11,684	64%
Broxtown	\$16,625	\$22,900	38%	\$7,087	\$11,984	69%
Douglas	\$19,038	\$27,946	47%	\$11,543	\$15,652	36%
Nicholls	\$11,146	\$21,750	95%	\$6,745	\$10,592	57%
Georgia	\$29,021	\$42,433	46%	\$13,631	\$21,154	55%

U.S. Bureau of the Census, 2000

2.3 Employment

Employment growth will accompany population growth over the next 20 years, bringing new opportunities and challenges to the community. Declining sectors in Coffee County since 1990, in terms of total share of employment, include agriculture, manufacturing, retail services, and government. Growth industries, in terms of total share of employment include services and construction. By 2025, Coffee County's projected employment is 31,630. Within this context of

growth, perhaps the biggest challenge the County will continue to face is changes to its economic base.

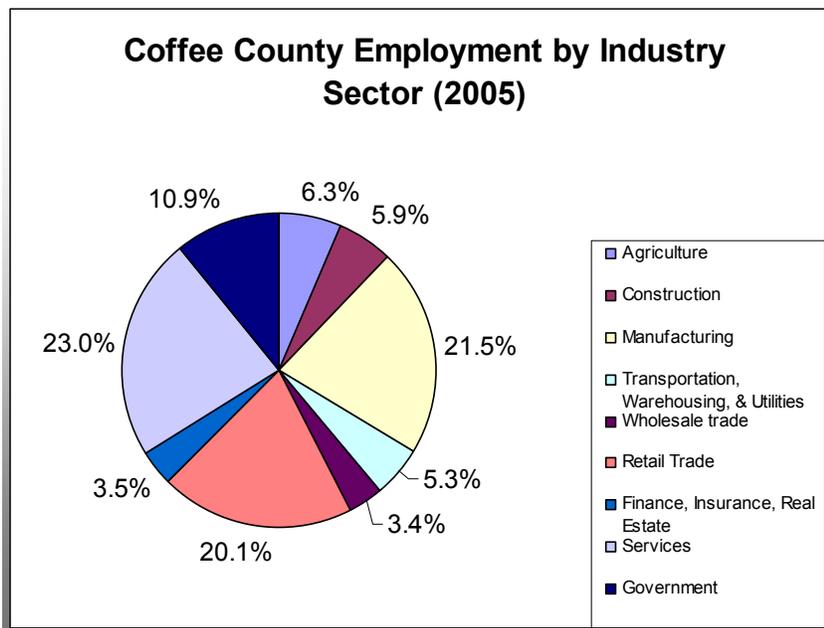
Figure 2-2: Historic Employment, Coffee County (1990-2005)

Industry Sector	1990	2000	2005
Agriculture	10.2%	6.6%	6.3%
Mining	0.0%	0.0%	0.0%
Construction	4.5%	5.3%	5.9%
Manufacturing	26.6%	25.2%	21.5%
Transportation, Warehousing, & Utilities	2.4%	4.5%	5.3%
Wholesale trade	3.3%	4.1%	3.4%
Retail Trade	22.6%	20.8%	20.1%
Finance, Insurance, Real Estate	3.1%	2.9%	3.5%
Services	12.2%	20.2%	23.0%
Government	15.1%	10.3%	10.9%
Total	100.0%	100.0%	100.0%

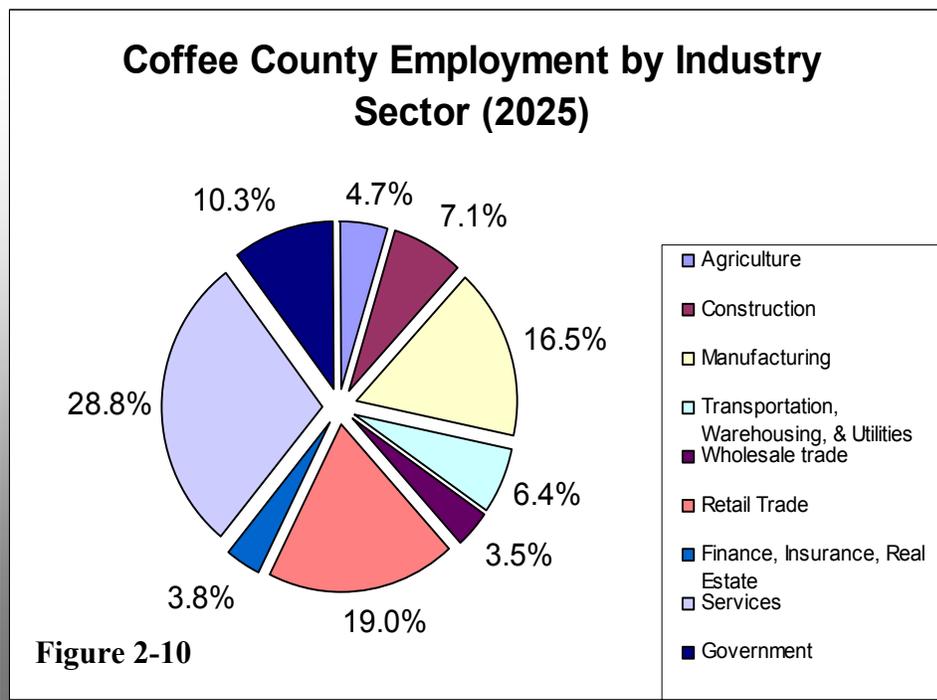
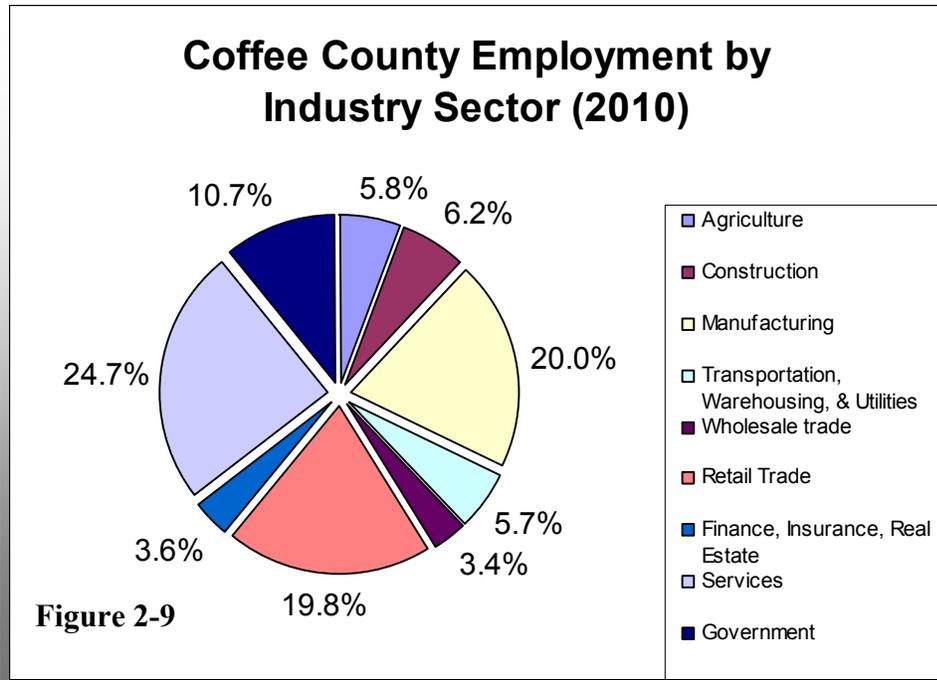
Source: Woods & Poole Economics, Inc., 2005

Historically, manufacturing has made up the greatest share of employment in Coffee County. In 2005, manufacturing was responsible for 21.5 percent of the County’s total employment and is anticipated to decrease to 16.5 percent of total employment by 2025. Services, on the other hand, increased from 12.2 percent of total employment in 1990 to 23 percent of total employment in 2005, increasing to 28.8 percent of the County’s employment in 2025.

Figure 2-8: Coffee County Employment by Industry



The declining manufacturing sector will have the greatest impact on the County due to the number of people affected by decreased employment opportunities. Coffee County and its cities must assure that training opportunities are available for people to help smooth transition into other sectors, such as the growing services and construction sectors. Collaboration with East Central Technical College and South Georgia College regarding workforce development is essential. The Douglas-Coffee County Chamber of Commerce and Economic Development Authority should also play an integral role in diversifying the economy.



2.4 Housing

Current housing supply and demand are critical elements to consider within the context of population and employment growth in Coffee County and its cities. A host of major housing issues confront Coffee County, including a recent influx in mobile homes, the high rate of cost-burdened renters, and meeting the demands of both a growing and aging population. Smaller

average household size will likely accompany a growing elderly population, resulting in a greater need for housing units.

Between 1990 and 2000, the quantity of mobile homes in Coffee County increased by 86 percent overall; 69 percent in Douglas; and 91 percent in the unincorporated county. This growth greatly outweighs increases in single-family and multi-family units. Due to recent concerns over the condition of mobile homes in the area and correlated infrastructure needs, it is essential that Coffee County and its municipalities assure housing policies address existing distressed units and future housing quality.

Increases in housing units have been accompanied by an increase in the vacancy rates. These rates should be monitored to assure that new housing developments do not saturate the market, having an adverse affect on the local economy. Jobs-housing balance figures can also help keep these numbers in check. Currently Coffee County has a 1.51 ratio of employment to housing, which is considered a healthy balance. Balanced communities typically boast job-housing ratios of between 1.25 and 1.75, with 1.4 considered ideal.

Figure 2-11: Housing Types & Mix

	Coffee County			Douglas			Unincorporated Coffee County			
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change	
Total:	11,650	15,610	34%	4,232	4,578	8%	6387	9,788	53%	
Single-Family	7,080	8,058	14%	2,820	2,888	2%	3,645	4,577	26%	
Multi-Family	1,228	1,404	14%	1,050	1,143	9%	116	196	69%	
Mobile home	3,277	6,102	86%	323	547	69%	2,605	4,972	91%	
Other	65	46	-29%	39	0	-100%	21	43	105%	
	Ambrose			Broxton			Nicholls			Georgia
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change	% Change (1990 – 2000)
Total:	115	138	20%	461	612	33%	455	494	9%	24%
Single-Family	76	75	-1%	286	291	2%	253	227	-10%	28%
Multi-Family	0	0	0%	33	30	-9%	29	35	-97%	15%
Mobile home	38	63	66%	142	291	105%	169	229	36%	33%
Other	1	0	-100%	0	0	0%	4	3	-25%	-80%

Source: U.S. Bureau of Census

Figure 2-12: Housing Tenure

	Coffee County			Douglas			Unincorporated Coffee County		
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change
Vacancy Rate	9.5%	16.9%	7.4%	9.7%	17%	7.4%	9.3%	14.0%	4.7%
<i>Source: U.S. Bureau of Census</i>									
	Ambrose			Broxton			Nicholls		
	1990	2000	% Change	1990	2000	% Change	1990	2000	% Change
Vacancy Rate	7.0%	12.2%	5.2%	8.2%	16.3%	8.1%	13.4%	22.9%	9.5%
<i>Source: U.S. Bureau of Census</i>									

Figure 2-13: Jobs-Housing Balance

Year	1990	2000
Population	29,760	37,570
Average Household Size	2.80	2.80
Number of Households	10,620	13,420
Housing Units	11,650	15,610
Employment	15,810	23,630
Employment/Population Ratio	0.53	0.63
Employment/Housing Unit Ratio	1.36	1.51
<i>Source: U.S. Census Bureau, Woods & Poole Economics, 2005</i>		

2.5 Summary

These projections and historical trends provide a solid basis for Coffee County, Douglas, Ambrose, Broxton, and Nicholls to effectively plan for the future. By preparing for anticipated outcomes, Coffee County and its municipalities can appropriately develop infrastructure and services that meet the needs of a growing population and economy. It is essential that these current trends and projections are considered as guides for decision making, rather than definite outcomes. The extent that population, employment, and housing change over the future is largely dependent upon the policy decisions and actions of community leaders. These figures simply show the likely continuation of current and anticipated needs.

3 Community Involvement and Vision

3.1 Overview of the Community Involvement Process

The Joint Coffee County-City Public Participation Plan

Jordan, Jones & Goulding (JJG) devised a comprehensive public participation process for the Joint Coffee County-City Comprehensive Plan (Plan) that achieved the goals of increasing public excitement over future community growth while concurrently providing vital opportunities for public input. The fundamental principle guiding the public involvement strategy is the conviction that collaboration between government officials, elected officials, business leaders, and citizens in a visioning environment will develop a strong foundation for an empowered and involved public over the future. This collaborative approach, in turn, will lead to a stronger City of Douglas and Coffee County overall.

By centering upon these guiding principles, citizens were able to provide meaningful input based upon a growth-oriented course, which was established in the Community Assessment. The public involvement process included five driving elements: a multi-jurisdictional advisory committee, five visioning workshops, a visioning survey with county-wide availability, an additional Chamber of Commerce visioning workshop sponsored by the Douglas-Coffee County Chamber of Commerce, and an Open House to discuss final details of the Plan. The visioning survey was available at all visioning workshops as well as individual city halls and on the Douglas Website.

The five visioning workshops were held throughout the County, with two workshops in Douglas and another three in the cities of Ambrose, Broxton, and Nicholls. Whereas city meetings generally had a local focus, participants were encouraged to think holistically by considering their own community and Coffee County overall in their ideas and comments.

The City of Douglas Planning Process

Two visioning workshops took place at the Weir Centre in Douglas. Each Douglas workshop included an overview of the Plan, visioning break-out groups, a mapping exercise, and a community preference survey (CPS). Meeting attendees included a diverse cross section of the community, including government employees, elected officials, residents, and business leaders. At the meeting, small and large group discussions established a cohesive environment where community concerns were discussed and community priorities, as well as a vision for the future began to develop collaboratively. Further visioning and priority setting occurred at the Chamber of Commerce hosted breakfast, taking place at the Holiday Inn Express in Douglas. The Open House, held on May 10, 2007, provided an overview of the Draft Community Agenda and a final opportunity for community members to comment on elements of the Plan.



Community members review maps at Open House

The results of the Douglas Visioning Workshops and the Chamber of Commerce Visioning Breakfast are being combined with the results from the Visioning Survey. The survey was available at all visioning workshops as well as individual city halls and on the City of Douglas website. Detailed notes from the visioning workshop and Chamber breakfast are available in the Appendix. Community Preference Survey results follow the visioning synopsis.

3.2 A Vision for Douglas

A compilation of reflections, visionary thoughts, and top priorities for the City of Douglas follow. These summarizing statements represent the most prominent topics that surfaced at the City of Douglas visioning workshop and Chamber of Commerce hosted breakfast. Detailed meeting notes and results from the CPS are available in the Appendix.

Reflections

Douglas has seen an overall increase in its quality of life over the past 20 years. Essential services such as roads, schools, water, and sewer have enriched daily life. Improved housing and retail have made the area more attractive, potentially reversing the out-migration of youth from the area. Efforts of the Chamber of Commerce and Development Authority have encouraged sustained growth by bringing in more diverse businesses. Improved technology and recreational facilities are other area benefits. Traffic, litter, and crime associated with declining housing and aging infrastructure are some challenges that the community faces. Water quality and other environmental concerns are increasingly important as the population grows.

Visionary Thoughts

The vibrancy of downtown Douglas reflects the energy of the vibrant community and growing local economy. Ongoing maintenance of infrastructure and enforcement of codes drives growth not only in Douglas but in the surrounding unincorporated county. The quality of life in Douglas attracts a strong retiree population and encourages younger generations to remain in the area. Transportation infrastructure allows for efficient traffic flow of both residents and tourists to the city. Douglas is the urban heart of Coffee County.

Top Priorities

A Vision for Improved Zoning and Greater Code Enforcement. To control growth and revitalize declining areas, better zoning and code enforcement are top priorities.

- Enforcement of existing codes is an essential first step to cleaning up Douglas. Future codes should contain more specific language, to create more enforceable regulations.
- Ordinance changes should occur based upon the land use plan and character area map. By adding overlay zoning city streets will be more attractive to businesses and potential new residents. Street lights, curbs and gutters, and other basic requirements will add quality to development and redevelopment areas.
- The development of a housing maintenance program will help limit the decrease in property values due to un-kempt adjacent property. This program should include a strategy for addressing dilapidated mobile home parks and the housing inspection process.

- Douglas lacks a recycling program. Development of a recycling program may be coordinated with an overall education program regarding littering and proper trash disposal.

A Vision for Upgraded Infrastructure. An essential component to the community's economic development strategy is the upgrade of infrastructure.

- As a priority, sewer, water, and gas lines need to be upgraded. Upgrading these resources should be coordinated with a rate analysis. The results of such analysis may lead to changes that can help pay for upgrades.
- Rectifying surface-level city problems such as potholes may improve community morale and improve first impressions of visitors, including businesses considering locating in the area.

A Vision of Transportation Upgrades that Complement Other Infrastructure Changes. Efficient traffic flow is a fundamental quality of life component for current and potential residents and businesses.

- Upgrades should include improving traffic flow on highways 441 and 158 and developing alternate routes from major corridors. By better linking local highways with major interstates, Douglas will become a more attractive area for businesses and potential residents. These adjustments should include widening the strategic sections of major corridors to four lanes: (a) Highway 441, from Interstate 10 on the south to Interstate 16 on the north; (b) Highway 32, from Interstate 75 on the west to Interstate 95 on the east; and (c) Highway 158 to State Highway 82, southeast of Douglas.
- Creation of a grade separated railroad crossing and continued development of an outer perimeter road will facilitate traffic flow in the city. Widening the east perimeter and creating an overpass should be integral to developments.
- Improvement of storm drainage and re-pavement of roads with curbing will help alleviate negative environmental impacts of storm water runoff
- Transportation improvements should include pedestrian and bicycle friendly alternatives. Plans to extend the recreational path to the high school should be completed. These changes will help achieve recreational goals as well as diversify alternate transportation options.
- The coordination of transportation and land use changes is a key element to quality growth. Extensive collaboration with the Georgia DOT and Coffee County School Board is an essential to achieving transportation goals.

A Vision of Commercial and Industrial Growth. By prioritizing commercial and industrial growth, the local economy will grow and better serve residents.

- Douglas lacks a large grocery store, shopping mall, and upscale shopping. By attracting these services to the city, trips to outside areas will be reduced. This will not only increase the quality of life for residents but also increase the tax base and fuel the local economy by multiplying the use of the dollar in the local economy.
- Douglas/Coffee County lacks major car dealerships. By partnering with the Chamber of Commerce, a match between dealership supply and local market

demand can be met. Initial resident comments suggest a preference for particular brands including Honda, Toyota, and Nissan.

A Vision for a Four-Year Educational Institute. A four-year college will help mitigate the drain of younger residents from the area and facilitate job growth. Further development of South Georgia College into a four-year institute is the most appropriate route to accomplish this goal for the community.

- Curriculum development should parallel industry growth in the area, including services, accounting, nursing, criminal justice, and education. To this end, greater partnerships should develop between the local business community and the college. Facilitation of internships and related training programs will benefit both industry and students.
- Infrastructure investment is necessary to attract students and outside resources. Improved technology infrastructure and continued development of living facilities should be focus areas.
- East Central Tech expansion should accompany the development of a four year institute, providing an alternative to people not pursuing bachelor's degrees. Expansion should include the following: (1) economic development through quick starts, (2) allied health and public safety, and (3) transportation logistics.

A Vision for Improved Societal Conditions. Douglas will remain an attractive community to people only if societal issues and opportunities are addressed.

- Crime has increased recently. Such trends can lower the ability to attract jobs. The causes of crime must be addressed to have a long-term impact. To address existing crime problems, services should be adjusted to better reflect changes in the community's incident and case figures.
- Special attention should be given to the growing Hispanic community. Coordination of health care, schools and the court system will be necessary. Services to consider are English as a second language, increased court translation services, and publications in both Spanish and English.
- Encouragement and community support of grassroots programs such as the New Hope Center in Oak Park can help identify and alleviate area-specific issues and needs.

A Vision of Annexation. Douglas is experiencing increased pressure to grow outward to achieve economic development goals and maintain quality growth.

- Annexation discussions must include all major stakeholders including government employees, elected officials, and involved citizens. Annexation is a highly regulated by state law and to be effective must be approved by more than a majority of property owners or a combination of a majority of property owners and persons registered to vote. Continued representation of all residents in city government is a major concern associated with incorporation.
- Alternatives to annexation should also be considered. The development of an urban service area is one possibility. An urban service area provides only some services to unincorporated areas of the county. This would benefit residents in certain areas of the rural county while providing more money to Douglas to

upgrade services. A complete cost-benefit analysis of such possibility would greatly facilitate an educated decision regarding this issue.

3.3 Results from the Community Preference Survey

Introduction

Two Community Preference Surveys were conducted in Douglas on February 13 and February 27 as a component of county-wide visioning workshops. A combined total of 42 people participated in these preference surveys. Of those participants, 71.4 percent live in Douglas and 26.2 percent live in rural Coffee County. Questions were oriented towards the Douglas area. Four photos depicting each type of structure were presented. Participants were asked to vote on their preference. The use of keypads allowed for instant results, which reflected the group's overall favorites. Preferences were discussed by the group following each vote to extract opinions regarding specific design elements. The CPS covered single family housing, multi family housing, retail, office, and mixed-use development. Results from both surveys were combined to present comprehensive results. Overall, participants were highly split over preferences, suggesting the appropriateness of a mixed group of design principles and guidelines from one character area to another within the City of Douglas.

Single Family Housing

Group preferences for single family housing largely pivoted upon a desire to preserve greenspace on larger lots.



- **Most Appropriate for Douglas:** Neighborhoods, large lots, incorporation of ponds with landscaping, preservation of trees, curbing, and variety of house designs, cottage style housing that suits needs of younger households

Single Family Housing (continued)

- **Least Appropriate for Douglas:** Very large lot estates, cookie-cutter houses, very close proximity

Single Family – Group 2

	
1. Choice 1 (1) = 27.5%	2. Choice 2 (2) = 45.0%
	
3. Choice 3 (3) = 5.0%	4. Choice 4 (4) = 22.5%

Single Family – Group 3

	
1. Choice 1 (1) = 20.5%	2. Choice 2 (2) = 17.9%
	
3. Choice 3 (3) = 41.0%	4. Choice 4 (4) = 20.5%

Multi Family Housing

Douglas participants favored multi family housing units that preserve local character by maintaining green space and is affordable to the population. Apartment style multi family should be accessible to elderly populations and incorporate mobility and safety features such as gated entrances and single level units.

Multi - Family – Group 1



1. Choice 1 (1) = 20.0%



2. Choice 2 (2) = 25.0%



3. Choice 3 (3) = 30.0%



4. Choice 4 (4) = 25.0%

Multi - Family – Group 2



1. Choice 1 (1) = 7.5%



2. Choice 2 (2) = 40.0%



3. Choice 3 (3) = 37.5%



4. Choice 4 (4) = 15.0%

- **Most Appropriate for Douglas:** Traditional character structures appropriate for rural character affordable for current population green space
- **Least Appropriate for Douglas:** Excessive asphalt and visually intrusive utility lines

Retail

The functionality of retail spaces and their ability to blend with the surrounding area were top priorities that came from the preference survey.

Retail – Group 1



1. Choice 1 (1) = 24.3%



2. Choice 2 (2) = 5.4%



3. Choice 3 (3) = 70.3%



4. Choice 4 (4) = 0.0%

Retail – Group 2



1. Choice 1 (1) = 50.0%



2. Choice 2 (2) = 2.6%



3. Choice 3 (3) = 31.6%



4. Choice 4 (4) = 15.8%

- **Most Appropriate for Douglas:** Streetscaping outside (including bench and sidewalks), trees, structures facilitating independent shop operation, strip malls with strong design elements, easy customer access, and parking
- **Least Appropriate for Douglas:** Structures that don't match current Douglas character, poor use of space, stores that are exact replication of other existing sites in community

Office

Participants favored office buildings that were easily accessible and traditional in nature.

Office

	
1. Choice 1 (1) = 20.0%	2. Choice 2 (2) = 2.5%
	
3. Choice 3 (3) = 10.0%	4. Choice 4 (4) = 67.5%

- **Most Appropriate for Douglas:** Southern look, traditional style, one level, easy access, cohesive with surrounding structures,
- **Least Appropriate for Douglas:** Inconvenient, very large structures that feel out of place, unattractive buildings

Mixed-Use

Mixed use structures that are appropriate for downtown Douglas were viewed as a top concern, with mixed use in other areas as a second priority.



- **Most Appropriate for Douglas:** Fit with existing downtown character, can also fit in other area, residential combined with commercial, incorporation of green space
- **Least Appropriate for Douglas:** Architecture that does not blend with southern style

4 Issues and Opportunities

4.1 Introduction

The establishment of a strategic outline of key issues and opportunities to pursue is a critical component to effectively implementing the public's vision. These issues and opportunities set the groundwork for the implementation strategy and short-term work program for the City of Douglas. A similar strategy is being constructed by Coffee County, and as a result, intergovernmental coordination is a critical element for effectively and efficiently addressing these complex issues and opportunities.

The issues and opportunities set forth in this document originated in the Community Assessment as the result of a detailed analysis of past and potential trends in all major issue areas. These issues and opportunities were adjusted as a result of stakeholder input and public contributions through the public involvement process.

The issues and opportunities are organized under the following topic areas:

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

4.2 Land Use

Land Use Goal

Facilitate smart land use choices in tandem with economic development and transportation decisions to preserve and strengthen the existing community structure.

Land Use Issues

1. **Suburban Sprawl Development.** Douglas' recent development patterns have followed a suburban, auto-centric design characterized by low-density, single-family residential development that is scattered, isolated, and disconnected. Land use decisions should encourage return to the traditional grid-system that the city was built upon.
2. **Code Enforcement.** Ongoing concern exists regarding home maintenance and building code enforcement. The failure to fully enforce these codes leads to a blighted landscape and can impact future development decisions and the positive growth of the community.

Land Use Opportunities

1. **Mixed-Use Downtown.** The Douglas Main Street Program has opened new opportunities for redevelopment efforts downtown. These opportunities include technical assistance and

façade grants to property owners in the historic, downtown district. To sustain the vibrancy of the downtown area, efforts to incorporate a greater diversity of mixed-uses should be encouraged. In particular, the development of housing above retail will help support the retail and commercial life of the area in off-peak hours. The City intends to update its downtown development plan to help move these efforts forward.

- 2. Redevelopment of Vacant Sites.** The City should actively promote the redevelopment of vacant buildings. By encouraging this type of redevelopment, existing infrastructure can be fully maximized. In addition, encouraging greyfield development over greenfield development will help promote the preservation of greenspace within the City's limits. Greyfield development revitalizes a vacant piece of property that was previously developed. Greenfield development takes a previously undeveloped piece of land and places a new structure on it. Greyfield redevelopment is favored due to its environmental sensitivity.
- 3. Overlay Districts.** Through the Community Participation process, community members regularly identified the need for improvements to the City's appearance as a concern. The City should seriously consider the addition of overlay districts in appropriate areas to help promote welcoming streets and coherent property transitions. Currently, downtown Douglas has a historic overlay district requiring specific façade elements, building heights, and landscaping. As such, the area takes on a certain character, with common design standards that are appealing to the eye. Such overlay districts can be added to other areas of the City, including the southern Douglas neighborhoods and the East Walker St. neighborhood. The future development map and character area discussions can help guide the creation of these districts.

4.3 Transportation

Transportation Goal

Maintain a high quality transportation infrastructure that minimizes traffic congestion, increases connectivity, and encourages pedestrian and cyclist access.

Transportation Issues

- 1. School-Related Traffic Congestion.** Increasing traffic congestion around area schools is clogging roads and inhibiting traffic flow. Transportation plans and improvements should adequately address this issue.
- 2. Limited access to regional airport.** The Jacksonville airport is the closest airport for commercial travel. Limited connectivity exists between the airport and the Douglas area. As a result, it is difficult to get in and out of the area. Such limitations can impact residential and business development potential.



3. **Limited Street Lighting.** Though the visioning process, limited street lighting was identified as an issue in the City. Sufficient lighting adds security and safety to the streets. It can also help lower accidents. Lighting will provide benefits to both pedestrians and drivers and should be a priority in higher density areas. The City should complete a lighting needs assessment to help direct resources to areas with greatest need for increased lighting.
4. **Access Management.** Douglas has limited access management on its main corridors, including US 441, Perimeter East and West, SR 32, and SR 158. Access management is the process of coordinating, planning, and implementing land use and transportation strategies so that the flow of traffic between the road and the surrounding land is efficient and safe. Access management can help minimize vehicular accidents, improve pedestrian and bicycle safety, and extend roadway life in the City, amongst several other positive effects.
5. **Transportation for the Elderly and Poor.** Little to no transportation options are available for the elderly and those living below the poverty line. This situation creates major accessibility barriers to essential day-to-day activities including transportation to and from work and trips to the doctor or hospital. Douglas needs a twenty-four hour taxi service to help meet some of these needs. The City also needs a shuttle system to help transport residents, especially to critical locations such as the hospital and grocery store. Coordination may be possible through Coffee Regional Medical Center, the Weir Center, South Georgia College, and East Central Technical College.

Transportation Opportunities

1. **Increase Walkability.** Downtown Douglas has excellent sidewalk infrastructure that supports the free movement of pedestrians throughout the historic core. The City has plans to add to this infrastructure through a series of sidewalk improvements. Connections to the area's trail system should be incorporated into these plans.
2. **Improve Railroad Crossing Safety.** There are many unsafe at-grade railroad crossings in Douglas. These crossings present a substantial safety concern. The crossings currently affect circulation more than safety, especially when trains must park on the tracks. The 1998 Douglas-Coffee County Multimodal Study identified that the best place for a grade separated crossing is outside the Central Business District at SR 158. This crossing is included in the latest GDOT improvement program as part of the widening of SR 135. Public officials should continue work with relevant transportation agencies to develop a strategy to improve pedestrian safety and improve automotive circulations.



Pedestrian Crosswalk in Downtown Douglas

at SR 158. This crossing is included in the latest GDOT improvement program as part of the widening of SR 135. Public officials should continue work with relevant transportation agencies to develop a strategy to improve pedestrian safety and improve automotive circulations.

3. **Widen Major County Thoroughfares.**

Douglas can benefit from the widening of several roads to four lanes. The sections of roads that should be considered for such adjustments include the following: US 441, from I-10 to I-16; SR 32, from I-75 to I-95; and

SR 158 to US 82. These changes will better connect the City and County to the area's major interstates, increasing the area's attractiveness as a job center.

4. **On-going Transportation Infrastructure Maintenance.** Within the city, improve storm drainage, re-pave roads, improve sidewalk facilities, and increase curbing. The on-going maintenance of these facilities will improve the City's appearance and facilitate a higher quality of life for residents and create a pull factor for businesses considering location in the City.
5. **Perimeter Roadway around Douglas.** The completion of a perimeter around Douglas is highly favored by members of the community. A perimeter would help better connect Douglas to other cities in the County while eliminating some of the through traffic in Douglas. Whereas the construction of said facility is forward-thinking, it is also critically important to consider the implications of such a transportation structure. Diverting traffic may inadvertently shift economic development away from the Douglas city-center and encourage suburban-sprawl style development.
6. **Increase Cyclist Mobility.** The City's multi-use trail is a good first step in helping increase multi-modal transportation. Limited cyclist mobility still prevails in the City. The feasibility of bike lanes should be included in all new road proposals and repairs. With new housing downtown and at South Georgia College, bike lanes may encourage alternate travel to work and school.
7. **Increase Connectivity.** Despite a well connected grid of streets in downtown Douglas, many of the City's newer subdivisions and developments have followed suburban-sprawl development patterns. These developments force all traffic out onto the arterial network for every trip, no matter how short. To ensure that new development continues to contribute to Douglas's traditional grid network, Douglas should adopt a street connectivity ordinance.

4.4 Economic Development

Economic Development Goal

Proactively pursue economic development opportunities to continue our growth, healthy economy, and vibrant downtown.

Economic Development Issues

1. **Limited developable land.** Currently 15.5 percent of the City's land remains vacant or undeveloped. Much of this land is already cleared for residential purposes. The larger plots of land necessary to achieve economic development goals are no longer available within the city's limit. To create an environment where economic development goals can be achieved, it will be necessary to pursue redevelopment, rezoning, and/or annexation of land.
2. **Divergence of Wages.** Several of the area's employment sectors saw excellent increases in real wages. This was contrasted by the retail sector, which saw a real decline in wages between 1990 and 2000. The retail sector is one of the strongest industries in the area, accounting for a high share of city's employment.



Doctor's Office near Coffee Regional Medical Center

As wages decrease, the buying power of that population will also decrease, having a ripple effect on the economy.

3. **Limited Labor Force.** The City's labor force participation rate was only 54.6 percent in 2000. Alternatively, the State of Georgia had a 65 percent labor force participation rate. This difference is likely due to a high number of retirees in the area. This limited labor force may discourage some employers from locating in the area.
4. **Uneven Growth.** Recent growth has largely occurred on the south side of the city. Efforts to facilitate quality growth on the north side of the city would assure an equal distribution of resources and mitigate potential congestion issues. The County's high school and the area's major recreational complex are located on the north side of Douglas. Housing is a particularly attractive development for this area due to the easy accessibility to these resources.
5. **Continued Poverty.** Poverty remains a pervasive problem in Coffee County with one in seven families living in poverty. The situation is especially dire among city residents and female-householders. Economic development efforts must seek strategies to help alleviate this situation through a combination of job training opportunities, creative childcare facilities, and the attraction of more quality jobs to the areas.

Economic Development Opportunities

1. **Maximization of Local Training and Educational Resources.** The City of Douglas is home to South Georgia College and East Central Technical College. Both of these institutes provide tremendous opportunities for educational advancement and economic development. The community highly favors efforts to help convert South Georgia College into a four year institute. Although discussions with College leaders suggest such developments will not be possible in the near future due to state regulations, continued efforts to put proper footing in place to achieve this goal should be a priority. Efforts to lobby for capital improvement funds at the State Capitol will further aid the schools.
2. **Georgia QuickStart Program.** East Central Technical College operates a QuickStart training program for new companies. The program provides free training during the company's expansion stages and offers cost recovery after the expansion period ends. This resource can be touted by the college, city, and the local Chamber of Commerce to entrepreneurial businesses and start-ups in the community.
2. **Increase Presence of Medical Specialists.** Douglas has a regional concentration of health care and medical services. Despite this specialization, the limited number of medical specialists emerged as a community concern during the public participation process. Additionally, the need for medical specialists will grow as the population continues to age. The City can address this concern and meet this demand by further developing its medical concentration. The prominence of the Coffee County Regional Medical Center should help pull more specialists into the region; however, lack of amenities may be a factor discouraging specialists from locating in the area. If this is the case, incentive programs may be necessary to draw specialists to the area. This opportunity should be further investigated to ensure its appropriateness for Douglas.
3. **Secure Regional Retail and Health Care Dominance.** The City should make efforts to ensure it maintains its dominant position in retail and health care. As two of its central industries, it is important that these industries maintain their prominence. Collaboration between the local educational institutes can assure that adequate training opportunities are

encouraged and met to adequately prepare the persons in the community for careers in these industries. South Georgia College and East Central Technical College jointly offer programs in nursing, pre-allied health, health management, and health services.

4. **Continue Backing the Coffee County Douglas Chamber of Commerce.** Much of the recent economic growth in the City is attributed to the on-going efforts of the local Chamber of Commerce. The agency's efforts have helped lead the City and surrounding County to high levels of growth, unseen by neighboring communities. Ensuring the on-going prominence of this agency will likely help facilitate the continued growth of the local economy.
5. **Seek Full Utilization of Industrial Parks.** The north end of Douglas, in particular, has a heavy concentration of industrial parks. With discussions surrounding the need for greater space for economic development, it is logical to ensure that existing facilities are fully maximized first. The Douglas Coffee County Economic Development Authority should play a leading role in these efforts.
6. **Douglas Main Street Program.** The Douglas Main Street Program is an excellent opportunity to assure that the downtown core redevelops in a sustainable fashion. The resources and partnerships established as a result of this program should be preserved.
7. **Attract Seniors to the City.** The City of Douglas has many attributes that make it an inviting location for a senior/retiree population. These attributes include a high quality of life associated with minimal traffic, a low cost of living, moderate weather, and high degree of medical specialization. The senior center is an additional resource to be utilized. These qualities should serve as marketing tools for attracting retirees.
8. **High-end Restaurants and Shopping.** Douglas has a limited quantity of high-end restaurants and shops. They are highly desired by residents and can serve the tourist and business groups that flow in and an out of the City for short stays.
9. **Improve Gateways to City.** Douglas has a significant traffic flow in and out of its limits. To leave a positive impression on visitors and residents, the city's entrances should be improved to lasting impression on those that are passing through. This effect can be generated by more elaborate signage, change in paving materials, small monument, or similar changes.
10. **Airport Development.** The Douglas Municipal Airport has a 6,005 foot runway, which can accommodate a day jet. Currently no day jet or commercial airline service occupies or serves the airport. The development of facilities to support such providers would help accommodate business community and improve travel options for residents. The airport's proximity to Downtown Douglas may inhibit this growth.

4.5 Housing

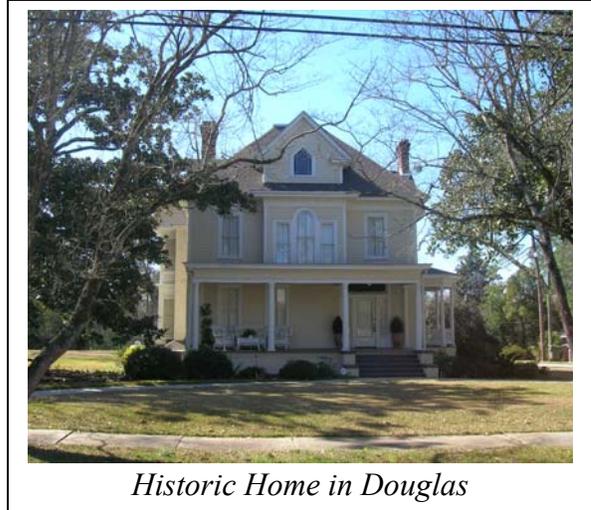
Housing Goal

Accommodate a diversity of persons in our city through an adequate supply of safe, affordable, and quality housing options.

Housing Issues

1. **Rehabilitation of Existing Houses.** Portions of the existing housing stock are at risk of decline. By encouraging the continuation of rehabilitation programs that already exist in the City, the current housing stock can be preserved.

2. **High Vacancy Rates.** A limited degree of housing vacancy can be positive; however, Douglas, in particular, has experienced a high vacancy rate as of late. This rate is tied to expanded housing options in the County and limited occupancy of public housing units. The City’s permitting process should regularly evaluate these figures to be sure that units scheduled for construction do not saturate the market.



Historic Home in Douglas

Housing Opportunities

1. **Retiree Housing.** The Community Preference Surveys resulted in discussions regarding the need for retiree housing. Single-level, small lot houses were identified as most appropriate for this population. As the population grows, zoning should be adapted to allow for housing that fits these and other qualities desired by the retiree population. Public input also identified a demand for higher security retirement housing. A gated housing community will provide added security to retirees demanding a more secure environment.
2. **Housing Downtown.** Zoning in downtown Douglas is designed to allow for housing above retail and office uses. Securing this type of housing will add eyes to the street in the evening. Not only will downtown residents service local restaurants and stores, but they will also populate the streets, creating extra security to businesses in off hours. The nearby hospital and colleges are excellent potential markets for this type of housing.

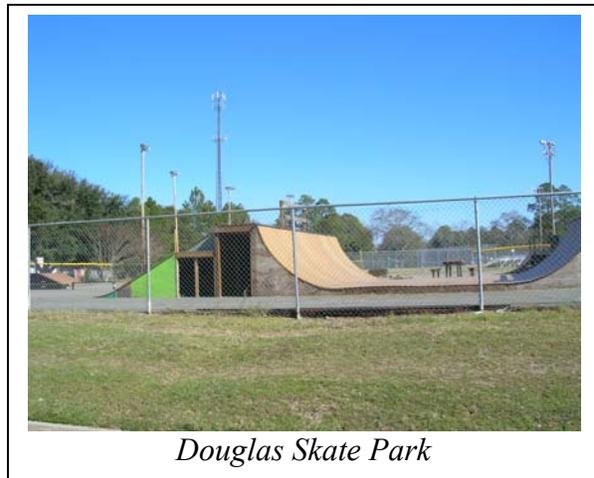
4.6 Community Facilities and Services

Community Facilities and Resources Goal

Provide an optimal level of service to residents through the continual evaluation of existing facilities and adequate planning for needed facilities.

Community Facilities and Resources Issues

1. **Limited Sewer and Water Capacity.** As the economy continues to grow, sewer and water capacity become increasingly important concerns. New businesses cannot locate in the community without adequate infrastructure.
2. **Inadequate Stormwater Infrastructure.** Stormwater is a major issue in the City. The City lacks a comprehensive effort to remediate existing problems. Efforts should be made to



Douglas Skate Park

address this concern. Without sufficient attention given, adverse environmental and health effects could occur.

- 3. Aging infrastructure.** Douglas has the most extensive water and sewer system in the County; however, both of these systems are aging and in need of repairs. Improvements to these vital systems should precede any planned addition to the systems to avoid major problems in the future.
- 4. Limited Youth Activities.** The City has limited activities for youth. Limited activities can add to petty crime and drug abuse. The City's development of a skate park is one recent addition to the City's resources that positively contributes new activities for youth. A partnership with the local school board may help identify resources that will best meet the desires of the City's youth. Activities/programs should be considered for all age groups.

Community Facilities and Resources Opportunities

- 1. Marketing of Services.** The City of Douglas offers a myriad of services and resources for its residents. Participation in those services and resources is limited, especially as it relates to minority populations. Improved outreach efforts help increase participation and access to these services for all groups. To reach the growing Hispanic population, marketing efforts should include a Spanish language element.
- 2. Development of Arts Center.** Having an arts center is an ongoing community desire. Coffee County is currently devoid of such a facility. An arts center can serve as an additional resource for the community while acting as an incubator for the entertainment industry. Depending on the center's orientation, its creation could also provide residents with an additional outlet for education and training. Any efforts to create this facility should heavily involve community input.
- 3. City Pool.** The City's recreation plans include building a pool in the downtown area. This facility will provide the community with additional recreational opportunities. It will also help bring aquatic-related events to the City, indirectly serving as an economic development agent.
- 4. Continuation of High-Quality Public Safety.** Happily, Douglas lacks many issues prevalent in large metropolitan areas. This quality helps Douglas stand out as an attractive location for both residents and businesses. To maintain this status, Douglas must fully support its policing and crime management programs, especially in the wake of increased gang activity and crime. The City of Douglas Police Department has a long-range need for a new police department building.

4.7 Natural and Cultural Resources

Natural and Cultural Resources Goal

Encourage preservation of natural and historic resources to preserve the heritage of the City.

Natural and Cultural Resources Issues

- 1. Adoption of Design Guidelines.** Design guidelines for the historic districts of the City have been drafted but not adopted. These guidelines will steer the Historic Preservation Commission in making recommendations on potential changes to its historic resources. These guidelines should be reviewed and adopted by the City of Douglas as soon as possible

to secure its historic resources. If determined necessary, these design guidelines should be revised before adoption by the City.

- 2. Complete a Watershed Assessment.** The U.S. Environmental Protection Division (EPD) identified five streams and rivers in Coffee County that do not meet the Clean Water Act. Water quality is the result of multiple factors including limited regulations and adverse economic development activities and clean-up measures, amongst other things. The City should partner with Coffee County and other area cities to evaluate the state of the area's watersheds. The City's Stormwater Management Ordinance, the Erosion and Sedimentation Control Ordinance, and Groundwater Recharge Protection District should be adjusted to reflect findings from the Assessment.



Natural and Cultural Resources Opportunities

- 1. Extend recreational paths.** The City has implemented strategic introductory steps in the development of a city greenway. Environmental preservation and alternative transportation modes can be further encouraged with on-going efforts to extend this infrastructure. With new housing development at South Georgia College, it is particularly appealing to connect the pathway to areas of the city to allow easy flow of this mobile college population.
- 2. Develop WWII Building Site.** The WWII training site adjacent to the airport has great historic value and can be further developed to increase awareness of the City's history.
- 3. Improve Existing Tree Ordinance.** Community members regularly identified tree preservation and the inclusion of trees in development design plans as a priority. The City currently wants to revise and improve its existing ordinance to increase the protection and promotion of trees. An improved tree ordinance will enhance the City's appearance and preserve existing tree resources. The City should consider applying the tree protection standards from its overlay district to the entire City.
- 4. Preservation of Historical Homes.** Like the other cities in Coffee County, Douglas has retained a large quantity of its historical homes, especially near the downtown historic district. Efforts to preserve these historic resources should continue.

4.8 Intergovernmental Coordination

Intergovernmental Coordination Goal

Collaborate regularly with the County, School Board, and other nearby communities to consolidate services when appropriate and share mutually beneficial knowledge and information.

Intergovernmental Coordination Issues

- 1. Limited Collaboration with County Fire Service.** The City of Douglas recently tried to formally consolidate fire services between the County and the City, which had been operating under two separate administrations. Negotiations stagnated after the City and County could not come to agreement on policies and cost sharing. The end result is two systems that do not reach the maximum utility that could be achievable under one system.
- 2. Annexation.** If the City of Douglas is to increase its population, a strategy of further annexation must be considered. Bringing unincorporated areas of Coffee County within the jurisdiction of Douglas would benefit both county residents and the environment. Residents of newly incorporated areas would enjoy greater levels of municipal services such as police protection. Providing sewer service to new developments would help eliminate the adverse impact of septic systems on the environment. Annexation is a volatile issue that should be widely deliberated among the public due to its likely affect on the power structure in the City.

Intergovernmental Coordination Opportunities

- 1. Better Coordination between Development and Education.** As development occurs, the Coffee County School Board should be included in decisions. The addition of new housing units and businesses will increase the demand for education services as people locate in the City for new jobs and housing opportunities. Conversely, school citing impacts transportation and land use decisions, and the School Board should coordinate these decisions with the City.
- 2. Continued Improvement of Recreation Services.** The City of Douglas through the Douglas-Coffee Parks and Recreation Department provides recreation services to residents of the County and small cities as well as Douglas. These efforts should be coordinated with the School Board to share and maximize the use of facilities. Parking design and congestion should be incorporated as an element to parks and recreation improvements.
- 3. County-wide Zoning.** The City should continue discussions with Coffee County and other cities in the County regarding the development of county-wide zoning. The creation of county-wide zoning would better regulate growth across the community, ensuring that growth occurs in a logical fashion that is harmonious with existing development. County-wide zoning will also help avoid incompatible land uses between jurisdictions.
- 4. Adoption of a Fire Protection Mutual Aid Agreement.** The City of Douglas and Coffee County lack a Mutual Aid agreement for fire protection. The existence of such an agreement would increase protection for all residents. Officials from both jurisdictions should continue discussions on a Mutual Aid Agreement.

5 The Plan

5.1 Purpose

The Land Use Plan contains the Future Development Map, which is a development plan for the future character areas of the City of Douglas. The map is supported by a matrix of character area descriptions, development strategies, photographic representations of the area, and appropriate zoning districts. In addition, a table listing the DCA's required Quality Community Objectives for each character area is located in the Appendix. A Future Land Use Plan follows the Future Development Map, delineating projected land uses in the City based upon community preferences and needs.

5.2 Future Development (Future Character Areas)

Several character areas were identified for Douglas. Each of these areas has its own identity and character as well as its own set of assets and challenges. The Future Development Plan recognizes the visual and functional difference between these areas and the different strategies required to develop them to their highest potential. Identification of character areas allows the use of tailored policies and implementation strategies for these distinctive parts of Douglas. The character areas are defined in the following Figure 5-1 and mapped in Map 5-1 below. A detailed listing of implementation measures that could be employed to assist in the development of each character area is provided in Appendix C.

Figure 5-1: Character Areas within Douglas

Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Historic Downtown Douglas	Historic commercial core in Downtown Douglas. Mixture of commercial and governmental uses. Serves as the geographic and political center of the County. At the intersection of Hwy 32 and Hwy 441.	Downtown should include a relatively dense mixture of retail, offices, services, and employment to serve the area. Infill development should focus on increasing presence of mixed use, focusing on the incorporating loft style housing above retail and services. This development should reinforce the traditional town center. Design should maintain a pedestrian orientation, making driving a secondary form of transportation within the district. The pedestrian network should be expanded to surrounding areas, linking Downtown to neighboring communities and major destinations, including South Georgia College, East Central Technical College, and Coffee Regional Medical Center.	Town Center District R-3 B-1 B-3 I Historic District Overlay

Quality Community Objectives Pursued

Sense of Place: The traditional downtown of Douglas should be maintained as the focal point of the community. Mixed use, focusing incorporating loft style housing above retail and services will reinforce the traditional town center.

Transportation Alternatives: Creating a pedestrian network with sidewalks and interconnected streets will help downtown maintain its pedestrian orientation.

Traditional Neighborhoods: Encouraging loft-style housing above retail and services creates a more human scaled development, mixing uses within easy walking distance of one another, further reinforcing the pedestrian orientation of downtown.



Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Gaskin Avenue Neighborhood	Historic district, home to a large share of the City's historic residences. Delineated character area encompasses a larger area than the Federally listed historic district.	Protect historic properties from demolition and encourage rehabilitation with appropriate incentives. Infill development should reflect the scale and architectural design of existing properties, fitting in with historic fabric of the neighborhood. Historic properties should be maintained or rehabilitated/restored according to the Secretary of the Interior's Standards for Rehabilitation. Recently drafted design standards should be adopted by the City of Douglas to create extra protection for the historic structures. Maintain and enhance pedestrian connections leading to downtown retail, parks, and services.	R-1 R-2 R-3 I Historic District Overlay

Quality Community Objectives Pursued

Heritage Preservation: Protecting the current properties from demolition, as well as encouraging new infill development that is architecturally compatible with the existing neighborhood, will maintain and further define the community's historic character.

Infill Development: Infill development will be encouraged in this neighborhood, deterring growth on the urban periphery and helping meet needs associated with additional growth.

Transportation Alternatives: Existing pedestrian infrastructure will be maintained and improved to provide alternatives to vehicular usage.



Character Area	Description/ Location	Development Strategy	Appropriate Zoning
East Walker Street Neighborhood	Residential area with a mix of single family houses, townhomes, small apartment buildings. Includes several parks, and institutional uses such as churches and an elementary school.	Provide better pedestrian and bicycle connections to Downtown Douglas.	R-1
		Maintain residential character. Encourage infill development as a tool for	R-2
		incorporating a variety of housing affordability options in the area over the	R-3
		further conversion of single family homes to apartments. Consider the development of design guidelines for the community to help ensure that new development reflects existing architecture and design elements. An infill development program may be the best way to comprehensively address future development in the neighborhood by establishing development incentives and design guidelines.	I

Quality Community Objectives Pursued:

Housing Opportunities: Maintaining the mix of single family houses, town homes, and small apartment buildings, with a range of costs, will make it possible for those who work in the community to also live in the community.

Transportation Alternatives: Creating better pedestrian facilities and linkages will help East Walker Street to maintain its residential character, as well as allow for alternative means of transportation. A more pedestrian friendly neighborhood may encourage and allow students to walk to the local elementary school, thus reducing local traffic flow.



Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Golf Club Road Neighborhood	Very stable, high end residential area. Country club area – golf course community.	Maintain residential character and encourage property maintenance. Improve pedestrian and bicycle connections to the Country Club and nearby elementary school, ensuring an ease of traffic flow. Encourage traditional neighborhood design (TND) standards in new development, encouraging smaller lots, orientation to street, and pedestrian access to neighborhood centers. Promote the addition of “corner commercial” sites that blend with the neighborhood, including dry cleaning, convenience grocery, and similar householder services.	R-1 R-2

Quality Community Objectives Pursued:

Appropriate Businesses: New “corner commercial” sites should be suitable to the neighborhood, and would allow residents to walk to the areas to obtain regular necessities such as dry cleaning, convenience items, and other similar household services.

Traditional Neighborhoods: New developments should be encouraged to be pedestrian oriented to continue the residential character and human scale development of the neighborhood.



Need additional photo here.

Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Southeast Douglas	To the east of the city's southeast commercial corridor. An often incompatible mix of single-family residences, apartments, commercial and industrial uses, as well as undeveloped land.	Facilitate infill development that creates a more coherent environment. Work towards minimizing additional land use conflicts and addressing those that exist through appropriate zoning changes. Areas may require special zoning standards or an overlay district. Incorporate buffers between incompatible land uses. Encourage driveway consolidation and inter-parcel connections between parking lots in future developments. Promote the adoption of conservation easements on properties with undeveloped land. Incorporate new parks and greenspace when opportunities arise. Extend the City's multi-use trail to the area.	R-2
			R-3
			I
			B-2
			B-3
			B-4
			M-1

Quality Community Objectives Pursued:

Environmental Protection: The use of conservation easements, parks, and greenspace will protect environmentally sensitive areas from negative impacts of development.

Infill Development: Infill development in Southeast Douglass will not only maximize the use of existing infrastructure and minimize the conversion of undeveloped land on the urban periphery, but will also create a more coherent environment among the diverse land uses currently there.



Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Southern Douglas Neighborhood	Areas north and east of South Georgia College and East Central Technical College. Stable to struggling neighborhoods with a mix of subdivisions, older housing, and public housing. Also includes a middle school, several parks, and churches.	Improve sidewalk and path connectivity to downtown, the Highway 441 corridor, and educational institutes. Promote the multi-use trail as an incentive for reinvestment.	R-1
		Rehabilitate or replace deteriorating housing stock. Promote a neighborhood watch program. Lower vacancy rates of neighborhoods through enhancement and modernization of public housing units.	R-2
		Maintain and upgrade existing parks to encourage community interaction and investment in the neighborhood's resources. Improve drainage and upgrade area's infrastructure as needed. Encourage vegetation buffers at nearby industrial and commercial sites to uphold the peaceful enjoyment of neighborhood.	R-3
			B-3
			I

Quality Community Objectives Pursued:

Transportation Alternatives: Improving the sidewalks and path connectivity will encourage pedestrians and bicyclists and provide alternatives to transportation by automobile.

Housing Opportunities: During the rehabilitation and replacement of the housing stock, attention should be given to creating quality housing in a range of sizes and costs to allow those who work in the community to also live in the community.



Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Education Center	South end of Douglas, adjacent to Hwy 441. Includes South Georgia College, East Central Technical College, and a middle school.	Increase housing stock oriented towards students, such as dormitories. Improve sidewalk and path connectivity to downtown. Maintain safe pedestrian crossings and increase traffic calming devices such as narrower street widths and raised pedestrian crossings to recognize the high pedestrian activity level of the area. Encourage preservation of greenspace and public space, providing adequate community gathering points. Identify land for potential institutional growth. Place new parking behind buildings and further develop on-street parking options when possible. Include small scale retail to support residential population.	I B-3 B-4 R-3

Quality Community Objectives Pursued:

Educational Opportunities: Emphasize the availability of the South Georgia College and East Central Technical College as a means to permit community members to improve job skills, adapt to technological advances, or pursue entrepreneurial ambitions.

Housing Opportunities: Encourage growth of housing options that recognize the needs of students, making it possible for students to live within easy walking distance to campus.

Transportation Alternatives: Improving sidewalks and connectivity will encourage increased pedestrian and bicycle use, especially in the student community, thus reducing local traffic and parking problems.



Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Hospital District	Coffee County Regional Medical Center and surrounded area of small-scale retail and office.	Encourage health care related uses and allow for the continued expansion of the Medical Center. Discourage neighborhood cut-through traffic by adding traffic calming devices on nearby residential streets. Provide buffers to protect residential areas as needed. Minimize light and glare spillover into adjacent neighborhoods. Support the conversion of housing to light commercial uses on streets channeling onto Hwy 32 near the hospital. Consolidate driveways and implement access management strategies to help reduce congestion. Promote road improvements that increase accessibility to medical facilities.	I
			B-2
			B-3
			B-4
			R-3

Quality Community Objectives Pursued:

Appropriate Businesses: Healthcare related uses should be encouraged to increase the amount of higher-skilled job opportunities and expand similar economic activities in the region.

Employment Options: Healthcare and related job opportunities increase the range of jobs and meets the diverse needs of the local workforce.

Growth Preparedness: Consolidating driveways and implementing access management will help reduce congestion that may come with any future growth. Further encouraging the conversion of housing districts into light commercial on nearby streets allows directed growth as desired.



Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Chester Avenue Neighborhood	West of city center, bordering the hospital district. Stable neighborhood with a diverse mix of housing types, styles, and ages built over a span of decades.	Promote connectivity improvements between existing and established neighborhoods by encouraging street layouts that match those in older parts of the community. Maintain residential character. Encourage the increase of senior-appropriate housing to boost spatial match between high-use population group and area. Increasing the proximity of senior housing will lower congestion, increase accessibility for a limited mobility population, and help fulfill the City's growing need for senior housing. Encourage property maintenance and continued high level of home ownership in the area.	R-1 R-2

Quality Community Objectives Pursued

Housing Opportunities: Increasing the availability and number of senior-appropriate housing will fulfill the community's growing need for senior housing.

Growth Preparedness: Encouraging matching street layouts with existing, older portions of the community will promote connectivity and better traffic and pedestrian flow.



Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Touhcton Woods Area	Northwest of city center, north of Hwy 32 commercial corridor. Well established neighborhood with central subdivision as core.	Provide better pedestrian and bicycle connections to downtown Douglas.	R-1
		Encourage property maintenance and a continued high level of home ownership in the area. Maintain residential character and promote infill residential that reflects that character. Preserve and increase greenspace such as neighborhood gathering areas. Create buffers between adjacent Hwy 32 commercial corridor and residential neighborhood.	R-2

Quality Community Objectives Pursued

Transportation Alternatives: The creation of better pedestrian and bicycle connections to the downtown area will allow residents to access the amenities of downtown without relying upon an automobile, thus reducing the local traffic congestion.



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Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Production and Employment	Consisting of industries, warehouses, and distribution facilities on level sites having close access to a major highway, railroads, utilities, and the airport. Area has room for expansion.	Provide adequate infrastructure capacity and maintain designated truck routes that are safe and maneuverable for heavy vehicles and minimize noise, vibration, and intrusion of trucks in residential areas and Downtown Douglas. Provide adequate room for expansion and the development of ancillary business and employee services. Encourage attractive, landscaped entrances and grounds. Protect environmentally sensitive areas and buffer surrounding neighborhoods. Screen truck docks and waste handling areas from public view. Preserve greenspace and trees near Hwy 221 to help mitigate adverse effects of industrial activity on air quality and overall environment. Discourage future development adjacent to airport, allowing room for expansion.	I M-1 M-2 B-2 B-4

Quality Community Objectives Pursued

Employment Options: The expansion of local industrial and commercial facilities will provide the community the means to meet the diverse needs of the local workforce.

Growth Management: Adequate infrastructure capacity will allow for further growth of industrial and commercial uses without overtaxing the current facilities.



Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Highway Commercial	Hwy 32 between Bushnell and Douglas; Hwy 441 through Douglas; and areas on Hwy 221, in south Douglas. These areas have a mix of commercial and light industrial uses. Traffic congestion is an increasing concern.	Highways 32 and 441 should be widened in heavily congested areas to accommodate an increasing flow of traffic. Consider landscaped buffers between streets and sidewalks to improve pedestrian safety and help beautify the corridor. Add and improve sidewalks in areas where pedestrian infrastructure is lacking. Adopt an improved tree ordinance to preserve trees remaining on undeveloped lots. Encourage the redevelopment of older strip commercial centers over new construction further down the corridor. Promote interparcel connectivity through shared parking lots to reduce unnecessary traffic flow onto main roadway. Encourage the development of small plazas and greenspace to create a pleasing environment. Consider adopting an overlay district, preventing the future development of inharmonious architectural styles and design decisions. Attract a car dealership to serve area residents and to help foster economic activity on the corridor.	B-4 M-1

Quality Community Objectives Pursued

Growth Management: Widening Highways 32 and 441 will reduce congestion from the increasing flow of traffic.

Transportation Alternatives: Increased pedestrian infrastructure and interparcel connectivity will encourage more pedestrian activity, so shoppers will be able to walk between stores as opposed to driving.

Open Space: The addition of small plazas, greenspace, and trees will make the area more pleasing and environmentally friendly.

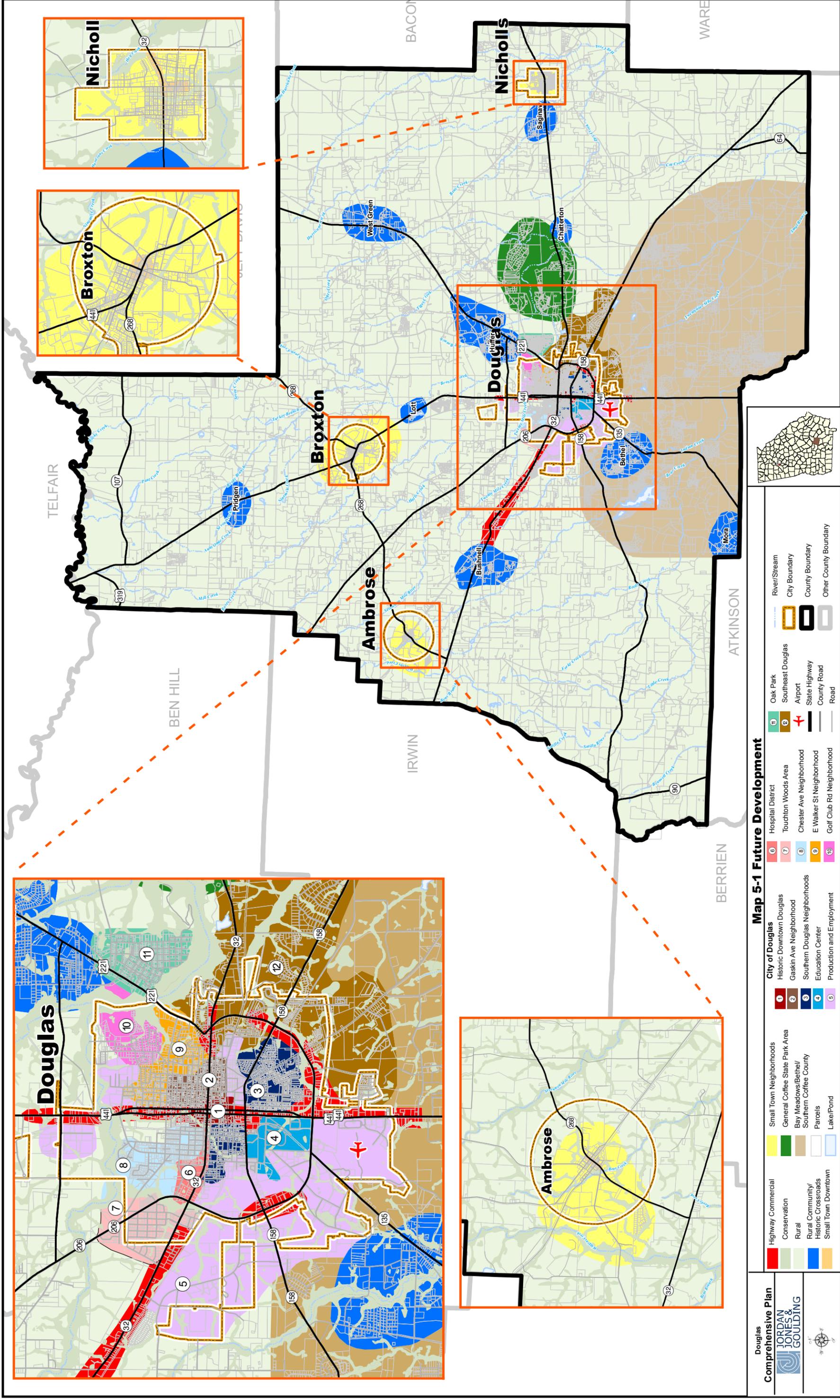


Character Area	Description/ Location	Development Strategy	Appropriate Zoning
Conservation	Areas of protected open space that follow natural features for recreation and conservation purposes, including wetlands, floodplains, stream buffers, and protected areas.	Conservation of sensitive environmental areas should be encouraged or required. New developments should incorporate these sensitive areas as amenities, rather than develop them. Development regulations can help protect areas through ordinances, including a Conservation Subdivision Ordinance and sensitive land overlays. Passive parks should be encouraged in conservation areas that border residential developments and schools. In Douglas, these areas should be considered for extension of the multi-use trail.	All

Quality Community Objectives Pursued

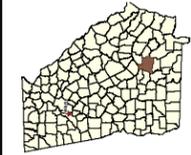
Open Space: Conservation subdivisions, conservation easements, or land use overlays should be developed to preserve and maintain open space and environmentally sensitive lands. The extension and the multi-use trail will create connectivity and allow for more pedestrian travel between destinations.

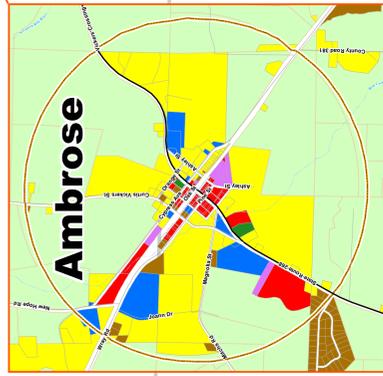
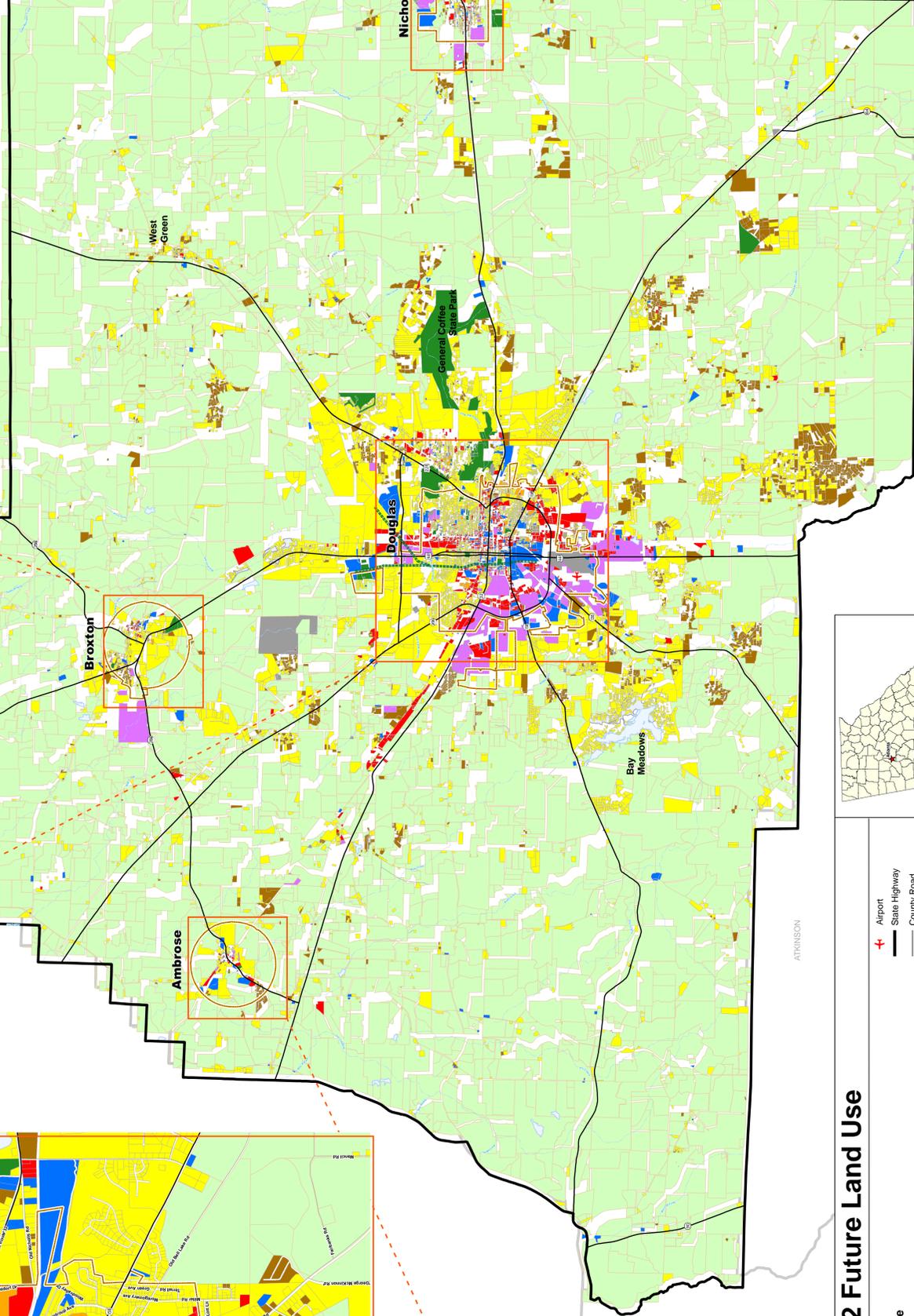
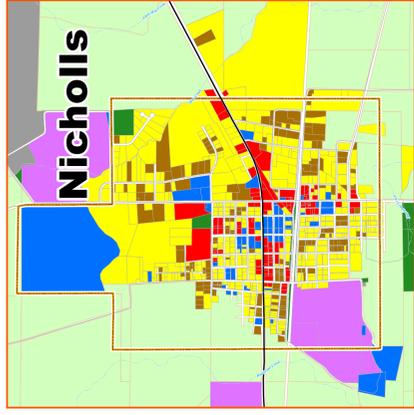
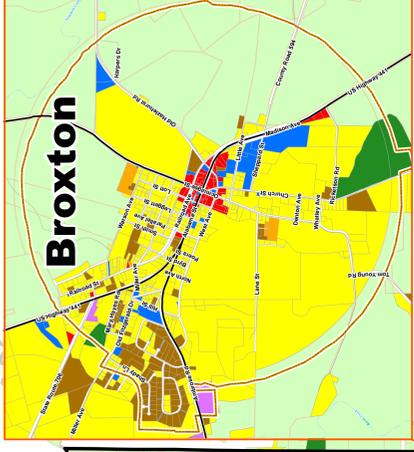
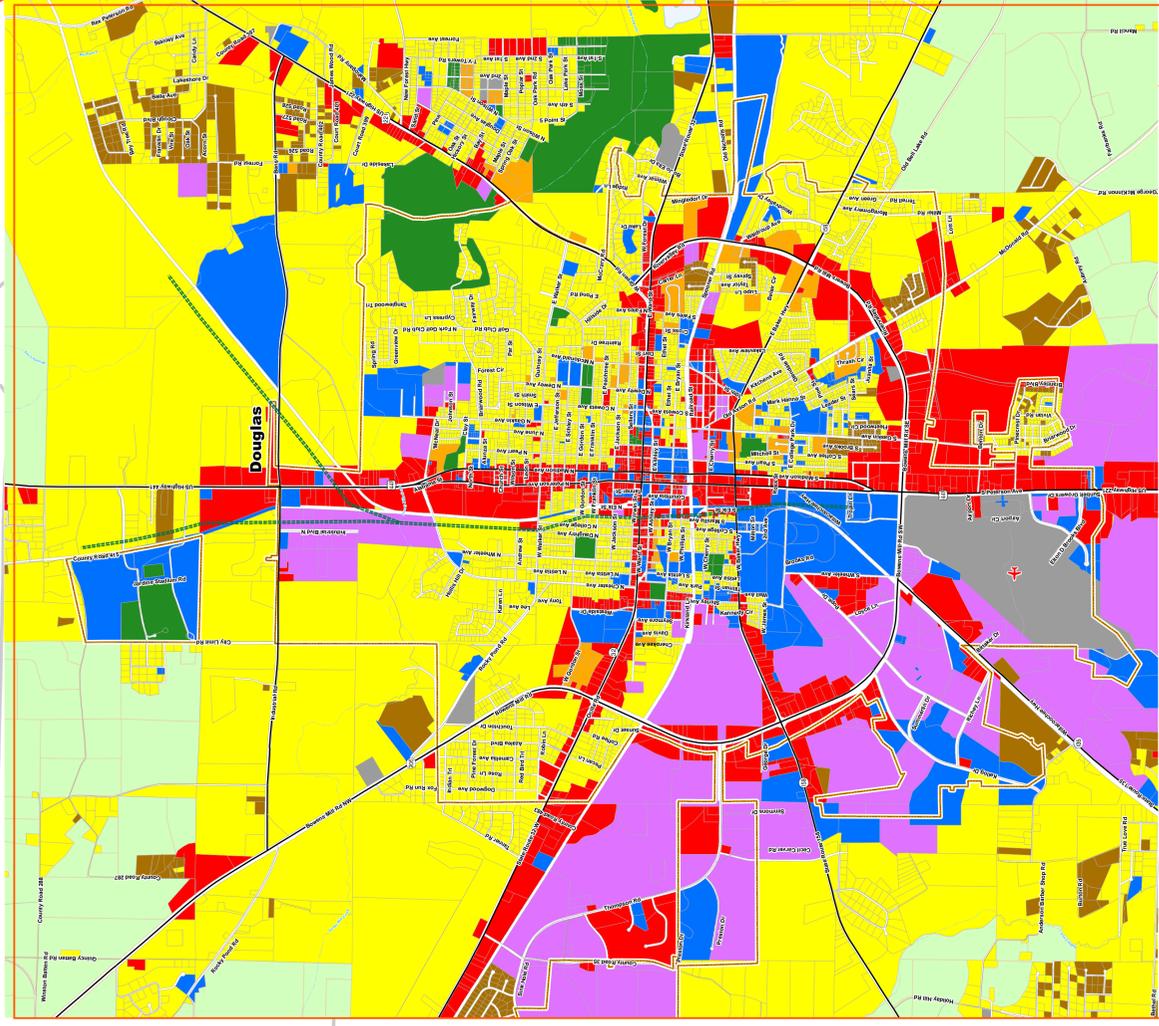




Douglas
Comprehensive Plan
 JORDAN
 JONES &
 GOULDING

- City of Douglas**
- 1 Historic Downtown Douglas
 - 2 Gaskin Ave Neighborhood
 - 3 Southern Douglas Neighborhoods
 - 4 Education Center
 - 5 Production and Employment
- Small Town Neighborhoods**
- 6 General Coffee State Park Area
 - 7 Bay Meadows/Bethel/Southern Coffee County
 - 8 Parcels
 - 9 Lake/Pond
- City of Douglas**
- 1 Hospital District
 - 2 Touchton Woods Area
 - 3 Chester Ave Neighborhood
 - 4 E Walker St Neighborhood
 - 5 Golf Club Rd Neighborhood
- Other**
- 6 Oak Park
 - 7 Southeast Douglas
 - 8 Airport
 - 9 State Highway
 - 10 County Road
 - 11 Road
- Other**
- 12 River/Stream
 - 13 City Boundary
 - 14 County Boundary
 - 15 Other County Boundary





Map 5-2 Future Land Use

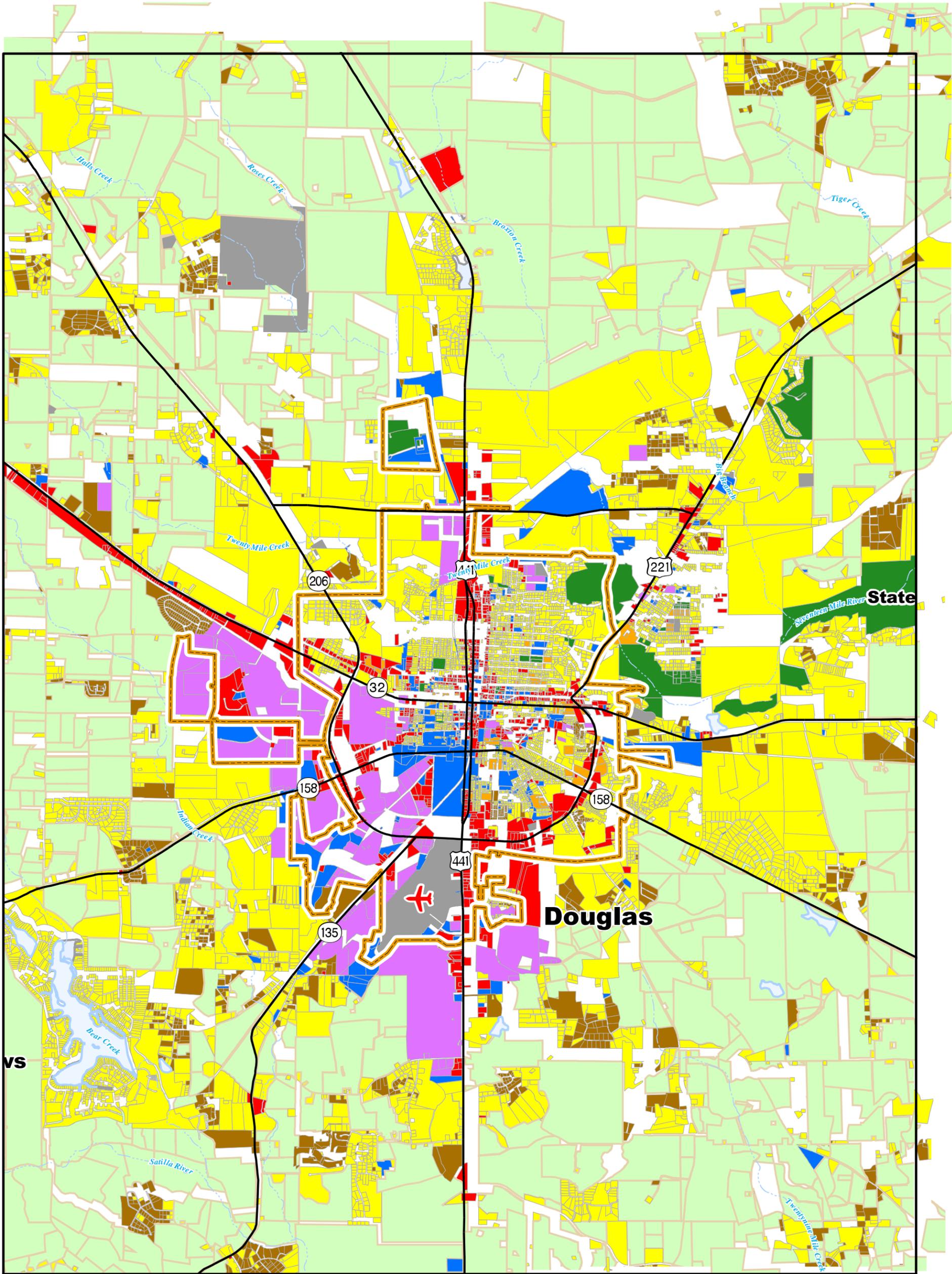
- Airport
- State Highway
- County Road
- Road
- River/Stream
- Lake/Pond
- City Boundary
- County Boundary
- Other County Boundary

- Future Land Use**
- Single Family Residential
 - Multi Family Residential
 - Mobile Home Park
 - Agricultural/Forestry
 - Commercial
 - Industrial
 - Park/Recreation/Conservation
 - Public Institutional
 - Transportation/Communications/Utilities
 - Multi Use Trail

Douglas
Comprehensive Plan

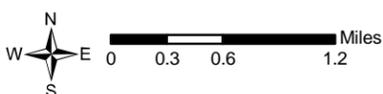


PHOTOGRAPHY: JAMES L. GARDNER



Douglas Comprehensive Plan

Future Land Use



Future Land Use

- Single Family Residential
- Multi Family Residential
- Mobile Home Park
- Agricultural/Forestry
- Commercial
- Industrial
- Park/Recreation/Conservation
- Public Institutional
- Transportation/Communications/Utilities
- Right-of-Way

- Airport
- City Boundary
- County Boundary
- Other County Boundary
- State Highway
- Railroad
- River/Stream
- Lake/d



5.3 Future Land Use

The Future Land Use Plan (**Map 5-1**) for Douglas is a parcel specific map that is intended, in conjunction with the Future Development Map, to serve as a guide in making rezoning and capital investment decisions. This Plan was prepared based on extensive community input during the community meetings and public hearings, and it follows directly from the City Vision developed during the Visioning Workshop and the Visioning Survey. The map assigns a future land use designation to every parcel within the City. The future land use categories shown on the map are listed and defined in the following table (**Figure 5-2**).

Figure 5-2: Future Land Use Definitions

Existing Land Use Category	Definition
Agriculture/Forestry	Land used for agricultural purposes such as cropland or livestock production and all land used or potentially used for commercial timber production
Commercial	Commercial and office uses, including strip malls, big-box retail outlets, auto-related businesses, restaurants, convenience stores, and office buildings
Industrial	Industrial uses.
Mobile Home / Mobile Home Park	Land used for individual mobile homes as well mobile home communities
Single Family Residential	Single family residential uses.
Multi-Family Residential	Multi-Family residential uses including apartments and duplexes
Public/Institutional	Community facilities as well as general government and institutional uses. Examples include schools, public safety stations, city halls, courthouses, jails, health facilities, churches, libraries, and cemeteries. Utilities are specifically excluded from this category.
Park/Recreation/Conservation	Active and passive recreation areas, parks, and protected land. Includes land owned by a land trust or public agency and preserved from future development as maintained as open space.
Transportation/Communication/Utilities	Land use by transportation, communication, or utility purposes. Examples include airports, cellular communication towers, water towers, and water treatment facilities.

5.4 Transportation

This section outlines a plan for essential improvements for a multi-modal transportation network. Many of these improvements are mapped in **Map 5-3**, the Transportation Improvements Plan. The improvements seek to enhance the transportation network by bridging missing connections, addressing circulation deficiencies, rectifying safety concerns, promoting economic development, and providing for pedestrians and bicyclists. The Implementation Program identifies both short and long term projects. Capital outlays planned for the next five years are included in the Short-term Work Program.

Street Connectivity

The City of Douglas has a well-connected grid of streets. Street networks on a modified or traditional grid diffuse traffic across literally hundreds of possible routes, rather than concentrating all traffic on the state and county roadways, thus reducing traffic congestion on the collectors and arterials. Gridded networks also ensure shorter and more direct trips, reducing dependence on oil and contributing to cleaner air. Additionally, connected street networks

improve the efficiency and reduce the costs of service delivery such as trash collection, emergency response, and school busses. Finally, in and around each of the commercial areas, street connectivity plays an essential role in ensuring residents have short and direct pedestrian routes available.

The typical suburban subdivision design is oriented around dead end streets. These developments force all traffic out onto the arterial network for every trip, no matter how short. To ensure that new development continues to contribute to Douglas's traditional grid network, Douglas should adopt a street connectivity ordinance. A connectivity ordinance would set standards for access points to subdivisions, access between subdivisions, and establish minimum block sizes.



Context Sensitive Street Design

Context sensitive street design is an approach to roadway planning, design and land use patterns. The intent is to meet regional transportation goals while enhancing neighborhoods and considering the adjacent uses of land. There are a number of roadway widening projects planned for Douglas and Coffee County. The City, in coordination with GDOT must consider the adjacent land uses and goals for each corridor, and ensure the roadway design is supportive.

A context sensitive approach would seek ways to minimize the disturbance of the widenings and the intersection of major highways on the adjacent development. One approach is to create more urban streets, with street trees, landscaped medians, generous sidewalks, and street furniture.

Another way to ensure complimentary land development adjacent to major roadways is to adopt a corridor overlay zoning district along each corridor where a major investment, such as a widening, is planned. Douglas has done an excellent job of adopting overlays on Highways 32 and 441 through the City. Those ordinances, with minor adjustments, could be applied to other areas as well.

Context sensitive roadways also seek to balance cars, pedestrians and bicyclists. Context sensitive solutions for bicyclists might include a wider safer shoulder, placement or elimination of rumble strips, dedicated bike lanes, or an off-street multi-use path. To provide for pedestrians, a context sensitive street will often have a sidewalk separated from the roadway by a landscape strip.

Access Management

Successful corridor development requires not only a respect for the surrounding areas' character, but also functionality. Access management is the process of coordinating the planning, design and implementation of land use and transportation strategies so that the flow of traffic between the road and the surrounding land uses is efficient and safe. An access management plan offers numerous benefits including:

- Increased pedestrian and bicycle safety.

- Reduction of vehicular collisions.
- Promotion of desirable land uses and development patterns.
- Reduction of congestion and traffic delays.
- Extended roadway life.
- Support for alternative transportation modes.
- Improved appearance and quality of the built environment.

The access management plans are designed to:

- Define appropriate land uses within a corridor.
- Define development standards that integrate land use and transportation.
- Implement new internal street networks to increase connectivity.
- Align driveways.
- Limit the number of curb cuts permitted per parcel or per linear feet of corridor.
- Close existing curb cuts along a corridor.
- Increase or establish proper separation between curb cuts and intersections.
- Relate driveway design to travel speed and traffic volumes.
- Allow/encourage shared access parking.
- Limit access from arterial or collector streets to private parking lots.
- Install medians in roadways and set spacing of median breaks.
- Establish parking maximums versus parking minimums.

Corridors in Douglas where access management is appropriate are:

- US 441
- East and West Bypass
- SR 32
- SR 158

Traffic Bottlenecks and Congested Areas

According to the community involvement, stakeholder interviews, and the 1998 Douglas – Coffee County Multimodal Study, Douglas has three areas where congestion is an existing or probable future concern. The primary existing concern is along the CSX railroad line and all the at-grade rail crossings in Douglas. The railroad is becoming increasingly active and will become significantly more active in the years ahead. In 1996, the GDOT Plan Development Bureau explored options for a grade separated crossing in Douglas’s central business district (CBD). The study concluded that there were no good locations for such a crossing. Outside the CBD, the best option is for a grade-separated crossing is at SR135 (eastern bypass/US 221). This crossing is included in the latest GDOT improvement program as part of the widening of SR 135.

According to the Multimodal Study, two areas are predicted to have congestion problems by 2012: US 441 on the Southside of Douglas and SR 135 (eastern bypass/US 221) around Douglas’s eastside. Several approaches to alleviating congestion on US 441 could be effective. One of the primary drivers of the congestion is the scattered and leapfrog pattern of subdivision development in southern Coffee County. The County should work to encourage residential development closer to the City of Douglas and the City should strive to increase its residential base through annexation and infill. Improving the street connectivity of new developments, as

described previously, will give new Southside residents more options for getting from one place to another rather than using US 441 for every trip.

As a long-range strategy for improving congestion on US 441, an outer perimeter highway could provide additional route options for through-traffic and truck traffic. Conceptual alignment options for an outer perimeter highway are included in **Map 5-3**. In addition to alleviating US 441 congestion the new highway could serve new employment and residential areas and minimize truck traffic on all routes passing through downtown Douglas.

To alleviate future congestion on SR 135 (eastern bypass/US 221), GDOT is planning to widen the road from two to four or five lanes within the next four years. When the road is widened, the CSX railroad crossing will be converted to a grade-separated crossing.

Traffic Calming

Traffic calming measures can be used to address the issue of cut-through traffic experienced on residential streets and can supplement a redesign of the roadway or other streetscape improvements in commercial corridors. Particularly in pedestrian-oriented downtown and residential areas, streets should be designed to reduce driving speeds. Landscaped medians, limited driveway connections, and shared parking can work together to provide an attractive environment for pedestrians. Some of the techniques for calming traffic include:

- Speed tables or humps (bringing the roadway to pedestrian grade).
- Decorative pavements at corridor gateways, special areas, or at intersection cross walks (pave block, cobblestone, imprinted concrete or asphalt) to increase driver awareness of pedestrian activity and to produce the desire to “slow down.”
- Narrowing of lane widths or changing roadway curb lines to slow vehicle passage.
- Landscaping on medians or on outside edges of streets.
- Decorative traffic signs and signal heads.
- Special dedicated lighting of pedestrian ways (to improve visibility for pedestrians and to improve visibility of pedestrians by vehicle operators).
- Improved roadway lighting.
- Traffic circles or roundabouts.
- Traffic signal timing modifications that give more cycle time to pedestrian movements and limit vehicle “progression through the corridor.”
- Restricted “right-on-red” vehicular movements at signalized intersections.
- Restricted left-turn or right-turn movements at some intersections.
- Curb-line modification at intersections (use smaller corner radius to improve pedestrian crossings).



Roadway and Highway Improvements

Projects in the GDOT Short Term Improvement Program (STIP)

The GDOT District 4 office has programmed lists of STIP projects for the next 4 years within Coffee County. The projects are listed in **Figure 5-3**.

Figure 5-3: STIP Projects for Coffee County

Capital Outlay	Description	Estimated Cost	Jurisdiction
Bridge Replacement	SR 64 N of Pearson	\$2.1 million	County
Bridge Replacement	SR 158 on Satilla River	\$1.125 million	County
Bridge Replacement	SR 158 E of Douglas	\$1.87 million	County
Signals	SR 158 @ 7 locations	\$900,000	Douglas/County
Multi-Use Trail	In City of Douglas	\$200,000	Douglas
Intersection Improvement	US 221/SR 135 @ Cross Rd	\$500,000	County
Bike/Ped (sidewalk)	SR 135 @ 17 Mile River Bridge	\$188,000	County
Road Widening	SR 32 @CR 296 to west City limits of Douglas	\$9.3 million	County/Douglas
Road Widening	SR 135 from US 441 to SR 32	\$2.9 million	Douglas
Bridge replacement	SR 135 @ Tiger Creek	\$656,000	County

Coffee County's joint SPLOST (special local options sales tax) was approved by the voters in 2005 and commenced in 2006. The SPLOST funds are dedicated to an array of projects including a new jail, parks and infrastructure improvement, as well as some transportation improvements. **Figure 5-4** describes the transportation-related funding coming from the latest SPLOST by jurisdiction.

Figure 5-4: SPLOST Projects for Coffee County

Capital Outlay	Estimated Cost	Jurisdiction
Airport Improvements	\$200,000	City
Roads, Streets, Bridges, Sidewalks, Striping	\$9,075,000	County
Sidewalks	\$120,500	Douglas
Greenway Trail	\$500,000	Douglas
Transportation Improvements	\$70,000	Ambrose
Transportation Improvements	\$376,000	Broxton
Transportation Improvements	\$250,000	Nicholls

Figure 5-5: Long Range Projects in Coffee County

Capital Outlay	Description	Jurisdiction
Widening	US 441 from Coffee High School to the northern County line (2 to 4 lanes)	County/Broxtown
Widening	SR 32 throughout the County (from 2 to 4 lanes)	County/Douglas
New Roadway	Outer perimeter highway	County/Douglas
Connectivity Improvements	Complete Gordon Street by making the two missing connections	Douglas
New Street	Construct a new street at Indian Creek Elementary between SR 158 and Kellogg Dr	County/Douglas
Shoulder/Safety/Paving	Pave, improve shoulders, and complete Bud Hutchinson Road/Chaney Road between SR 158 and SR 32	County
Shoulder/Safety	Improve shoulders on Sink Hole Road from Perimeter West Industrial Park to Douglas City limits and new jail	County/Douglas
Shoulder/Safety/Paving	Pave and improve shoulders on New Forest Highway from Douglas to Sandy Church Road	County
Widening	SR 158 from Forest Hills subdivision to 206 bypass	County

New Operational Improvement Projects

The 1998 Douglas Coffee County Multimodal Transportation Study identified numerous operational improvements for upgrading existing roadways where existing or future need indicate improvements are warranted. These improvements typically are implemented when capacity-adding improvements are not justified from projected volume increases or concern is evident from potential impacts associated from widening of roadways. Operational improvements generally consist of implementing selected safety and or operations related modifications.

Douglas and Coffee County should continue to work through these projects identified by the 1998 study. Figure 5-6 lists those projects from the 1998 study that have not yet been completed..

Figure 5-6: Remaining Operational Improvements from 1998 Multimodal Study

Roadway	Improvement	Location
SR 135	Emergency Signal	Emergency preemptive signal at Fire Station on Perimeter
SR 32	Emergency Signal	Emergency preemptive signal at new CRMC ambulance entrance
	Bridge Widening	Otter Creek and 17-Mile River, for oversize loads
SR 158	Passing Lanes	Appropriate locations to southeast

Pedestrian Facilities

Douglas has an excellent network of sidewalks and trails. Many of the City's streets have sidewalks and the City has been gradually extending the rail-to-trail multi-use path to Municipal Park and Coffee High School.

Pedestrian improvements include specific identified routes as well as general policies, practices, and minimum standards. Specific projects are listed in **Figures 5-3 and 5-4**. Other identified pedestrian needs may be met, over time, through the adoption of policies, practices, and minimum standards related to the development of land and the construction or improvement of roadways.

The long-range goal for the City of Douglas is to provide safe pedestrian accommodation along both sides of every street in the City. This goal will take decades to accomplish. During this planning period, several priority areas are identified.

Primary Sidewalk Areas

- **Safe Routes to Schools.** All streets within a half-mile of a school should have sidewalks. New residential developments near schools should be designed to encourage and safely accommodate children walking or bicycling to nearby schools.
- **Downtown Douglas and its Surrounding Area.** Most of the streets in Downtown Douglas have sidewalks and, in the heart of the City, the streets are streetscaped. All streets within the CBD should have sidewalks. Additionally, sidewalks should be provided on all streets within a half-mile of the CBD to encourage residents to walk to downtown.
- **The Multi-Use Trail.** The multi-use trail is a rail-to-trail conversion running north-south, ultimately, between South Georgia College and Municipal Park/Coffee High School. The trail ties together SGC, East Central Technical College, numerous residential areas, the CBD, and, when it is completed, Municipal Park and Coffee High School. The City will continue to gradually build the path out to completion over the years ahead. With the construction of the new middle school on SR 206 Connector, a new spur of the multi-use trail is planned to connect to the school.

The path suffers from a lack of local awareness. To combat this, Douglas should explore an annual fun run, or similar event, utilizing the path.



Downtown Douglas Streetscape



Multi-Use Trail near Downtown

- **Safe Routes to Parks.** To encourage use of the City’s parks and improve childhood mobility, the City strives to construct sidewalks on all streets within a quarter-mile of each City park.
- **Popular Demand.** Residents of Douglas should also have a voice in selecting where sidewalks are built. Residents are the end users of the sidewalk network and popular demand is often a good measure of how much use a new sidewalk will receive. At the same time, the City will carefully consider the location of future investments to ensure balance between different areas within the City. The following is a list of streets in Douglas where sidewalks have been requested:
 - McDonald Road from Highway 158 to Juanita Street
 - Shirley Ave. from Ward Street to existing sidewalk
 - Gaskin Ave. North (Schley to Jefferson & Walker to McNeal) Westside
 - Gordon (Perimeter Road to Chester Avenue)
 - Gaskin Ave. (perimeter Road to Wal-Mart to Pinecrest)
 - East bypass road (Gaskin to US 441)
 - West Green Road
 - HWY 158 East from Bell Lake Subdivision to Perimeter
 - Walker Street (441 to Chester Avenue)
 - Lupo Subdivision (Taylor Circle)
 - Golf Club Road

Changes in Development Regulations

To provide adequate and consistent pedestrian facilities, the development regulations should identify minimum design standards for all pedestrian facilities; including sidewalks, paths, crosswalks, detection and signals, signing, and other amenities such as seating, lighting, or trash receptacles. Development regulations should require the provision of pedestrian facilities for specific land use categories as identified on the Future Development Plan.

Community Education

To educate drivers and pedestrians on safe practices, information should be made readily available to County citizens, such as:

- Links to or elements of state law pertaining to walking and pedestrians could be placed on the City’s web site.
- Links to or elements of available safety publications could be placed on the City’s web site.
- Available safety publications could be made available at City offices and distributed through the local school system.
- To coordinate pedestrian projects with planned recreational projects and schools, each city and the county should request that Parks and Recreation and Board of Education personnel review the pedestrian/sidewalk strategies being planned and provide comment.

Transit and Shuttle Service

Douglas is not large enough to consider fixed route transit service, but there is a need for two forms of shuttle service. There is a need for a local shuttle service to serve the poor and the elderly. The transportation service could be an on-demand service, that is, trips are made by calling in advance and scheduling a pick-up. It could likely be satisfied through a relatively

small fleet of vehicles and drivers. There is a particular need to get the elderly and poor to the hospital, retail establishments, and places of employment.

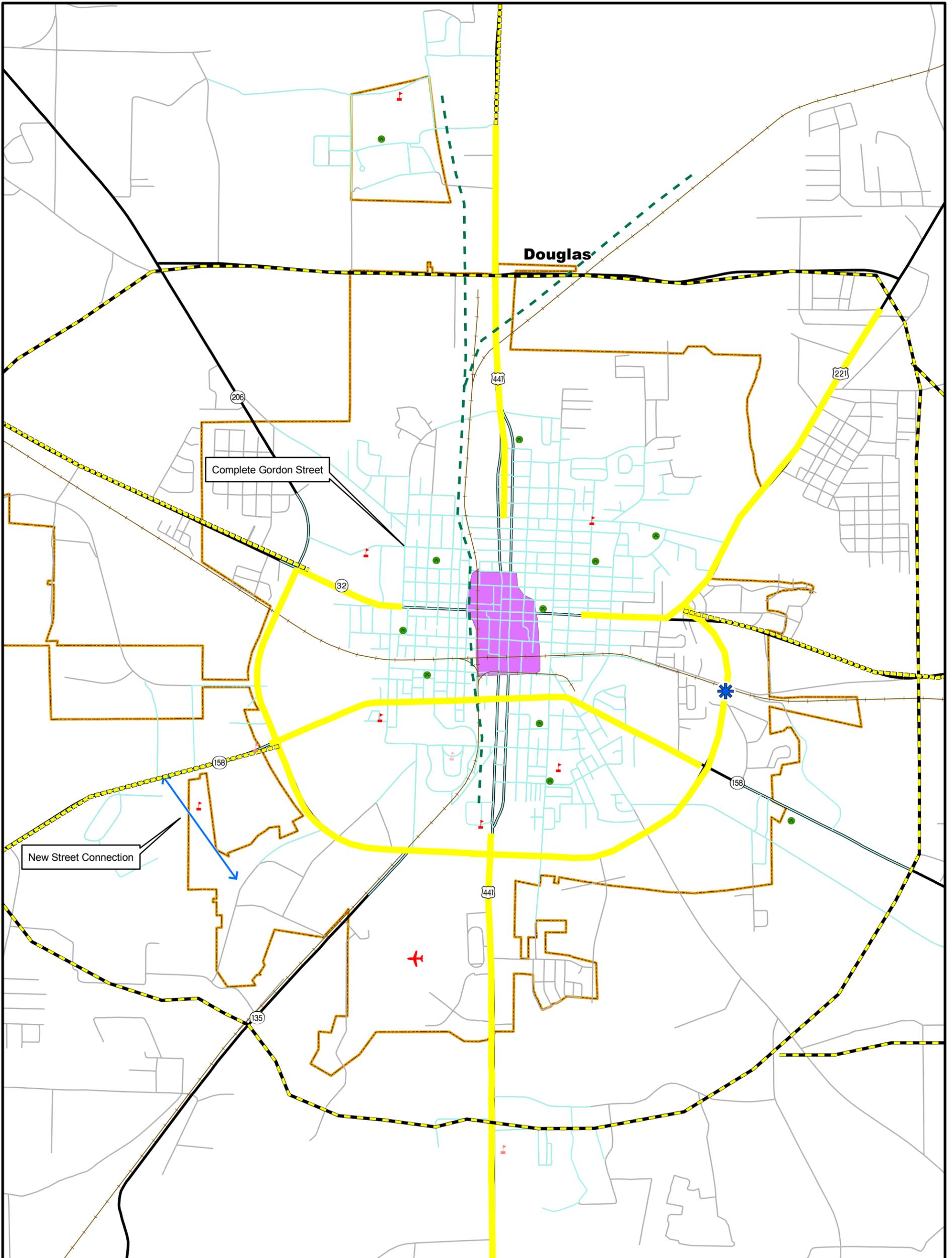
The City currently has a bus service to help transport handicapped persons on an on-demand basis. This program is funded through a special grant coordinated by the Southeast Georgia Regional Development Center. Coffee County also has a private shuttle service for the elderly. This service, however, is managed by a private group and can only accommodate a limited number of people. The City of Douglas should coordinate with the County to determine if a joint City-County shuttle program is feasible to serve elderly and indigent persons.



Example of Shuttle Bus

Reviewing the practices and policies of the existing shuttle services in Douglas and Coffee County may provide valuable insight for a new, more inclusive shuttle service.

The second need is for a shuttle service to the Jacksonville Airport. A shuttle service could operate between Fitzgerald, Douglas, and Waycross and alternately serve Jacksonville, Valdosta, Tallahassee, and other airports, as needed. As a long-range planning item, Douglas could strive to attract air service between the Douglas airport and either Jacksonville or Atlanta. At first this service could be supplied by one of the forthcoming air taxi services; over the long run, the community would like to a regular air shuttle route.



**Coffee County
Comprehensive Plan**

**Transportation
Improvement Plan**



Planned Improvements

- New Grade- Separated Railroad Crossing
- Sidewalk Focus Area
- Multi-Use Path
- Widen to 4 Lanes
- Conceptual Alignment for a Second Perimeter

- Parks
- High School, Public
- Private School
- Public Two-Year College
- Central Business District

- Airport
- Railroad
- State Highway - 4 Lanes
- State Highway - 2 Lanes
- Local Road

- City Boundary
- County Boundary
- Other County Boundary



Figure #

6 Policies

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

These policies are organized around the seven major elements of the plan:

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

6.1 Land Use

- LU-1: Encourage traditional, grid-like development over suburban-sprawl development, emphasizing the role of street connectivity, sidewalks, and improved accessibility.
- LU-2: Promote mixed-use development when appropriate to encourage a less auto-centric environment.
- LU-3: Encourage the redevelopment of unoccupied land over the development of new, previously undeveloped land.
- LU-4: Regularly review and update zoning regulations to reflect changes in community needs.
- LU-5: Work collaboratively with the County to eliminate incompatible land uses at the City's limits.
- LU-6: Ensure that new development will contribute to, not take away from, the City's character and overall sense of character.
- LU-7: Encourage overlay zoning in areas where added design elements will preserve and add to our community's character.
- LU-8: Support appropriate in-fill residential development and non-residential redevelopment that complement surrounding areas.

LU-9: Support new land uses that respect existing environmental qualities and characteristics.

6.2 Transportation

TR-1: Support new road structures that increase accessibility, connectivity, and overall traffic flow throughout the community.

TR-2: Encourage inclusion of pedestrian and cyclist infrastructure in all areas of the City.

TR-3: Consider the addition of traffic-calming devices in residential areas of the City that have high cut through traffic flow.

TR-4: Support efforts to increase accessibility from the community to major interstates and regional roadways.

TR-5: Secure ongoing funding sources for needed transportation improvements and projected infrastructure needs.

TR-6: Encourage roadway design that minimizes congestion, decreasing trip times and positively impacting the environment.

TR-7: Coordinate transportation and land use decisions to maintain and encourage a human-scale environment.

TR-8: Facilitate efforts to continue and improve the City's multi-use trail, connecting the trail to the City's growing sidewalk network.

6.3 Economic Development

ED-1: Promote balanced economic development by improving and adding infrastructure in all areas of the City.

ED-2: Support the economic development efforts of the Douglas Coffee County Chamber of Commerce and Economic Development Authority.

ED-3: Support workforce training programs initiated by South Georgia College and East Central Technical College to prepare our residents for local employment opportunities and careers.

ED-4: Strengthen incentives for recent college graduates to return to the City upon completion of college degree.

ED-4: Take impacts on infrastructure and natural resources into account when making decisions related to economic development projects.

- ED-5: Attract quality jobs to the area that will add to our community's employment opportunities and overall quality of life while also helping address the brain drain of recent college graduates.
- ED-6: Carefully consider the benefits as well as costs in making decisions on all economic development projects
- ED-7: Support maximization of existing resources by actively recruiting businesses to fill our vacant industrial spaces.
- ED-8: Encourage new development and amenities that will attract a higher retiree population our city.

6.4 Housing

- H-1: Promote the continuation of the City's housing rehabilitation program to preserve existing housing stock and avoid the deterioration of existing housing units.
- H-2: Ensure that all residents have access to safe and affordable housing through the enforcement of building codes and regulations.
- H-3: Eliminate substandard and dilapidated housing in the community.
- H-4: Coordinate new housing development with the Coffee County School Board to ensure that housing and school resources are balanced.
- H-5: Address the quality and modernization needs of the City's public housing units to ensure that vacancy rates remain at a normal level and quality affordable housing is available.
- H-6: Encourage housing programs that will increase self-sufficiency and home-ownership opportunities for a greater percentage for city residents increasing.

6.5 Natural and Cultural Resources

- NCR-1: Promote the preservation of historic homes and properties, protecting the heritage of our community.
- NCR-2: Encourage efforts to document our community's past through heritage education initiatives and other related efforts.
- NCR-3: Consider potential impacts on air and water quality when making decisions related to new development and transportation improvements.
- NCR-4: Enforce and improve, as appropriate, our stormwater drainage ordinance and recharge district regulations to preserve our drinking water.
- NCR-5: Promote recycling initiatives in our community.
- NCR-6: Promote the protection and maintenance of trees and green open space in all new development.
- NCR-7: Promote the redevelopment of previously developed lands over undeveloped land to preserve our remaining greenspace.

6.7 Community Services and Facilities

- CFS-1: Regularly monitor fire and police service provision to ensure that all community members have equal access to services.
- CSF-2: Maximize use of existing community facilities through innovative uses during off-peak hours.
- CSF-3: Ensure equal access to community services and facilities by providing multi-lingual services when possible and appropriate.
- CSF-4: Encourage the development of new services and facilities appropriate for an aging population.
- CSF-5: Encourage a greater variety of programs for youth, in order to discourage negative extracurricular programs such as gang participation and drug use.
- CSF-6: Maintain a high level of recreation opportunities for the community through ongoing evaluation of existing recreation amenities and growth opportunities.
- CSF-7: Ensure that capital improvements needed to accommodate future development are provided concurrent with new development.

CSF-8: Ensure that new development does not cause a decline in existing levels of service for our community's residents and employers.

CSF-9: Preserve existing community facilities through regular maintenance and repair.

6.8 Intergovernmental Coordination

IC-1: Participate in local and regional transportation discussions to ensure that new roadways and transportation infrastructure changes are in the best interests of our city.

IC-2: Maintain open communication channels with Coffee County and other local municipalities, increasing intergovernmental collaboration and partnerships.

IC-3: Jointly seek regionally strategies to address issues arising related to air and water quality, affecting the quality of life of our residents.

IC-4: Coordinate with the County and other municipalities to ensure that recreational services and facilities are meeting the needs of all residents.

IC-5: Consult with other public entities when making decisions that are likely to impact them.

IC-6: Provide input to other public entities when they are making decisions that are likely to have an impact on the community or plans for future development.

IC-7: Continue efforts to create a mutual-aid agreement for fire and police services with Coffee County.

7 Implementation Program

7.1 Introduction

The Implementation Strategies Program addresses City of Douglas issues and opportunities raised in Section 3.2. Action items are identified, along with responsible parties and a projected timeframe for implementation. This timeframe is expressed either as Ongoing, Short-Range (1 to 5 years), or Long-Range (5+ years). The implementation strategies are categorized by major elements of the Comprehensive plan and then addressed by the specific issue or opportunity.

To best maximize area resources, implementation strategies include a mixture of approaches, including public private partnerships. Below is a list of responsible parties and partners in this plan. Implementation strategies follow.

Parties or Partners	Acronym or Abbreviation
City of Ambrose	Ambrose
City of Broxton	Broxton
City of Douglas	Douglas
City of Douglas Fire Department	DFD
City of Douglas Police Department	DPD
City of Douglas Preservation Commission	CDPC
City of Nicholls	Nicholls
Coffee County	Coffee County
Coffee Correctional Institute	CCI
Coffee County Building Code Department	CCBCD
Coffee County Building Department	CCBD
Coffee County Fire Department	CCFD
Coffee County School Board	CCSB
Coffee County Sherriff's Office	CCSO
Coffee Regional Medical Center	CRMC
CSX Corporation	CSX
Douglas Area Welcome Center	DAWC
Douglas-Coffee Chamber of Commerce	DCCC
Douglas-Coffee Economic Development Authority	DCEDA
Douglas-Coffee Parks and Recreation Department	DCPRD
Douglas Community Development Department	DCDD
Douglas Housing Authority	DHA
Douglas Downtown Development Authority	DDDA
Douglas Facilities Department	DFD

Parties or Partners	Acronym or Abbreviation
Douglas Fire Department	DFD
Douglas Historic Preservation Commission	DHPC
Douglas Human Resource Department	DHRD
Douglas Marketing Department	DMD
Douglas Municipal Airport	DMA
Douglas Police Department	DPD
Douglas Public Works Department	DPWD
Douglas Water & Wastewater	DWW
East Central Technical College	ECTC
Georgia Department of Adult and Technical Education	GDATE
Georgia Department of Community Affairs	GDCA
Georgia Department of Economic Development	GDEcD
Georgia Department of Natural Resources	GDNR
Georgia Department of Labor	GDOL
Georgia Department of Transportation	GDOT
Georgia Environmental Protection Division	GEPD
Georgia Historic Preservation Commission	GHPC
Georgia Power Economic Development	GPED
General Coffee State Park	GCSP
Main Street Program, City of Douglas	Main Street
National Trust for Historic Preservation	NTHP
Southeast Georgia Regional Development Center	SEGa RDC
Southeast Georgia Area Agency on Aging	SEGa AAA
South Georgia College	SGC
US Department of Housing and Urban Development	USHUD

7.2 Land Use Strategies

How do we avoid suburban sprawl development?

Description/Action	Responsible Party	Partners	Timeframe
Provide incentives for the redevelopment of sites over the development of new sites.	Douglas	DCDD	Ongoing
Secure the City's recognition as a Main Street City, ensuring the community's access to technical assistance and grants for downtown redevelopment	Main Street	DCDD	Short-Range
Identify areas for greenspace conservation within the city.	Douglas	DCDD GEPD	Ongoing
Develop incentives for shared parking lots in areas where appropriate, eliminating unnecessary parking lots.	Douglas	DCDD DDDA	Short-Range
Promote the conversion of high vacancy commercial areas to mixed-use environments.	Douglas	DCCC GDCA	Ongoing
Adopt a street connectivity ordinance and adopt policies to prioritize grid street design.	Douglas	DCDD	Short-Range

How do we better enforce codes in our community?

Description/Action	Responsible Party	Partners	Timeframe
Hire new staff to help distribute the code enforcement workload.	DHRD	DCDD	Short-Range
Promote a County-wide code enforcement program.	Coffee County Douglas Ambrose Broxton Nicholls	SEGa RDC	Short-Range
Update and create new codes as changes in the local landscape occur.	Douglas	DCDD	Ongoing

How can we encourage more mixed-use downtown?

Description/Action	Responsible Party	Partners	Timeframe
Secure the City’s recognition as a Main Street City, ensuring the community’s access to technical assistance and grants for downtown redevelopment	Douglas	Main Street	Short-Range
Create a housing partnership with South Georgia College and East Central Technical College with the goal of housing students downtown	DCDD	SGC ECTC DDDA	Long-Range
Continue maintenance of Downtown sidewalks to ease mobility of lunchtime traffic.	DPWD	GDOT	Ongoing
Recruit doctors’ offices to downtown buildings.	Douglas	DCCC Main Street	Ongoing

How do we encourage the redevelopment of Vacant Sites?

Description/Action	Responsible Party	Partners	Timeframe
Develop an infill development program for new residential and non-residential developments, incorporating design elements and development incentives.	DCDD	Main Street DDDA	Short-Range
Adjust zoning ordinance to reflect desired changes identified through the future development map and identification of character areas.	DCDD		Ongoing

How do we identify and implement appropriate overlay districts?

Description/Action	Responsible Party	Partners	Timeframe
Utilize the Future Development Map to identify character areas where overlay districts would be appropriate and beneficial to the community.	DCDD	GDCA	Short-Range
Construct and adopt overlay district ordinances using the Georgia Quality Growth Partnership Toolkit to identify appropriate areas for application.	Douglas	DCDD GDCA SEGa RDC	Short-Range

7.3 Transportation Strategies

How do we address school-related traffic congestion?

Description/Action	Responsible Party	Partners	Timeframe
Improve signage near schools, highlighting hours of heavy congestion.	DPWD	CCSB GDOT	Short-Range
Work with transportation partners to identify alternate transportation routes for non-school related traffic.	DPWD	GDOT Coffee County	Ongoing
Increase presence of traffic calming police officers at schools during opening and closing hours of schools when appropriate.	CCSB	DPD CSO	Ongoing
Coordinate future housing and school development to increase proximity, easing alternate transportation to school and limiting trip times.	Douglas CCSB	DCDD	Ongoing
Adopt bicycle facility specifications.	Douglas	GDCA GDOT	Short-Range
Complete gaps in sidewalk network between schools and residential areas.	DPWD	GDOT	Ongoing

How to increase accessibility to our regional airport?

Description/Action	Responsible Party	Partners	Timeframe
Attract day-jet service to the area, providing new opportunities for business leaders to make short trips to area.	DMA	DCCC GDEcD Coffee County	Long-Range
Develop a shuttle service from Douglas to Jacksonville.	Douglas	DMA DCCC GDOT Coffee County	Long-Range

How do we improve street lighting?

Description/Action	Responsible Party	Partners	Timeframe
Monitor and repair existing street lighting in the community.	DPWD		Ongoing
Include street lighting on all new city roads.	Douglas	DPWD GDOT	Ongoing

How do we increase walkability in our community?

Description/Action	Responsible Party	Partners	Timeframe
Extend multi-use trail to appropriate areas in the City.	Douglas	SGC ECTC CCSB	Ongoing
Work with Coffee County School Board to locate new schools near existing and planned housing developments.	DCDD	CCSB	Ongoing
Add sidewalks to existing roads as desired by the community.	DPWD		Short-Range

How do we improve railroad crossing safety?

Description/Action	Responsible Party	Partners	Timeframe
Improve signage at crossings as an intermediary solution to resolving safety concerns.	DPWD	CSX	Short-Range
Complete an analysis of railroad grade crossing study to identify ways to improve safety and operations.	Douglas	GDOT Coffee County	Short-Range

How do we encourage the widening of major County thoroughfares?

Description/Action	Responsible Party	Partners	Timeframe
Work with the Georgia Department of Transportation and County partners to widen Hwy 441 from Hwy 10 to Hwy 16.	Douglas	GDOT	Long-Range
Work with the Georgia Department of Transportation and County partners to widen Hwy 32, from I-75 to I-95.	Douglas	GDOT Coffee County	Long-Range
Work with the Georgia Department of Transportation and County partners to widen Hwy 158 to Hwy 82.	Douglas	GDOT Coffee County	Long-Range
Develop access management plans for US 441, Perimeter, SR 32, and SR 158.	Douglas	GDOT Coffee County	Short-Range

How do we create a long range transportation plan?

Description/Action	Responsible Party	Partners	Timeframe
Work with the transportation partners to identify and prioritize major transportation issues in the City through the development of a long range plan	Douglas	Partners GDOT Coffee County Broxton Nicholls Ambrose SEGa RDC	Short-Range
Maintain inventory of transportation needs and issues to assist efforts to develop a long range plan.	Douglas	GDOT Coffee County Broxton Nicholls Ambrose SEGa RDC	Ongoing

How do we ensure that on-going transportation infrastructure maintenance occurs?

Description/Action	Responsible Party	Partners	Timeframe
Update SPLOST allocations to ensure that an adequate share set aside for the City of Douglas.	Coffee County DCDD	Ambrose Broxton Nicholls	Short-Range
Install emergency preemptive signal on SR 135 at Fire Station on Perimeter.	Douglas	GDOT	Long-Range
Install emergency preemptive signal at new CRMC ambulance entrance.	Douglas	GDOT	Long-Range
Add passing lanes to appropriate locations on the southeast segment of SR 158.	Douglas	GDOT	Long Range

How do we encourage the development of a perimeter roadway around Douglas?

Description/Action	Responsible Party	Partners	Timeframe
Study feasibility of outer perimeter to reduce US 441 congestion.	Douglas Coffee County	GDOT	Long-Range
Work with state policy-makers to establish additional funding for a perimeter highway.	Douglas Coffee County	Ambrose Nicholls Broxton SEGa RDC	Long-Range
Incorporate a perimeter highway strategy in the development of a long-range transportation plan.	Douglas Coffee County	Ambrose Nicholls Broxton SEGa RDC	Short-Range

How do we increase cyclist mobility?

Description/Action	Responsible Party	Partners	Timeframe
Further develop the City’s bike lanes.	DPWD	DCPF	Ongoing
Add bicycle racks in areas of the City that draw a high quantity of cyclists.	DPWD		Ongoing
Develop a Cycling Board to provide input to the City for cyclist infrastructure needs in the community.	Douglas	SEGa RDC	Short-Range
Adopt bicycle facility specifications.	Douglas	GDCA GDOT	Short-Range

7.4 Economic Development Strategies

How do we grow our economy with limited developable land?

Description/Action	Responsible Party	Partners	Timeframe
Encourage the redevelopment of unutilized land.	DCDD	DCCC DCEDA	Ongoing
Use the Future Development Map to alter current zoning to accommodate mixed-use when appropriate.	DCDD		Ongoing
Explore option of developing a convention center in Coffee County/Douglas.	Coffee County Douglas	DCCC	Long-Range

How do we address the divergence of wages in our community?

Description/Action	Responsible Party	Partners	Timeframe
Attract a greater diversity of jobs to our City.	Douglas	DCCC GDEcD DCEDA	Ongoing
Encourage training opportunities at South Georgia College and East Central Technical College.	SGC ECTC	DCCC DCEDA Douglas GDATE	Ongoing
Develop a mentoring program to discourage high-school drop-outs.	Douglas CCSB	DCCC GDOL GDEcD SGC ECTC	Short-Range

How do we address the limited size of our labor force?

Description/Action	Responsible Party	Partners	Timeframe
Create an arts center to create greater entertainment options for potential residents.	Coffee County Douglas	GDEcD	Long-Range
Promote the development of diverse housing options to ensure that appropriate housing is available for all potential residents.	DCDD	DHA SGC	Ongoing
Develop programs to reduce brain drain and bring local residents back to the community after college.	Douglas	DCCC GDEcD	Short-Range

How do we encourage more even growth in our community?

Description/Action	Responsible Party	Partners	Timeframe
Prioritize infrastructure needs in less developed areas of the City.	DPWD	DCCC DCEDA	Short-Range
Identify areas that have uneven growth by regularly updating the zoning and land use maps.	DCDD		Ongoing
Develop and implement a strategy for bringing growth to the north side of Douglas.	Douglas	DCCC DCEDA	Ongoing

How do we maximize local training and educational resources?

Description/Action	Responsible Party	Partners	Timeframe
Create a partnership program between area colleges and local businesses.	DCCC	SGC ECTC Douglas	Ongoing
Include economic development staff from area educational institutes in the City’s formation of economic development strategies.	DCDD	SGC ECTC DCCC	Ongoing
Collaborate with area educational institutes to ensure that their capitol and development needs are being met. Consider joint funding options.	DCDD	SGC ECTC	Short-Range
Utilize the City’s Marketing Department to communicate area training options to members of the community.	DMD	SGC ECTC DCCC	Ongoing

How do we best utilize the Georgia QuickStart Program?

Description/Action	Responsible Party	Partners	Timeframe
Collaborate with ECTC to provide easily accessible and informative materials regarding the area’s QuickStart program	DMD ECTC	GDATE	Ongoing
Create an analysis of QuickStart program usage by companies in the City.	DCEDA	DCCC DCDD	Short-Range

How do we increase presence of medical specialists in our City?

Description/Action	Responsible Party	Partners	Timeframe
Survey residents to identify an inventory of needed medical specialists in the community.	DCCC	DCDD CRMC	Short-Range
Develop an incentive program to attract specialists to our area.	CRMC	Douglas	Short-Range
Partner with the City’s Main Street Program to identify ways the downtown historic district can help accommodate new doctors.	Main Street DDDA	CRMC DCDD	Short-Range
Recruit medical students and existing practitioners by increasing City of Douglas/Hospital marketing and recruiting at nearby medical programs.	DMD	CRMC GDEcD	Ongoing

How do we secure our regional retail and health care dominance?

Description/Action	Responsible Party	Partners	Timeframe
Maintain the city’s attractive image by maintaining code enforcement and meeting infrastructure needs.	DPWD DCDD		Ongoing
Create a system for local retail businesses to communicate issues and concerns to the City, and develop a system for addressing those comments.	Douglas	DCCC	Short-Range
Monitor the local economy to track retail growth areas.	DCDD	DCCC DCEDA	Ongoing

How do we continue to support the Coffee County Douglas Chamber of Commerce?

Description/Action	Responsible Party	Partners	Timeframe
Include the Chamber of Commerce in quarterly intergovernmental meetings.	City of Douglas Coffee County CCSB	SEGa RDC	Ongoing
Provide public space for meetings when requested by Chamber of Commerce activities.	DFD		Ongoing
Channel economic inquires at City Hall to the Chamber of Commerce.	DMD	DCCC	Ongoing

How do we seek full utilization of industrial parks?

Description/Action	Responsible Party	Partners	Timeframe
Maintain an inventory of available industrial space and the specific attributes that make them attractive properties.	DCEDA	Douglas DCCC GPED	Ongoing
Develop an open communication channel with companies occupying industrial space to identify expansion needs/opportunities.	Douglas DCEDA	GPED	Ongoing

How do we maximize the benefits of the Douglas Main Street Program?

Description/Action	Responsible Party	Partners	Timeframe
Update the Downtown Development Plan to identify specific issues and opportunities facing this area of the City.	DCDD	Main Street DDDA	Short-Range
Inform prospective businesses of the added resources and funding benefits of occupying space downtown.	Main Street	DCDD DCCC	Ongoing
Meet regularly with other Main Street Program cities to share best practices.	Main Street	NTHP	Ongoing
Apply for grants and revolving loans for repairing and fixing up buildings.	DCDD	SEGa RDC Main Street DDDA	Short-Range
Revitalize Cherry Street area by utilizing the Main Street Program benefits.	Main Street DCDD	DDDA	Ongoing

How do we attract seniors to the City?

Description/Action	Responsible Party	Partners	Timeframe
Develop additional senior activities through the Parks and Recreation Department.	DPRD		Short-Range
Attract a greater quantity of senior-appropriate housing to the City.	DCDD	DHA DCCC SEGa AAA	Long-Range
Create a shuttle service to ease the mobility of seniors and indigent persons through town.	Douglas	GDOT SEGa RDC	Short-Range
Increase the variety of restaurants in the community.	DCDD	DCCC	Ongoing
Conduct a marketability analysis for the addition of an entertainment complex in the County.	Douglas	DCCC GDEcD Coffee County	Long-Range

How do we attract high-end restaurants and shopping?

Description/Action	Responsible Party	Partners	Timeframe
Complete a market demand analysis for higher-end services, considering existing establishments and socioeconomic data.	DCCC	DCDD	Short-Range
Participate in national retailer events to promote the City of Douglas and appropriate retail and restaurant space.	DMD	DCCC	Ongoing
Study the feasibility of a small mall in the City.	DCDD	DCCC GDEcD SGRDC	Short-Range

How do we improve the gateways entering our City?

Description/Action	Responsible Party	Partners	Timeframe
Inventory existing signage in the City, completing a needs assessment for new signs.	DPWD		Short-Range
Create a way-finding plan for the City to direct visitors to major sites and attractions.	DPWD DMD	DAWC GDOT GDEcD	Long-Range
Add traffic calming devices to main entranceways, incorporating landscaping to create appealing entrances.	DPWD	GDOT Coffee County	Short-Range

How we develop the Douglas Municipal Airport to better serve our community?

Description/Action	Responsible Party	Partners	Timeframe
Track developments in day-jet services and make proper arrangements to ensure the airport can continue to accommodate needed services.	DMA	Douglas SEGa RDC	Ongoing
Develop flight instruction and training opportunities as an economic development tool.	DMA	DCDD	Short-Range
Discourage new development around airport to allow for growth in the future.	DCDD		Ongoing
Complete an analysis of necessary elements to attract a commercial airline provider to the DMA.	DCCC DMA	GDOT SEGa RDC	Short-Range

7.5 Housing Strategies

How do we encourage the rehabilitation of existing housing?

Description/Action	Responsible Party	Partners	Timeframe
Complete applications to renew existing housing rehabilitation programs.	DCDD	GDCA SEGa RDC	Short-Range
Develop a training course for property maintenance and rehabilitation.	DCDD	GDCA USHUD DHA	Short-Range
Coordinate rehabilitation programs with other area cities to create a mutually beneficial housing market.	DCDD	SEGa RDC Ambrose Broxton Nicholls Coffee County	Long-Range

How do we address high housing vacancy rates?

Description/Action	Responsible Party	Partners	Timeframe
Complete a comprehensive analysis of existing housing properties to identify areas where the market is saturated.	DCDD	Coffee County DCCC	Short-Range

Description/Action	Responsible Party	Partners	Timeframe
Regulate the number of housing development permits that are administered based upon population projections outlined in the Comprehensive Plan and adjusted due to changes in local factors.	DCDD		Ongoing

How do we attract a gated retirement community and provide retiree housing?

Description/Action	Responsible Party	Partners	Timeframe
Identify quality developers working in the senior-housing market and attract them to the City.	DCCC	DCDD	Ongoing
Complete a housing needs assessment for the aging population, considering existing facilities and expected growth.	DCDD DHA	US HUD	Short-Range
Adopt best practices standards for elderly housing developments, reflecting special resource needs for this population.	Coffee County	GDCA USHUD	Short-Range

How do we promote the development of more housing downtown?

Description/Action	Responsible Party	Partners	Timeframe
Promote Main Street program development incentives to area housing developers.	Main Street	DCDD DDA	Ongoing

7.6 Natural and Cultural Resources

How do we successfully adopt historic preservation guidelines?

Description/Action	Responsible Party	Partners	Timeframe
Complete a revision of guidelines based upon the Historic Preservation Commission’s recommendations.	Douglas	GHPD NTHP	Short-Range
Establish design review process and procedures.	Douglas	DDDA GHPD Main Street	Short-Range

How do we extend recreational paths?

Description/Action	Responsible Party	Partners	Timeframe
Complete the next phase of the city’s multi-use trail system.	Douglas DCPRD		Short-Range
Continue the multi-use trail to Coffee County High School.	Douglas DCPRD	CCSB	Long-Range
Connect the City’s multi-use trail to the City’s sidewalk network where feasible.	DPWD	GDOT DCPRD	Ongoing

How do we develop the WWII historic site?

Description/Action	Responsible Party	Partners	Timeframe
Apply for appropriate preservation grants that can help rehabilitate the site into a suitable use.	DCDD	GHPD DHPC	Long-Range
Complete an analysis of appropriate uses for the site.	DHPC	DCDD	Short-Range

How do we improve our existing tree ordinance?

Description/Action	Responsible Party	Partners	Timeframe
Complete an overview of existing shortages in tree preservation through input from City officials and community members.	DPWD	GDNR	Short-Range
Update ordinance to include identified, underserved needs.	Douglas	GDNR	Short-Range

How do we ensure the preservation of historic homes?

Description/Action	Responsible Party	Partners	Timeframe
Inform relevant property owners of tax incentives available for the rehabilitation of historic homes.	DCDD	DHPC GDCA	Short-Range
Support the efforts of the Coffee County Historical Society.	Douglas		Ongoing

7.7 Community Services and Facilities

How do we prepare for growth with limited sewer and water capacity?

Description/Action	Responsible Party	Partners	Timeframe
Develop a catalog of preferred development areas based upon the Future Development Map and defined character areas.	DCDD	Coffee County SEGa RDC	Short-Range
Complete an updated annexation plan to prepare for potential annexation opportunities.	Douglas	DCDD	Short-Range
Implement water conservation measures during peak usage times.	DWWD		Ongoing

How do we improve our limited stormwater infrastructure?

Description/Action	Responsible Party	Partners	Timeframe
Update stormwater management ordinance to make sure it adequately addresses stormwater issues.	Douglas	DWWD GDNR	Short-Range
Improve stormwater drainage system where needed.	DWWD		Ongoing

How do we address our aging infrastructure?

Description/Action	Responsible Party	Partners	Timeframe
Adopt a fix-it-first policy that places repairing existing infrastructure in front of developing new infrastructure.	Douglas	Coffee County	Short-Range
Complete a needs assessment to address issues within existing water and sewer systems.	DWWD	Coffee County	Short-Range

How do we improve the availability of youth activities in our community?

Description/Action	Responsible Party	Partners	Timeframe
Work with the Coffee County School Board to develop after-school programs.	DCPRD CCSB		Short-Range
Complete an inventory of programs and services available through the Parks and Recreation Department, identifying program shortages and growth areas.	DCPRD	Ambrose Broxton Nicholls	Short-Range
Develop youth activities in association with the development of an arts center.	Douglas		Long-Range
Add pool to City of Douglas downtown recreational resources.	Douglas	DCPRD	Short-Range

How do we better market community services?

Description/Action	Responsible Party	Partners	Timeframe
Better publicize community services and programs.	DMD	Coffee County	Ongoing
Hire a part-time employee to translate outreach documents to Spanish.	Short-Range		Short-Range
Partner with the Coffee County School Board to disseminate important information for families through the classroom.	DMD	CCSB	Short-Range

How do we develop an arts center?

Description/Action	Responsible Party	Partners	Timeframe
Conduct an analysis of services and programs lacking in the community.	Douglas	Coffee County	Short-Range
Establish a clear funding source for the creation of an arts center	Douglas	GDEcD Coffee County	Short-Range
Work with the Douglas-Coffee Parks and Recreation Department to identify existing programs that can serve as a kick-start for an arts center.	Douglas	DCPRD Coffee County	Short-Range

How do we complete steps to locate a pool in our downtown government center?

Description/Action	Responsible Party	Partners	Timeframe
Implement new pool development plans.	DCPRD	DCDD	Short-Range
Hire new recreation staff to meet the increase in service needs, facilities, and associated community requests.	DHRD	DCPRD	Short-Range

CSF-8: How do we ensure the continuation of high-quality public safety?

Description/Action	Responsible Party	Partners	Timeframe
Expand existing police quarters or build a new facility to meet increased needs.	DPD	CCSD	Short-Range
Place new on-board computers in police cars.	DPD		Short Range
Hire a bilingual police officer.	DPD		Short-Range
Provide support to the Sheriff Department’s DARE program as appropriate.	DPD		Ongoing
Add a fire station to the west side of Douglas.	DFD		Long-Range

7.8 Intergovernmental Coordination

How do we improve collaboration with the County’s fire service?

Description/Action	Responsible Party	Partners	Timeframe
Adopt a mutual aid agreement to provide the highest level of protection of community residents.	DFD CCFD		Short-Range
Develop a program to improve interaction between employees of the City Fire Department and employees of the County Fire Department.	DFD CCFD	SEGa RDC	Short-Range

How do we address annexation?

Description/Action	Responsible Party	Partners	Timeframe
Identify and discuss potential land use disputes that may arise due to annexation with Coffee County.	DDCD	Coffee County	Short-Range
Hold public input sessions to inform the public regarding annexation possibilities and receive feedback.	DDCD	Coffee County	Short-Range
Complete a feasibility analysis of the development of a service delivery area for water and sewer service for customers in the unincorporated County. Services could be provided by the City of Douglas.	Douglas	DWWD SEGa RDC Coffee County	Short-Range

How do we improve coordination between Development and Education and include the School Board at Quarterly Meetings?

Description/Action	Responsible Party	Partners	Timeframe
Include the Coffee County School Board in all major decisions regarding new housing and other development decisions that will impact school enrollment.	Douglas	CCSB DHA	Ongoing
Provide input to decisions regarding where to put new schools.	Douglas	CCSB	Ongoing
Coordinate quarterly multi-jurisdictional meetings with the School Board, completing a full circuit of communication.	Douglas Coffee County CCSB		Ongoing

How do we continue to improve our recreation services?

Description/Action	Responsible Party	Partners	Timeframe
Survey residents to identify programs missing from current inventory.	DCPRD	Coffee County Broxton Ambrose Nicholls	Short-Range
Complete an accessibility study in the unincorporated County and small cities to determine if new park facilities are needed in these areas.	DCPRD	Coffee County Broxton Ambrose Nicholls	Short-Range
Study the feasibility and cost-effectiveness of a joint service agreement with the Cities of Ambrose, Nicholls, and Broxton for park maintenance.	DCPRD	Ambrose Broxton Nicholls	Short-Range

How do we encourage County-wide zoning?

Description/Action	Responsible Party	Partners	Timeframe
Develop a best practices tool-kit to showcase the overall benefits and costs associated with the City's zoning.	DCDD	GDCA Coffee County	Short-Range
Identify incompatible land uses between County and City lines.	DCDD	Coffee County	Short-Range
Participate in County discussions regarding a County-wide zoning ordinance.	DCDD	Ambrose Broxton Coffee County Nicholls	Ongoing

8 Short Term Work Program

Following is a list of short-term tasks and projects identified in this plan as needed to achieve community goals and objectives. Note that on-going tasks or policies are listed in Chapter 6 - Policies and Chapter 7 - Implementation Strategies. Note: Cost estimates are for planning purposes only. Actual costs may vary widely, particularly over time.

CITY OF DOUGLAS: 2008 - 2013: SHORT-TERM WORK PROGRAM

Housing				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Credit Counseling Program	2208-2013	TBD	City/County	City/County
Modernization of existing public housing	2008-2013	\$ 1,250,000	Douglas Housing Authority	US HUD
Continue housing rehabilitation and provide down payment assistance to L/M income families.	2008-2013	\$ 500,000	Community Development	CHIP/CDBG
Community Services and Facilities				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Become a Certified Literate Community		N/A	Human Resource Director/ ECTC	N/A
Provide Spanish translation services for city services such as courts and police to adequately and effectively communicate with the growing Hispanic population.	2008-2013	TBD	City	State and federal funds, grants and general funds
Long-term Drug Treatment Facility	2008-2013	TBD	Coffee County and Cities of Ambrose, Broxton, Douglas and Nicholls, and Coffee Regional Medical Center	State and federal funds and grants, general funds, private entities
Police Dept. - Increase drug prevention -DARE program	2008-2013	No Additional Costs	Douglas Police Dept., Board of Education	State and federal funds and grants
Police Dept. - Purchase on-board computers for police cars	2011-2010	\$5,000 per car	Douglas Police Dept.	Drug Funds /SPLOST
Fire Dept. - Purchase a pumper truck	FY'09	\$ 350,000	Douglas Fire Dept.	City Funds
Fire Dept - Purchase "Jaws of Life" equipment f	FY'09	\$ 20,000	Douglas Fire Dept.	City Funds
Water/Wastewater - Water Main Rehab (5 miles)	2009 - 2013	\$ 1,750,000	Douglas Water and Wastewater Department	SPLOST

CITY OF DOUGLAS: 2008 - 2013: SHORT-TERM WORK PROGRAM

Community Services and Facilities				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Water/Wastewater - Sewer Main Rehab (5 miles)	2009 - 2013	\$ 2,750,000	Douglas Water and Wastewater Department	SPLOST
Water/Wastewater - Sewer Lift Station Rehab	2009 - 2013	\$ 225,000	Douglas Water and Wastewater Department	SPLOST
Water/Wastewater - Sewer Treatment Plant Upgrades	2009 - 2013	\$ 900,000	Douglas Water and Wastewater Department	SPLOST
Water/Wastewater - Complete Phase II of Master Plan	2008-2009	\$ 200,000	Douglas Water and Wastewater Department	General Funds
Water/Wastewater - Broxton lift station improvements	2008-2009	\$ 163,000	Douglas Water and Wastewater Department	Enterprise Funds
Water/Wastewater - Complete inflow/infiltration study to determine locations of water leakage into wastewater system.	2009	\$ 25,000	Douglas Water and Wastewater Department	SPLOST
Water-Wastewater - Replace old lines before resurfacing roads and other wastewater improvements.	2008 - 2013	TBD	Douglas Water and Wastewater Department	SPLOST
Water/Wastewater - Discuss option of increasing waste water capacity with EPD.	2009	N/A	Douglas Water and Wastewater Department	N/A
Water/Wastewater - Extend water & wastewater lines into all areas of city.	2008 - 2013	TBD	Douglas Water and Wastewater Department	General Funds
Water/Wastewater - Conduct feasibility study of new well & tank on southwest side of city.	2011	\$ 10,000	Douglas Water and Wastewater Department	General Funds
Recreation - Continue Implementation of Parks Master Plan	2008-2013	\$ 1,000,000	City	State and federal funds, grants, general funds and SPLOST
Recreation - Eastside Park Picnic Shelter, Water Cooler & Restrooms	2010	\$ 178,000	City	City
Recreation - North Madison Parking & Playground Equip at Alunza	2009	\$60,000 playground \$970 per space for parking	City	City
Recreation - Unity Park - Lighting	2009	\$3,500 per light (ornamental post tops)	City	City

CITY OF DOUGLAS: 2008 - 2013: SHORT-TERM WORK PROGRAM

Community Services and Facilities				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Recreation - Wheeler Park Upgrade ADA Bathroom	2009	\$ 10,000	City	City
Recreation - Joint City/County/BOE Athletic Complex	2008	\$ 1,200,000	City, County and Board of Education	City, County and Board of Education
Recreation - Replace basketball goals	2008-2013	\$1,000 each	Douglas Coffee Parks and Recreation Department	General Funds
Recreation - Construct indoor swimming pool	2013	\$ 2,000,000	City/Coffee Regional Medical Center	City/Coffee Regional Medical Center
Recreation - Improve parking lots at recreation facilities	2008-2013	\$500 per space	Douglas Coffee Parks and Recreation Department	General Funds
Natural Gas - Extend lines to serve all incorporated areas of city	2008-2013	\$60,000 per mile	City Natural Gas Dept.	Enterprise Funds
Natural Gas -Regulator Station Upgrade & Extend Mains	2008-2013	\$ 120,000	City Natural Gas Dept.	Enterprise Funds
Natural Gas -Construct Lateral Line to connect new supply line being built between Mobile, Ala., and Savannah, Ga.	2008-2013	\$ 3,100,000	City Natural Gas Dept.	Duke Energy & Gas Department
Natural Gas -Extend lines to serve unincorporated areas	2008-2013	\$60,000 per mile		
Cemetery - Complete indigent section	2009	\$ 5,000	City	Donations
Cemetery - New paving and resurfacing	2012-2013	TBD	City	Timber Sales & General Funds
Cemetery - Develop a visitor information center at the Cemetery (kiosk)	2008-2010	\$ 10,000	City	Timber Sales & General Funds
Public Works Maintenance Facility	2008-2012	\$ 1,000,000	City	SPLOST
City Hall Building Renovation and Addition	2013	\$ 2,500,000	City	SPLOST /General Funds
Technology Equipment (GIS)	2008-2009	\$ 195,000	City	SPLOST
Prepare Storm Drainage Master Plan	2013	\$ 400,000	City Street Dept.	SPLOST
General Planning				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Update Zoning Ordinance	2009-2010	\$ 100,000	Community Development	General Funds
Update Subdivision Ordinance	2009-2010	\$ 50,000	Community Development	General Funds
Develop zoning ordinance for senior housing	2009-2010	\$ 15,000	Community Development	General Funds

CITY OF DOUGLAS: 2008 - 2013: SHORT-TERM WORK PROGRAM

General Planning				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Update sign ordinance	2008	\$ 5,000	Community Development	General Funds
Airport overlay ordinance	2008	\$ 3,000	Community Development	General Funds
Continue to promote mixed use of buildings such as residential above commercial and façade design/renovation of historic buildings	2008 - 2013	\$ 10,000	Community Development, DDA and Main Street	Community Development, DDA and Main Street
New Downtown Master Plan	2013	\$ 40,000	City	City/DCA
Maintain status of Main Street Program	2008 - 2013	\$54,181 - Annually	City/County	City/County
Transportation				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Road Widening at SR 135 from US 441 to SR 32	2010	\$ 2,900,000	City	GDOT
Complete Greenway Trail to State Route 206	2008-2010	\$ 900,000	City	GDOT
Complete trail to Municipal Park and Coffee High School	2013	\$ 1,400,000	City/Community Dev.	TE/SPLOST
Signals Upgrades - SR 158 @ 7 locations and SR 31 @ 2 locations	2012-2013	\$ 1,451,000	City/County/GDOT	GDOT/Federal
Sidewalk at McDonald Rd from Hwy 158 to Juanita Street	2013	\$37,500 per foot of width per mile (one side)	City/Street Dept./GDOT	General Funds
Sidewalk on Gaskin Ave. North (Schley to Jefferson & Walker to McNeal) Westside	2008-2013	\$ 70,600	City/Street Dept./GDOT	General Funds/GDOT
Sidewalk on Gaskin Ave. South (Perimeter Road to Pinecrest)	2008-2013	\$37,500 per foot of width per mile (one side)	City/Street Dept./GDOT	General Funds/GDOT
Sidewalk on East Perimeter Rd (Gaskin to US 441)	2008-2013	\$37,500 per foot of width per mile (one side)	City/Street Dept./GDOT	General Funds/GDOT
Sidewalk on West Walker Street (441 to Chester Avenue)	2008-2013	\$ 57,500	City/Street Dept./GDOT	General Funds
Sidewalk on Hwy 158 East from Bell Lake Subdivision to Perimeter Road	2008-2013	\$37,500 per foot of width per mile (one side)	City/Street Dept./GDOT	General Funds/GDOT

CITY OF DOUGLAS: 2008 - 2013: SHORT-TERM WORK PROGRAM

Transportation				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Sidewalk at Lupo Subdivision (Taylor Circle)	2008-2013	\$37,500 per foot of width per mile (one side)	City/Street Dept./GDOT	General Funds
Sidewalk Master Plan	2008-2009	\$ 20,000	Community Development & Street Dept.	Grants/General Funds
Improve Downtown Parking Lots	2013	\$500 per space	City	City/DCA
Street Resurfacing & New Paving	2011	\$200,000/mile (resurfacing) \$700,000/mile (new paving)	City/Street Dept./GDOT	SPLOST/GDOT
Airport - Renovate interiors of remaining historic buildings for lease	2013	\$ 120,000	City	City/Leasee
Airport - Replace Airfield Elec. Vault; Install Runway Distance Remaining Signs & Replace Windsocks	2008	\$ 278,000	City	City/FAA/GDOT
Airport - New fuel Farm with Truck Transfer Pad & Terminal Area Refueler parking Pad	2008	\$ 315,000	City	City/FAA/DOT
Airport - Runway 4 Approach Obstruction Clearing	2009	\$ 40,000	City	City/GDOT
Airport - Construct North Corporate Hangar Area Taxiway Imp. Phase 1	2009	\$ 385,000	City	City/FAA/GDOT
Airport - Terminal Area Apron Expansion N.	2009	\$ 764,000	City	City/FAA/GDOT
Airport - Rehab/Overlay Terminal Area	2010	\$ 364,000	City	City/FAA/GDOT
Airport - Construct North Corporate Hangar Area Taxiway Imp. Phase 2	2010	\$ 383,000	City	City/GDOT
Airport - Construct North Corporate Hangar Area Taxiway Imp. Phase 3	2011	\$ 448,000	City	City/FAA/GDOT
Airport - Construct Airfield Maintenance Bldg. with Shelter		\$ 40,000	City	City
Airport - Rehab/Overlay Taxiway "D"	2012	\$ 389,000	City	City/FAA/GDOT
Airport - Construct N. Corporate Hangar Area Taxiway Imp. Phase 4	2012	\$ 309,000	City	City/FAA

CITY OF DOUGLAS: 2008 - 2013: SHORT-TERM WORK PROGRAM

Economic Development				
Activity	Years	Cost Estimate	Responsible Party	Funding Source
Expand Park West Ind. Park	2010	\$ 1,000,000	DCCEDA	SPLOST/One GA/EDA
Complete stage 2 of Airport Ind. Park	2009-2013	\$ 1,524,000	City/DCCEDA	SPLOST/One GA/EDA/DCCEDA
Acquire land for new industrial park	2008-2012	TBD	City/DCCEDA	One GA/EDA/DCCEDA

Appendix

- A. Notes from the Visioning Workshops
- B. 2002-2007 Short Term Work Program – Report of Accomplishments
- C. Implementation Measures for Character Areas

A. Notes from Visioning Workshops

City of Douglas (First of Two Workshops)

February 13, 2007

Number of Attendees: 24

Douglas/Coffee County – Now and Then

What has changed for the better since 1987?

- Quality of life
- Everything – water, sewer, etc.
- More jobs
- Many youth are staying when that previously was not the case.
- Schools
- Retail; more places to shop
- Recreational facilities
- Technology (Internet, website)
- Chamber of Commerce and its efforts/influence
- Development authority and its efforts/influence

What has changed for the worse since 1987?

- Traffic
- Litter
- Crime

Visioning Discussion

Group A (Led by Jonathan Lewis)

What is your vision for Douglas/Coffee County?

- Transportation improvements including paved roads and airline services to area. (+11)
- Fourth of July parade (+1)
- Four-year college (+11)
- Commercial & industrial growth including an indoor mall. (+10)
- Maintain downtown vibrancy (+10)
- Pursue annexation opportunities (+8)
- Greater preservation of greenspace (+3)
- Manage growth by developing infrastructure in conjunction with development (+6)
- Better, higher quality sit-down restaurants (+2)
- Better entertainment including amusement park, bowling alley, etc. (+1)
- Housing renovation in both Douglas and the County (+3)

- Improved and enforced zoning (+10)
- More paved roads (+4)
- More medical specialists including urgent care facility (+8)
- Target retiree population by providing more retirement housing and an attractive retirement environment (+10)
- More athletic facilities (+0)
- Improved water supply (+11)
- Better grocery stores
- Maintain and further develop tourism (e.g. Broxton rocks)

Discussion – Top Priorities

Priority 1 – Improved Transportation

- Make 441 four lanes from 10 to 16
- Make 32-75-95 four lanes
- Make 158 to 82 four lanes
- Create outer perimeter road
- Within city: improve storm drainage, re-pave roads, improve sidewalk facilities, increase curbing
- East perimeter – widen and create overpass
- Railway: develop non at-grade crossings
- Extend recreational path to high school (already planned)

Priority 2 – Facilitate Commercial and Industrial Growth

- What is needed? Grocery store, shopping mall, upscale shopping, particular car dealerships (Honda, Toyota, or Nissan)

Priority 3 – Improved and Enforced Zoning

- Enforce zoning/codes
- Make changes to ordinances based on land use plan
- Avoid sprawl (coordinate infrastructure with growth)
- Encourage (managed) growth on the north side of Douglas

Group B (Led by Charlotte Weber)

What is your vision for Douglas/Coffee County?

- Infrastructure: improve what we have; enable area to grow properly with growth; create a master drainage plan; develop wireless infrastructure (starting with Douglas) (+10)
- Promote and recruit industries to come into Douglas (+3)
- Encourage downtown development: hotel, lofts, and higher end restaurants (+10)
- Mixed-use downtown (+7)
- Expand city limits all the way around – based on perimeter. Discuss annexing Oak Park (+7)
- Bring in more grocery stores (e.g. Publix) and more retail (+8)
- Work towards making college a four-year institute (+11)
- Develop business/college partnerships including internships, scholarships, and tuition incentives (+5)

- City and municipal administration (and potentially County) need to be located together (+8)
- Create comprehensive technical/vocational high school (+1)
- Clean up both Douglas and the County (i.e. litter, junk cars). Better enforcement of codes. (+10)
- Improvements in health care (including more specialists (+8)

Discussion – Top Priorities

Priority 1 – College to Become Four-Year Institute

- Expand job options
- Create specializations that parallel area job growth (i.e. services, accounting, nursing, criminal justice, child education)
- Make curriculum match need
- Develop infrastructure of school (attractive, higher tech, and living facilities)

Priority 2 – Infrastructure Improvements

- Transportation: revise subdivision roads (modern curb and gutter with drainage system and make more aesthetically pleasing)
- Rewrite subdivision ordinance
- Upgrade sewer, water, and gas lines
- Rate analysis
- Develop impact fees

Priority 3 – Clean-up both Douglas and the County

- Expand code enforcement
- City-sponsored class on code enforcement
- Create recycling program
- Create more specific code language
- Put more teeth in code enforcement
- Develop education program for littering

Community Preference Survey Comments

Single Family

Group 1

- Choice 1 and 2 favored; like having neighbors close by, large lots, and pond

Group 2

- Choice 2 favored; like openness, trees, little bit more space, houses different, large lots
- Dislike: too close, cookie-cutter houses
- Choice 1: like curbing and nice landscaping

Group 3

- Choice 3 favored; like style, landscaping, and more tax revenue brings in
- Choice 4; like that it's a cottage and smaller –suits needs of young and single
- Choice 2; like trees and openness

Multi-Family

Group 1

- Choice 1 favored at 35 percent; like traditional character and hominess
- Choice 3: more appropriate for rural area
- Choice 2: like affordability, green space, and less asphalt
- Choice 4: space inside each unit

Group 2

- Choice 2 favored at 40%; like that it's gated, cleaner, and organized
- Choice 3; like that it's one level making it good for older population
- Don't like telephone lines

Retail

Group 1

- Choice 3 favored; like that has trees, bench, sidewalks, and overall aesthetics are pleasing (looks like Douglas)
- Choice 1 also fits in Douglas; like that is a mom and pop shop (one owner)

Group 2

- Choice 1 favored at 60%; like that it's a strip mall with more quality, has easy access to customers, and parking
- Don't need CVS (one already exists)
- Choice 3; like due to landscaping, room for expansion; don't like lack of visibility

Office

- Choice 4 favored at 65%; like southern look, convenience, landscaping, one-story, easy access (door obvious)
- Choice 2: like because looks like place of business (don't like Choice 4 because looks like may have other use)
- Choice 3: don't like because too big for Douglas at this time – may be appropriate 20 years from now

Mixed-Use

- Choice 4 favored at 55%; like that there's nice living on upper levels and multiple use on first level, live/work environment; don't like that it's architecture is not southern
- Choice 3: fits in with current downtown Douglas, but we may want something different
- Choice 1: like park, architecture

City of Douglas (Second of Two Workshops)
February 27, 2007
Number of Attendees: 26

Douglas/Coffee County – Now and Then

What has changed for the worse (in Douglas) since 1987?

- Traffic
- Roadway safety
- Lack of zoning in county (hasn't kept up with development)
- Declining housing in certain areas
- Water quality and other environmental impacts
- Transportation system limited
- Aging infrastructure

What has changed for the better (in Douglas) since 1987?

- Better roads
- More jobs
- Greater facilities
- Improved housing
- Better schools
- Water system
- Roads
- More diverse businesses
- Better quality of life
- Cultural amenities
- Recreation facilities
- Improved Downtown
- Airport.

Visioning Discussion

Group A (Led by Jonathan Lewis)

What is your vision for Douglas/Coffee County?

- Overpass over railroad in-town, eastside (+5)
- Outer perimeter road (+7)
- Bicycle friendly community (+2)
- Upgrade infrastructure (+10)
- Indoor shopping mall (+1)
- Upscale restaurants (+7)
- Oak Park Quality Growth Initiative (+8)
- New Douglas city hall (+8)

- Add industrial land (+6)
- After school facilities (+5)
- Drug rehabilitation facility (+5)
- City-county zoning, code enforcement, and building inspection (+8)
- Consolidated government (+3)
- Battered shelter (+2)
- Annexation (+6)
- Social security office (=1)
- Business service – Greyhound (0)

Discussion – Top Priorities

Priority One – Upgrade Infrastructure

- Water and sewer (including adding sewer to Oak Park)
- Fix holes in Douglas
- Developer-provided infrastructure in county subdivision
- More elderly development in county
- Add railroad crossing
- Make community more bicycle friendly
- Outer perimeter

Priority Two – Zoning and Code Enforcement

- One ordinance
- Paved roads, street lights, and curb/gutter
- County code enforcement
- Housing inspection program
- Develop strategy towards dilapidated mobile home parks
- Add age limit on mobile homes

Group B (Led by Megan Will)

What is your vision for Douglas/Coffee County?

- Improve drainage system, including run-off and water quality (+6)
- Bring more industry to Douglas (+11)
- Road improvements: Traffic on highways 441 and 158 (improve transit flow); coordinate land use and transportation (especially as it relates to schools); develop alternate routes (+11)
- Update zoning ordinances and land use plan to avoid declining property values and preserve heritage; develop regulations to reflect land use plan (+10)
- Develop annexation plan (for areas such as Green Tree, Bay Meadows, and Oak Park). (+9)
- Better coordinate city/county services (+5)
- Improve water and sewer before grow further (+11)
- Develop long-term care facilities including assisted living (+3)
- Improve recreation (promote existing programs; add new baseball fields; complete multi-use trails; open ponds/public fishing sites; etc.) (+5)

- Maintain cultural assets (including Martins theatre) (+8)
- Expand secondary education opportunities (+11)
- Improve public/private partnerships in all areas (e.g. recreation and cultural amenities) (+5)
- Downtown Revitalization (+4)
- Develop airport historical area (+5)
- Continue growth of healthcare system (+10)
- Improve public transportation (especially as relates to senior population) (+4)
- Encourage area as retiree community (+3)
- Fully carry-out 10-year improvement plan for airport (+11)

Community Preference Survey Comments

Single Family

Group 1

- Choice 3 favored (47.6%); like planned development, landscaping (looks like gulf course)
- Choice 4; like trees, affordability for greater amount of people

Group 2

- Choice 4 favored (40%); like design elements (including sidewalks, curbs and gutter), clean look, small lot, quality of houses, appropriateness for seniors
- Choice 3; like increased safety associated with garage in back
- Choice 3 and 4 create a sense of place
- Choice 1; may attract people to Coffee County

Group 3

- Choice 3 favored (45%)
- Choice 1: like appearance; important to maintain historic housing

Multi-Family

Group 1

- Choice 2,3,4 split
- Choice 1 is something to aspire towards where Choice 3 fits with Douglas currently

Group 2

- Choice 3 favored (50%); like affordability, level of safety, and appropriateness for senior population
- Choice 2; like maximization of land space
- Don't like utility lines

Retail

Group 1

- Choice 3 favored (64.7%); like friendly and historic attributes
- Choice 1; like that fits with Douglas and has more parking
- Choice 2 may fit with G. Washington Carver Center

Group 2

- Choice 1 favored (38.9%); like maximization of space, landscaping and architecture
- Choice 3; like that looks like shopping mall (which area needs)

Office

- Choice 4 favored; like traditional style, cohesiveness with existing community, attractiveness, landscaping, homier

Mixed-Use

- Choices 2 and 4 split
- Choice 2 fits with downtown
- Choice 4 can fit-in many places (not just downtown)

City of Douglas

Chamber of Commerce Breakfast

February 28, 2007

Number of Attendees: 39

Visioning Discussion

Group A (Led by Jonathan Lewis)

What is your vision for Douglas/Coffee County?

- Encourage active community (bicycle-friendly, complete streets) (+5)
- Clean-up community entrances (+13)
- Trash on roads (+17)
- Staff for Broxton Rocks and South Georgia Youth Park (+2)
- Development of skilled labor force (+11)
- Affordable housing (+5)
- Douglas annexation (+15)
- Improve and develop water and sewer capacity (+12)
- Annex Oak Park (+9)
- Cemetery (+2)
- Public safety (+10)
- Drug program (+12)
- 4-lanes to I-75 (+19)
- Shopping mall (+7)
- Safe routes to school (+8)
- Add trained teachers (+3)
- Planning and zoning in county (+19)
- Gang problems (+11)
- Truck-bypass/outer perimeter (+6)
- Large grocery store (+7)

- Rail-to-trail to Broxton with safety measures (+4)
- 4-year college/grow EC Tech (+17)
- More physicians (+12)

Discussion – Top Priorities

Priority One – Four Lanes to 75

- Include bike lane
- Key to economic development

Priority Two – Planning and Zoning in County

- Address codes, density, and crime in manufactured housing parks
- Greater code enforcement at run-down properties at farms

Priority Three - Litter

- Utilize prison labor to attack issues
- Develop citizens watch
- Increase education in schools
- Develop ordinance
- Cover truck beds and garbage trucks
- Develop stiff penalties

Priority Four – Four Year College

- Will bring more people to area
- Reduce costs of sending students out of town
- EC Tech expansion plan (Quick starts and economic development, allied health and public safety, transportation logistics)

Group B (Led by Megan Will)

What is your vision for Douglas/Coffee County?

- Annexation/Industrial Land (+16)
- County-wide zoning (+19)
- Improved transportation (Make 32 and 441 four-lanes; develop outer perimeter from 158 to corridor; create freight terminal to keep large trucks out of downtown) (+18)
- Expand higher education to allow for four-year degrees (+2)
- Improve/expand infrastructure (+16)
- Improve availability of health care, including more doctors, facilities, and emergency care (+7)
- Address societal issues that hinder economic development, including gang activity (+10)
- Develop public-private partnerships, furthering private investment in community (+1)
- More jobs (+17)
- Major airline service at airport (commuter and shuttle flights) (+1)
- Code enforcement, clean-up highways (+10)
- Develop recreation and youth activities (+2)
- Reduce squalor (+1)
- Build community support and community involvement (+3)
- More/better retail, including grocery stores (+3)

- Low maintenance (senior appropriate) housing (+2)

Discussion – Top Priorities

Priority One – County-Wide Zoning

- Adopt county-wide development regulations utilizing zoning tools; emphasize enforcement

Priority Two – Transportation

- Four lanes needed at 158 and two schools
- Deal with school traffic at N. schools, Bay Meadows, etc.
- Develop multiple school access routes
- Develop outer perimeter while building on work already completed

Priority Three – Infrastructure

- Water system currently at capacity
- Need more water for industry
- Infrastructure is tied to annexation and consolidation of services (water, sewer, fire, police)

Priority Four – Annexation

- Population attracts goods/services (the market has to be there)
- Work with GMA to expand annexation options
- Plan north-side development; currently all growth going south

Priority Five – Societal Issues

- Need to get at route of crime; crime is affecting ability to attract jobs
- Better coordination between services and caseload
- Develop grassroots programs
- Coordinate pp/sh services
- Coordinate health care, schools, and court system with needs of Hispanic community

B. 2002-2007 Short Term Work Program – Report of Accomplishments

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
ECONOMIC DEVELOPMENT					
Design/erect signs for all industrial parks.	X				
Coordinate future industrial expansions with needed infrastructure improvements, specifically water and wastewater service.			X		
Develop Phase II of the Airport Industrial Park, Douglas Technical Park and Batten Industrial Park.		X			Lack of funds.
Attract quality retail and entertainment establishments such as grocery stores and a movie theatre.	X				
Continue to promote the enhancement of the downtown area with the reuse of historic buildings and with façade design/renovation and with mixed uses within buildings, such as residential above commercial buildings.			X		
Target the recruitment of priority businesses, such as medical and financial services that pay higher wages.			X		
NATURAL & HISTORIC RESOURCES					
Identify areas for open space preservation and conservation.	X				
Review the existing tree ordinance and strengthen to protect existing mature trees.	X				
Encourage appropriate uses, such as greenways and passive recreational areas, within floodplain and wetland areas.			X		
Update the existing Historic Preservation Ordinance by preparing proper guidelines and establishing districts.			X		

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
COMMUNITY FACILITIES					
Public Safety					
Investigate the concept of establishing a police precinct on the southside of the city.	X				
Completed a Fire Operations Study to determine the need and locations for existing and future fire stations.				X	New Fire Station constructed.
Purchase fire apparatus-mini pumper, jaws of life and other public safety equipment.	X				
Monitor closely state requirements for fire departments. Add personnel if requirements change.	X				
Look into reducing county-wide coverage for emergency response/fire or request an increase in county funding level.	X				
Transportation					
Construct an overpass on SR206 East			X		
Add sidewalks along: * Gaskin Ave. North (west side Schley to Jefferson and Walker to McNeal) * Walker St. (Chester east to Petererson Ave) * Gaskin Ave. South (SR 158 to pine St.)			X		
*Improve city entrances	X				
* Complete a corridor study to determine the best route for an additional north-south connector in the city.	X				
* Resurface roads, pave existing streets and improve drainage throughout the city.	X				
Perform a cost/benefit analysis, including an origin/destination survey, to determine the feasibility of an outer loop.					X County project.
Install curbing and sidewalks along McDonald Rd. (from SR 158 to SR 135)					X Lack of funds.

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Continue sidewalk repairs throughout city.			X		
Continue to improve parking areas in the city such as the lot at the northwest corner of Madison and Bryan and other areas in the city.		X			Lack of funds.
Conduct a Storm Water Master Plan.		X			Lack of funds.
Add turning lanes at: * US441 N at McNeal Drive * SR135 East near the Burger King (northbound up SR 135 to US 441) * Intersection of US 441N and SR 206 * Sr 135 and Gaskin Ave. near Wal-Mart	X				
Extend CR 268/Trojan Way to the south, terminating at SR 206 West.		X			Lack of funds.
Construct a Gordon St. connection across the abandoned Norfolk-Southern line.				X	Neighborhood opposition.
Widen SR 135/US 221/Perimeter East to 4 lanes from SR 31/US 441 to SR 32.			X		
Widen SR 206 to 4 lanes from Walker Street to SR 32W.		X			Lack of funds.
Widen SR 158 from SR 206 to the city limits.		X			Included in STIP.
Work with Coffee County and the private sector on determining the feasibility of a small fixed-route bus system or an on demand shuttle system.		X			Not feasible.
Complete all projects listed in the Douglas Municipal Airport CIP including: * Install MALSR	X				
* Install Glide Slope	X				
* *Install Security Fence	X				
* Rehabilitate/Overly Runway 4/22	X				
* Construct South T-Hangar Taxiway Improvements	X				

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
* Construct 4-unit T-Hangars/4-unit Shade Hangars	X				
* *Rehabilitate/Overlay Terminal Apron			X		Included in Airport Plan.
* Terminal Area Apron Expansion (North)			X		Included in Airport Plan.
* Security Fencing (Northwest Perimeter)	X				
* Plan to use or demolish old airport buildings located on Airport Circle	X				
Complete improvements (as decided according to previous project) to buildings on Airport Circle.	X				
Construct Phase I of the Douglas Greenway Trail.	X				
Construct Phase II of the Douglas Greenway Trail.			X		
Public Water and Wastewater Systems					
Complete an inflow/infiltration study to determine where water is leaking into the wastewater system.			X		
Begin discussions with the Georgia EPD to discuss the city's options of increasing wastewater capacity.			X		
Replace existing oil drip water pumps at the city's wells.	X				
Replace old water lines before resurfacing roads and perform other water and wastewater system improvements.			X		
* Extend water and wastewater trunk lines into all areas of the city.			X		
Investigate the feasibility of constructing another elevated tank and well in the northwest part of the city.			X		

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Electric Power Supply					
*Prepare 1st 3-Year Electric System Study	X				
*Build feeder lines along new north/south street (once new route is determined).	X				
*Build new substation in northwest section of the city.		X			Lack of funds.
Install line regulators on Thompson Drive				X	Project has changed scope.
Add two feeder circuits from new substation.	X				
Prepare 2nd, 3-Year Electric System Study		X			Per Engineer's Recommendation
Install service to newly developed areas			X		
Add and relocate capacitors as needed	X				
Add new combustion turbine.	X				
Natural Gas					
*Extend lines to serve all of the incorporated areas of the city.			X		
*Install natural gas pumping station for vehicles and convert selected city vehicles to natural gas.		X			Lack of funds.
Expand building.	X				
Regular station upgrades, low pressure alarm system upgrade and extend mains.			X		
Construct lateral line to connect with new supply line being built between Mobile, AL and Savannah, GA.			X		
Health Care					
Begin discussions with community leaders on establishing a Wellness Center in the city.	X				
Explore areas where the city and the hospital can share resources and not duplicate efforts.	X				

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Construct and operate an indoor swimming pool on city property.			X		
PARKS AND RECREATIONAL FACILITIES					
*Develop new concession stand at Davis Wade Park	X				
*Clean out North Madison Avenue pond	X				
Update Joint Use Agreement with the school system			X		
Establish a Joint Use Agreement with South GA College for use of their new pool.	X				
Discuss with the First Baptist Church the possibility of using some of their property as an amphitheatre				X	Not feasible.
Seek matching funds for SPLOST projects to maximize investment.	X				
Complete Davis Wade park improvements including: parking, picnic shelter/amenities, playground tennis and signage.	X				
Complete Emma Ward Park improvements including: leisure amenities, sidewalk and signage.	X				
Complete Eastside Park improvements including: athletic field/play area, basketball, parking, shelter/access, playground, rest rooms, tennis courts, walking trail, ditch and signage.			X		
Complete Jackson Park improvements including: basketball, playground and shelter/picnic amenities.	X				

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Complete Municipal Park improvements including: athletic field, concession stands, horticulture/floriculture/nature trail, paved parking, picnic shelters, ponds, rest rooms, soccer field, tennis courts, basketball courts, general and signage.	X				
Complete North Madison Avenue Park improvements including: horticulture/floriculture, playground, picnic shelter/amenities, repaved walking trail, sidewalks, paved parking and signage.	X				
Complete improvements at Unity Park including: athletic field, basketball, paved parking, picnic shelters, playground, rest rooms/concession/score keepers room and signage.			X		
Complete improvements at Wheeler Park including: athletic field, picnic shelters/amenities, playground, rest rooms, tennis courts, horticulture/floriculture and signage.	X				
Complete Whispering Pines Park improvements including: plantings and play equipment.		X			Lack of funds.
Complete improvements at Roundtree park including: athletic field, basketball/tennis courts, picnic shelter/amenities, playground, walkway/parking and signage.	X				
Preserve, plan and develop new park on land once part of McLean Plantation				X	Purchased by private individual.
Plan and develop new passive park.	X				
Acquire land for new youth complex.		X			Exploring other options.
Develop and furnish new youth center.	X				

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Complete improvements to the city's cemetery.	X				
GENERAL GOVERNMENT FACILITIES					
*Develop a GIS system for use by multiple city departments. Steps to implement a GIS system include:			X		
* Inventory and Design Phase			X		
* GIS System deployment			X		
* Data development and GIS implementation.			X		
*Expand City Hall and furnish, providing additional offices, more meeting space and additional environmentally controlled storage areas and parking for the adjacent Central Complex.			X		
Prepare a Storm Water Master Plan		X			Lack of funds.
Construct a new armory.				X	State exploring other options.
Perform general improvements to government buildings as needed.	X				
Determine future management of the city's cemetery. (consider privatizing the city's cemetery).	X				
Determine and implement most feasible method for selling compost.				X	Not feasible.
Investigate options for consolidating the city's pole yard (outside storage), vehicle maintenance, parks maintenance, street department, truck parking, building maintenance, city warehouse and grounds maintenance facilities into one central facility.			X		

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
EDUCATION					
Work with the School System as they begin planning for an additional elementary school and middle school. Discuss concept of a park/school facility.	X				
Promote the establishment of an ROTC program at Coffee High School.	X				
Assist the School System as they try to attract teachers to Douglas and Coffee County.	X				
Provide needed assistance for the expansion of the Coffee High School Jardine Stadium and the city's Charles Wilson baseball field.			X		
LIBRARIES AND CULTURAL FACILITIES					
Provide more storage space, additional computers, and increased holdings at the library.	X				
Maximize the utilization of the Martin Centre Theatre, Heritage Station Museum and Ashley-Slater House.	X				
HOUSING					
Promote loft apartments to be developed in downtown Douglas.			X		
Improve code enforcement efforts in the city.			X		
Continue the city's aggressive approach to rehabilitating houses.	X				
Encourage the provision of affordable housing.	X				
Annex properties into the city as identified on the "Annexation Priorities Map" included in the 1990 Comprehensive Plan.			X		

PROJECT FROM STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
LAND USE					
Perform a thorough review of ordinances to address items such as mobile homes, minimum square footage for commercial uses, cell towers, adult entertainment and alcoholic beverages.	X				
Establish a Tree Council and update the existing Tree Ordinance.			X		
Develop a Property Maintenance Code to regulate the exterior condition of structures.	X				
Update the existing Development Assistance Handbook to serve as a guide to the policies and procedures for the development of property within the city.			X		
Study the creation of overlay districts in both the US 441 South area and the area around the Coffee Regional Medical Center.	X				

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS												
		Historic Downtown Douglas	Gasking Ave. Neighborhood	E. Walker Street Neighborhood	Golf Club Road Neighborhood	Southern Douglas Neighborhood	Southeast Douglas	Education Center	Hospital District	Chester Avenue Neighborhood	Touchton Woods Area	Production and Employment	Highway Commercial	Conservation
Agricultural Zoning	There are various zoning techniques to help preserve agricultural land uses from growth pressures. One of the most common is the establishment of zoning districts with very large minimum lot size requirements (at least 20 acres) in order to strictly limit development density.													
Alternative Street & Pedestrian System Standards (DCA Model Code 2-5)	Provides for alternative street specifications that will reduce construction costs to developers, including minimized right-of-way widths, pavement widths, turnaround dimensions, intersection curb radii, addition of bicycle lanes, etc.			X	X				X		X			
Alternatives to or Reuse of Big Boxes	Other ways to control sprawl oriented big box retail through land use controls and regulations.							X		X	X		X	
Bicycle Facility Specifications (DCA Model Code 2-6)	Ensures safe, adequate and well-designed facilities are provided for bicyclists, including pavement markings, signage, and intersection crossings.	X	X	X	X	X	X	X		X	X			
Community/ Business Improvement Districts	A community improvement district (CID) is an organization, usually consisting of local businesses and other institutions, created for financing a range of facilities and services in a clearly defined area. CID's often seek to improve run-down neighborhoods or commercial areas, but they may also work at providing additional infrastructure, or for various other purposes. Sometimes, however, they may act without democratic accountability. CID's have the power to issue bonds and impose property taxes. A CID must be approved by the passage of a law in the Georgia Assembly, and approval also must be granted by the local government and 75% of the property owners in the proposed area. In most other states, a CID is known as a business improvement district (BID).	X											X	
Cluster Development (DCA Model Code 4-7)	Provides for small lot residential development in agricultural, forestry, and rural residential districts.							X						

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS													
		Historic Downtown Douglas	Gasking Ave. Neighborhood	E. Walker Street Neighborhood	Golf Club Road Neighborhood	Southern Douglas Neighborhood	Southeast Douglas	Education Center	Hospital District	Chester Avenue Neighborhood	Touchton Woods Area	Production and Employment	Highway Commercial	Conservation	
Major Streets Map (DCA Model Code 6-7)	Designates where the construction and improvement of transportation facilities is expected, indicating the right-of-way of planned transportation facilities.	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Creating a Network of Trails & Greenways	Trails and greenways positively impact individuals and improve communities by providing not only recreation and transportation opportunities, but also by influencing economic and community development.	X	X	X	X	X	X	X		X	X			X	
Creating More On-street Parking	Identifying and taking advantage of opportunities to add on-street parking in areas where additional parking is most needed. This may include changing parallel parking to angle parking, converting underused medians, loading areas, turn lanes, or traffic lanes for parking, or narrowing wide sidewalks to add parking.	X						X							
Creative Design for Higher Density	Encouraging the design of higher density developments to blend with the surrounding neighborhood, perhaps by masking the high-density aspects of the development through landscaping or architectural details. For example, multi-family housing can be designed to appear as a single family residence from the street, or heavy landscaping can be used to hide parts of the development.						X	X	X	X	X				
Design for Walkable Communities	Walkable or Walkability is a term for the extent to which walking is readily available as a safe, connected, accessible and pleasant mode of transport. Neighborhood design for walkability is concerned with the extent and size of the sidewalk network, its internal and external connectivity, and the attractiveness and security of the sidewalks and street crossings.	X	X	X	X	X	X	X		X	X				
Design Review Board (DCA Model Code 5-2)	Reviews architecture, aesthetics, and site characteristics of new development to achieve compatibility with existing development.			X				X	X	X	X		X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS													
		Historic Downtown Douglas	Gasking Ave. Neighborhood	E. Walker Street Neighborhood	Golf Club Road Neighborhood	Southern Douglas Neighborhood	Southeast Douglas	Education Center	Hospital District	Chester Avenue Neighborhood	Touchton Woods Area	Production and Employment	Highway Commercial	Conservation	
Design Standards	Design standards are used to ensure that the physical appearance of new development or improvements to existing properties is compatible with the existing and/or historic character that makes communities unique. Design standards or guidelines are intended to provide a basis for local planning and zoning boards to evaluate proposals and to address various concerns related to the physical design of development in a specific area. They also provide guidance to developers, property owners and businesses in developing proposals for new construction or for the expansion of existing facilities.			X					X	X	X	X	X	X	
Downtown Specific Plans (DCA Model Code 5-1)	Specific study for downtown core areas focused on protecting and enhancing their unique character.	X													
Effective Development Review	A specified development review board reviews all proposed developments to guide the orderly, physical development of the community, while maintaining environmental quality. The board does this by implementing the community's vision as expressed in the Comprehensive Plan and development regulations. Development review and approval can also involve other decision-making bodies such as the planning commission or the city council.	X	X	X	X	X	X	X	X	X	X	X	X	X	
Environmental Impact Review (DCA Model Code 6-5)	Allows local governmental agencies to consider the environmental consequences of projects via the preparation of a document called an environmental checklist.				X	X	X					X		X	
Environmental Site Assessment	A process of identifying and addressing environmentally sensitive areas or environmental issues of a site prior to development for the purpose of limiting or mitigating adverse environmental impacts.				X	X	X					X	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS												
		Historic Downtown Douglas	Gasking Ave. Neighborhood	E. Walker Street Neighborhood	Golf Club Road Neighborhood	Southern Douglas Neighborhood	Southeast Douglas	Education Center	Hospital District	Chester Avenue Neighborhood	Touchton Woods Area	Production and Employment	Highway Commercial	Conservation
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, or allowing shared parking between adjacent facilities.	X					X	X	X	X			X	X
Flexible Street Design Standards	Revising street design requirements in local development regulations to tailor streets to the scale of the neighborhood and types of traffic they serve. Revisions may include reducing required street widths, requiring bicycle lanes, or adding on-street parking.		X	X		X	X	X			X	X		
Flexible Subdivision Regulations	Revising subdivision regulations to enable development of more innovative types of subdivisions that better match the character of the community and physical constraints of the development site. Revisions may include adjusting specific physical development standards or encouraging greater use of discretionary site plan review for new subdivisions.			X	X	X	X				X	X		
Form Based Code/Zoning	A method of regulating development to achieve a certain urban form through design based criteria such as physical character, building massing and orientation.	X		X		X	X	X	X					
Incentive Zoning	Incentive zoning is the practice of granting developers extra elements they want (most often density increases) in exchange for the provision of amenities such as affordable housing units, public spaces, infrastructural improvements, or greenspace. When a density increase is allowed, this is often known as a "density bonus."	X		X	X	X	X	X		X				

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS												
		Historic Downtown Douglas	Gasking Ave. Neighborhood	E. Walker Street Neighborhood	Golf Club Road Neighborhood	Southern Douglas Neighborhood	Southeast Douglas	Education Center	Hospital District	Chester Avenue Neighborhood	Touchton Woods Area	Production and Employment	Highway Commercial	Conservation
Inclusive Land Use Regulations	Inclusionary zoning refers to various zoning or subdivision regulations which require that there be some affordable units in new residential developments. This can refer to new apartments, condos, or houses. Most commonly the requirement is that a certain percentage of the units be affordable (and of course "affordable" must be defined) for a specific period of time, but other techniques are also used. An advantage of inclusionary zoning, over traditional low-income housing projects, is that it mixes incomes and classes together.	X		X		X	X	X		X	X			
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.	X	X	X	X	X	X	X		X	X	X	X	
Interim Development Regulations (DCA Model Code 6-8)	Tools to ensure that urban fringe lands can be developed at urban densities later, even if they might be developed in the "interim" for lower-density residential uses. (Interim development regulations can also be used for other purposes, such as environmental conservation.)													
Improvements Required for Subdivisions and Land Development	Establishing minimum design requirements, standards, and specifications for improvements within subdivisions, including sidewalks, curbs and gutters, and street lighting improvements.	X	X	X	X	X	X	X	X	X	X	X	X	
Lot Size Averaging	Requiring the average size of all the lots in a development to be at least the specified minimum, rather than requiring every individual lot to meet the minimum.			X	X	X	X			X	X			

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS													
		Historic Downtown Douglas	Gasking Ave. Neighborhood	E. Walker Street Neighborhood	Golf Club Road Neighborhood	Southern Douglas Neighborhood	Southeast Douglas	Education Center	Hospital District	Chester Avenue Neighborhood	Touchton Woods Area	Production and Employment	Highway Commercial	Conservation	
Low Impact Development	An environmentally-sensitive way to manage stormwater by collecting and draining or evaporating it onsite, rather than routing it into a typical stormwater collection system.	X	X	X	X	X	X	X	X	X	X	X	X	X	
Maximum Setbacks	Requiring the distance between the right-of-way and developments to be at maximum distances versus traditional minimum distances. Setting maximums allows development to come closer to the street for better walkability and traffic calming.	X	X	X					X	X				X	
Minimum Density	Specifies the minimum allowable development density (generally in units per acre), as opposed to the density maximums found in most traditional zoning ordinances. In some cases a minimum floor-area ratio may be specified.							X							
Mixed Income Housing	Housing development that creates opportunities for a range of incomes within the same community.		X	X		X	X	X		X	X				
Mixed Use Zoning	In contrast to traditional zoning techniques, mixed-use zoning allows different types of uses (such as housing, commercial and office) 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.	X		X	X			X	X						
Overlay Districts	A mapped area where special regulations on development are applied. An overlay is typically superimposed over conventional zoning districts, but may also be used as stand-alone regulations to manage development in desired areas of the community.				X		X	X	X		X	X		X	
Parking Bank	A central listing of available parking spaces, intended to inform long term parking users of available parking in their vicinity so that the most convenient parking areas are left for short-term users including visitors, customers and clients of businesses in the area.	X							X						

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS															
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Parking Management	Designating a single organization to manage parking matters in the community, including planning for parking, implementing solutions to parking problems, and handling ongoing parking maintenance and enforcement issues.	X									X	X					
Performance Standards for Off-Site Impacts (DCA Model Code 3-1)	Regulates land uses that generate noise, odor, smoke, glare from outdoor lighting, or similar nuisances in order to minimize the impacts on neighboring land uses.	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Performance-based Zoning	Zoning based on certain criteria or "points" that a developer may choose from and incentivizes favorable development by meeting certain compliance options such as providing public amenities.	X		X	X	X	X	X									
Planned Unit Development (DCA Model Code 3-8)	Revising land development regulations to encourage developers to propose planned, mixed-use developments for sites they choose in the community. Developer's plans are approved only if they meet specified community standards.	X		X	X	X	X				X	X					
Pocket Parks	Generally a small, public park with a passive, environmental purpose rather than recreation.	X	X	X		X		X		X	X						
Pre-development Meeting	Meeting between staff and developer prior to formal application in order to determine if proposal can or may be approved as well as explain application review and approval process.	X	X	X	X	X	X	X	X	X	X	X	X	X	X		
Redesigning Off-site Parking Facilities	Linking and redesigning adjacent but separate parking facilities to create more available parking and simplify travel between adjacent businesses. In some cases the total number of parking spaces can be reduced, as they are now being shared more efficiently.	X									X						
Redeveloping Declining Areas of the Community	Using public incentives, redevelopment powers, zoning, master plans or other means to revitalize declining areas within a community.					X						X					

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS													
		Historic Downtown Douglas	Gasking Ave. Neighborhood	E. Walker Street Neighborhood	Golf Club Road Neighborhood	Southern Douglas Neighborhood	Southeast Douglas	Education Center	Hospital District	Chester Avenue Neighborhood	Touchton Woods Area	Production and Employment	Highway Commercial	Conservation	
Regulations for Specific Uses (for adverse impacts on abutting properties) (DCA Model Code 3-5)	Manages land uses that generate excess traffic, obnoxious odors, excessively loud noises, etc. that could have a significant impact on adjacent properties.	X	X	X	X	X	X	X	X	X	X	X	X	X	
Residential Infill Development (DCA Model Code 3-10)	Ensures that new infill development is compatible with its neighborhood, maintains harmony and character of existing residential areas, and that development occurs in an orderly and desirable manner.		X	X	X	X	X	X		X	X				
Retrofitting Conventional Suburban Subdivisions	Redeveloping the suburbs to make them more livable and sustainable: providing more connectivity, pedestrian and bicycle accessibility, open space and amenities.			X	X	X	X			X	X				
Right-of-Way Improvements	Right-of-way improvements are 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.	X	X	X	X	X	X	X	X	X	X	X	X	X	
Rural/Suburban Arterial Corridor Overlay District (DCA Model Code 4-9)	Establishes an amenity zone adjacent to arterial corridors to provide for sidewalks and other enhancements, and to manage development so as to avoid a strip commercial pattern.			X	X	X	X				X	X	X		
Shared Parking	By encouraging property owners to share their parking facilities, the amount of land needed to develop parking lots is greatly reduced. Shared parking works best in mixed use areas where adjacent buildings are used for different purposes.	X						X				X	X		
Sidewalk and Pedestrian Network Design	An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.	X	X	X	X	X	X	X		X	X		X		

**RESOLUTION TO ADOPT THE 2007-2027 JOINT COFFEE COUNTY/CITY OF
DOUGLAS AND CITIES OF AMBROSE, BROXTON AND NICHOLLS
COMPREHENSIVE PLAN**

WHEREAS, the City of Douglas, Georgia, is required pursuant to the Georgia Planning Act to develop and maintain a Comprehensive Plan; and

WHEREAS, the City of Douglas Comprehensive Plan was adopted in 1992 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the State Planning and Procedures; and

WHEREAS, the City of Douglas, Georgia, is required to update its Comprehensive Plan by October 31, 2007; and

WHEREAS, the City of Douglas along with Coffee County and the cities of Ambrose, Broxton, and Nicholls has engaged in a planning process to prepare a Joint Comprehensive Plan in accordance with the Standards and Procedures for Local Comprehensive Planning as effective May 1, 2005; and

WHEREAS, the Joint Coffee County/City of Douglas and cities of Ambrose, Broxton and Nicholls Comprehensive Plan is comprised of three components, the Community Assessment, Community Participation Plan, and Community Agenda, which together define major issues, policies, and recommendations that serve as the basis for local government decision making regarding community facilities, future land use and development patterns, housing, economic development and other important resources for the City of Douglas, its citizens, business owners, and other stakeholders; and

WHEREAS, the City of Douglas along with Coffee County and the cities of Ambrose, Broxton, and Nicholls undertook an intensive public participation process including leaders representing the interests of residents, civic groups, business leaders, and elected officials; and

WHEREAS, the minimum public hearing requirements were met during the planning process; and

WHEREAS, in order for the Comprehensive Plan to remain responsive and relevant to changing conditions, it is amended from time to time; and

WHEREAS, the City Council of the City of Douglas has completed and submitted each of the three components the, the Community Assessment, Community Participation Plan, and Community Agenda, to the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs; and

WHEREAS, the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs have reviewed each plan component and found them to meet the minimum standards for the preparation of local plan established by the state.

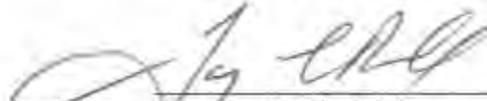
NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Douglas, Georgia that, having met the public participation and review requirements of the Minimum Planning Standards and Procedures, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan dated September 17, 2007, be hereby adopted.

BE IT FURETHER RESOLVED, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan, shall be utilized by the City

Council, and all City departments, agencies and officials as the official guide in making decision concerning the growth and development of the City of Douglas.

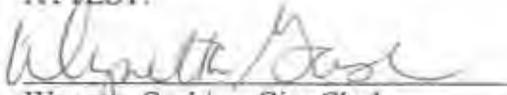
APPROVED by the Board of Commissioners of the City of Douglas, Georgia, this 8th day of October, 2007.

CITY OF DOUGLAS, GEORGIA



Tony L. Paulk, I, Mayor

ATTEST:



Wynetta Gaskins, City Clerk

**Coffee County 2007-2027 Comprehensive Plan Update
Community Agenda for the City of Nicholls**

May 30, 2007

Rev. 7/13/07



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I Introduction

Purpose

The purpose of the Community Agenda is to lay out a road map for Nicholls' future. Over the next 20 years, Nicholls is expecting moderate population and employment growth. This level of growth presents both challenges and opportunities for all aspects of the community. This document develops a strategy for addressing that growth and ensuring it improves quality of life for the citizens of Nicholls. This strategy includes regulatory and policy changes and updates, capital investment, and strategic planning.

Another purpose of this report is to meet the intent of the "Standards and Procedures for Local Comprehensive Planning" as established by the Georgia Department of Community Affairs (DCA) on May 1, 2005. Preparation of a Comprehensive Plan in accordance with these standards is an essential requirement in maintaining Nicholls's status as a Qualified Local Government.



Restaurant in Nicholls

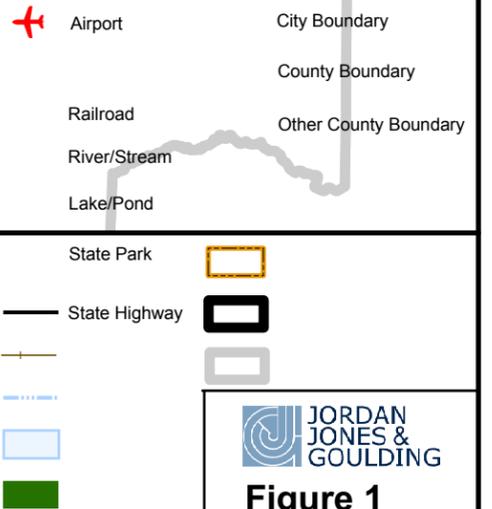
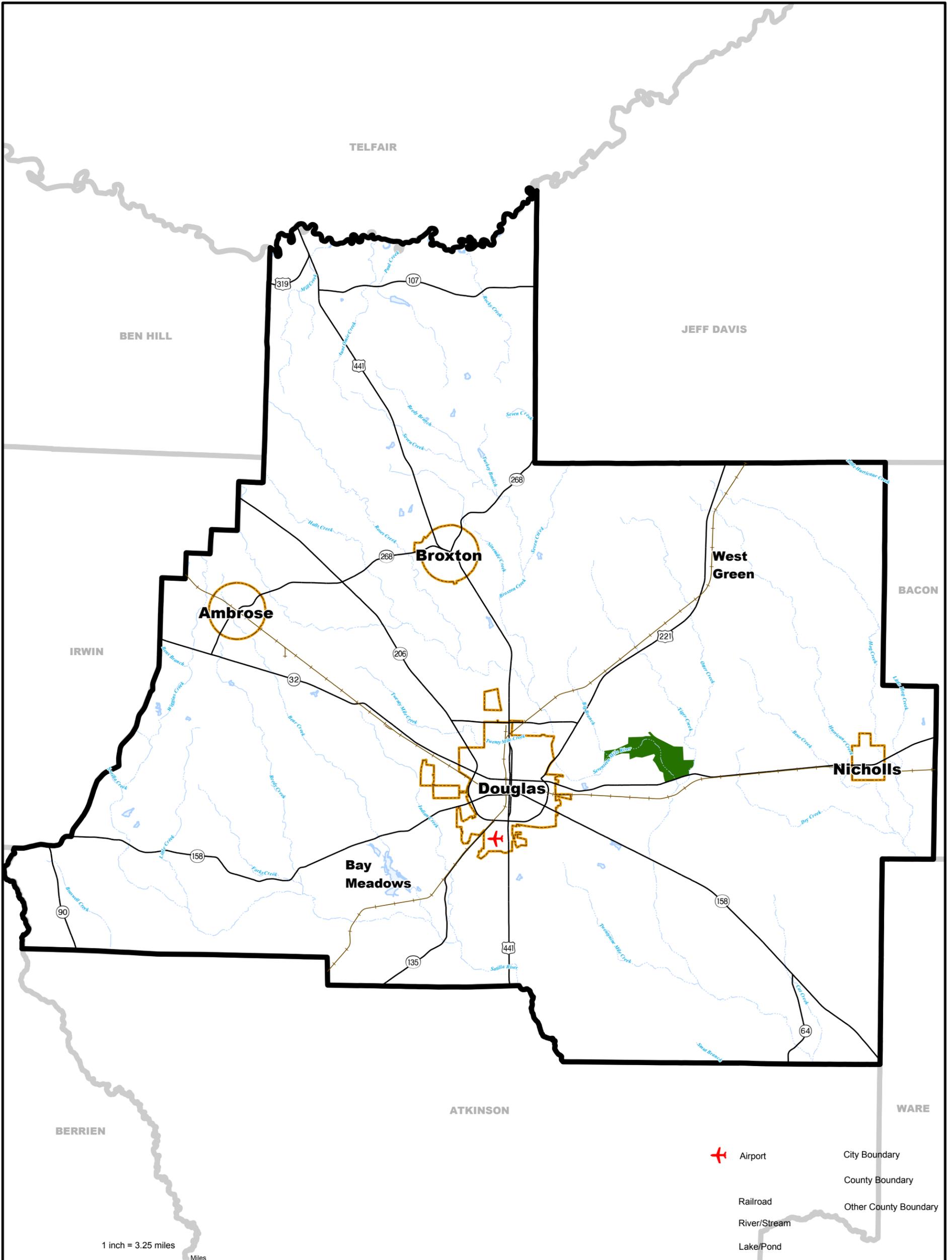
Scope

As required in the DCA Standards, the Comprehensive Plan is divided into three parts. The Community Assessment and Community Participation Program were completed and submitted to the Southeast Georgia Regional Development Center (SEGa RDC) in August 2006.

The Community Agenda is the third and most important part. This document defines the community's vision for the future, outlines the key issues and opportunities facing Nicholls over the next 20 years, and crafts an implementation program for achieving the vision and addressing each issue and opportunity. The Implementation Program includes a Future Development Map and Future Land Use Plan for guiding land use, character, and zoning decisions. It also includes an updated Short-term Work Program for guiding capital investments over the next five years.

Study Area

The study area for this Community Agenda is primarily the incorporated area of the City of Nicholls (City), an area of approximately 766 acres. For some portions of the Community Agenda, principally those related to land use planning or annexation, areas adjacent to the City were included.



1 inch = 3.25 miles

0 0.5 1 2 3 4 Miles

Nicholls Community Agenda

Location Map

**JORDAN
JONES &
GOULDING**

Figure 1

Planning Process and Schedule

The Local Planning Requirements adopted by the DCA in May 2005 divide the Comprehensive Plan into three required documents: the Community Assessment, Community Participation Program, and, this document, the Community Agenda. The final printing of the Comprehensive Plan, after the RDC and DCA have reviewed and approved this Community Agenda, will combine what are now three separate documents into one binder.

The Community Assessment was the first major step in preparation of Nicholls's Comprehensive Plan. The document was completed jointly with Coffee County and the county's other municipalities: Ambrose, Broxton and Douglas. The Assessment assessed existing conditions within the community, analyzed existing land use patterns, and included a draft list of issues and opportunities facing Nicholls, Coffee County and the other municipalities.

The Community Participation Program outlined a program for community visioning and involvement. The process created for Nicholls included an evening Visioning Workshop, a survey, participation in a Multi-Jurisdictional Advisory Committee with representatives from the county and other municipalities, interviews, an Open House and adoption hearings. The meetings were held between May 2006 and May 2007.

This document, the Community Agenda, is the blueprint for implementing the community's vision. It includes a summary of the vision and results of the community involvement effort, a plan for land use, policies to guide transportation, community facilities and other aspects of Nicholls, and an Implementation Program. After the community has had a chance to review this draft Community Agenda, it will be submitted to the RDC and DCA for comment and approval, a process which takes several months.

The schedule below outlines the process employed in preparing this Comprehensive Plan.

Figure 2: Project Schedule

Task	2006							2007							
	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Comprehensive Plan															
Project Kick-off	■														
Community Assessment	■	■	■	■											
Community Participation Program			■	■	■										
Community Agenda								■	■	■	■	■	■	■	■
Transmittal, Review, Adoption Processes					★	■	■	■	■	■	■	■	■	■	■
Service Delivery Strategy			■	■	■	■	■	■	■	■	■	■	■	■	■
Solid Waste Management Plan					■	■	■	■	■	■	■	■	■	■	■
Public Meetings															
Public Hearing/Presentation ★															
Community Visioning Meeting ☆										☆		☆			
Open House ★												★			

II Community Agenda

Community Involvement and Vision

The Joint Douglas-Coffee County Public Participation Plan

Jordan, Jones & Goulding (JJG) devised a comprehensive public participation process for the Joint Coffee County-City Comprehensive Plan (Plan) that achieved the goals of increasing public excitement over future community growth while concurrently providing vital opportunities for public input. The fundamental principle guiding the public involvement strategy is the conviction that collaboration between government officials, elected officials, business leaders, and citizens in a visioning environment will develop a strong foundation for an empowered and involved public over the future. This collaborative approach, in turn, will lead to a stronger City of Nicholls and Coffee County overall.

By centering upon these guiding principles, citizens were able to provide meaningful input based upon a growth-oriented course, which was established in the Community Assessment. The public involvement process included five driving elements: a multi-jurisdictional advisory committee, five visioning workshops, a visioning survey with county-wide availability, an additional Chamber of Commerce visioning workshop sponsored by the Douglas-Coffee County Chamber of Commerce, and an Open House to discuss final details of the Plan. The visioning survey was available at all visioning workshops as well as individual city halls and on the Douglas Website.

The five visioning workshops were held throughout the County, with two workshops in Douglas and another three in the cities of Ambrose, Broxton, and Nicholls. Whereas city meetings generally had a local focus, participants were encouraged to think holistically by considering their own community and Coffee County overall in their ideas and comments.

The City of Nicholls Visioning Workshop

The Nicholls visioning workshop took place at the Nicholls City Hall and included an overview of the planning process, a mapping exercise, a visioning discussion, and a community preference survey (CPS). Meeting attendees included a diverse cross section of the community, including government employees, elected officials, and residents. At the meeting, group discussions established a cohesive environment where community concerns were discussed and community priorities as well as a vision for the future began to develop collaboratively among a diverse group of attendees.



The results of the Nicholls Visioning Workshops are being combined with the results from the Visioning Survey.

A Vision for Nicholls

A compilation of reflections, visionary thoughts, and top priorities for the City of Nicholls follow. These summarizing statements represent the most prominent topics that surfaced at the City of Nicholls visioning workshop. Detailed meeting notes and results from the CPS are available in the Appendix.

<p>Reflections</p> <p>Nicholls has recently attracted new retail and services, the likely result of new sewer and water capacity. Ambulance service has also been added to the repertoire of public services. The addition of a new correctional facility and other industry has increased job opportunities and doubled the tax base. The new youth facility is a major attraction, serving as multi-use site for concerts and related events. Although growth has occurred in recent years, the loss of textile facilities and businesses uptown has resulted in lost jobs and vacant retail space downtown. The loss of the middle school and high school has also impacted the city's sense of place.</p>	<p>Visionary Thoughts</p> <p>Nicholls is well-rounded community that is proactively improving its transportation infrastructure (including pedestrian access), diversity of housing, building codes, and zoning. Due to continued maintenance of sewer and water facilities, a greater diversity of retail and industry are attracted to the area. Nicholls is a community to live and work in while enjoying a high quality of life.</p>
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Top Priorities

A Vision for an Improved Retail and Industry Mix. To further develop Nicholls as an attractive place to live, the retail and industry mix must be increased.

- The community is need of fast food restaurants, clothing and shoe shops, and a building materials shop. These services will keep more money in Nicholls while increasing the tax base. An increased tax base will lead to better provision of services for residents.
- The development of more jobs is essential for creating the retail demand discussed in the previous point. More rental housing will be necessary to support the workforce. Currently many correctional facility employees do not live in Nicholls. The addition of more attractive housing options can reverse this job/housing mismatch.
- Efforts to develop industry should focus on further developing growth sectors such as the timber industry.
- Marketing existing sewer and water capacity is key for attracting new housing development and businesses to Nicholls.

A Vision for Improved Recreational Facilities. Recreation facilities are important to children and families and should be improved.

- The local elementary school has many great facilities. The city should explore the option of opening these facilities for general public use during non-school hours.
- The community needs basketball and tennis facilities as well as special event facilities such as picnic tables and a pavilion.
- Current ball fields should be improved. Hiring new staff to oversee the facilities may be beneficial.

- All efforts to improve recreational facilities should be considered in collaboration with the county-wide recreation strategy.

Issues and Opportunities

A targeted plan, delineating both issues and opportunities, is a fundamental element to effectively moving the community’s vision forward. This plan is the cornerstone for the implementation strategy and short-term work plan developed for the City of Nicholls. The issues and opportunities stated hereafter originated in the Community Assessment, resulting from a comprehensive analysis of past trends and patterns. The issues and opportunities were adjusted based on stakeholder input and the public’s participation and later refined by the consultant team.

These issues and opportunities are categorized under the following topic areas:

- Land Use
- Transportation
- Economic Development
- Housing
- Intergovernmental Coordination

Land Use

Land Use Goal: Actively pursue a land use strategy that preserves our community’s identity while preparing for future development.

Land Use Issues and Opportunities:

- 1. Lack of Zoning.** The City of Nicholls has no zoning to regulate future land use decisions. As efforts to bring more industry to the City ensue, the City is at risk of having incompatible land uses. For example, the development of a manufacturing plant adjacent to traditional housing would have an adverse affect on residents’ quality of life.
- 2. Improved Code Enforcement:** Poor yard maintenance and building upkeep can negatively impact a small city’s sense of place and its ability to attract businesses and new residents. Upkeep of yards and need for greater code enforcement was identified by community members as a concern. Through firm code enforcement, the City can create a positive impression on potential residents and businesses.

Transportation

Transportation Goal: Support efforts to improve transportation infrastructure in ways that will attract more people and support the local economy.

Transportation Opportunities:

- 1. Widen Hwy 32.** Nicholls is strategically located on Hwy 32, a major road bisecting Coffee County. Widening Hwy 32 through downtown Nicholls will help improve regional traffic flow. Decisions to widen the road should be coordinated with land use decisions. By doing so, the city develop an environment that is conducive to new industry and potential future residents.

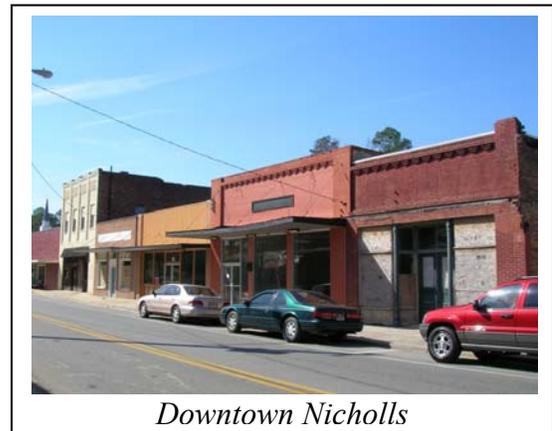
2. **Local Road Improvements.** Some roadways in Nicholls can benefit from basic road improvements including street paving, curbing, and added lighting to the sides of roads. Paving and traffic calming devices such as speed bumps could contribute greatly to the appearance and safety of the City's roads and the community's overall attractiveness to new residents.
3. **Sidewalk Upkeep.** The City should support all efforts to diversify multi-modal transportation options, especially by encouraging sidewalk upkeep and installations. Availability of well-kept sidewalks limits vehicular traffic, minimizes pollution, and encourages a healthy lifestyle. Lighting should be provided on sidewalks when possible to increase pedestrian safety and limit crime.

Economic Development

Economic Development Goal: Work collaboratively with area and state economic development agencies to attract services and industry that better meet the area's needs.

Economic Development Issues and Opportunities:

1. **Vacant Commercial Property in Downtown Nicholls.** Vacant commercial property in downtown Nicholls is an ongoing community concern. This situation can be attributed to limited population growth and the influx of bigger retail/commercial chains in Douglas.
2. **Improved Sewer and Water Capacity.** Nicholls has developed advanced sewer and water capacity compared to the other small cities in the County. This infrastructure should serve as an incentive for businesses to locate in Nicholls. The City should work collaboratively with the Douglas-Coffee Chamber of Commerce to attract appropriate industry.
3. **Service Needs.** Nicholls lacks some basic services and retail including a day care, clothing and shoe shop, building materials store, and fast food restaurants. These service needs are currently met outside the City. In the future, there may be some potential to help develop these services locally. Keeping dollars local will increase the quality of life in the City.
4. **Look to Growth Sectors.** Efforts to develop industry should focus on further developing the area's growth industries such as the timber, medical, and retail sectors.
5. **Youth Park.** The Coffee County Youth Park is located just outside the Nicholls city limits. This site is used for community and special events, bringing people to Nicholls' doorstep from all over the County and beyond. Nicholls can capitalize on this flow of people into the City by attracting other businesses and groups that may be able to serve these groups such as restaurants and small stores.
6. **Expansion of Coffee Correctional Facility.** The Coffee Correctional Institute is a major employer for Nicholls and Coffee County overall. Currently this facility employs 370 people. Plans exist to expand the Coffee Correctional Institute. Such growth would further boost the City's economic development, providing jobs and a larger market for new retail and services. The City should support efforts to expand the prison.



Downtown Nicholls

Housing

Housing Goal: Provide safe, quality, and sufficient housing to meet the needs of our community.

Housing Issues and Opportunities:

- 1. Workforce Housing.** The City recently acquired a new prison on the edge of town. With the addition of this employer, a new opportunity exists to attract prison workers as potential residents of the City. By creating workforce housing and a higher residential population, a greater demand for services and retail can develop and potentially attract new businesses to town.
- 2. Housing Rehabilitation Program.** The City should work towards developing a program for rehabilitating aging housing. By rehabilitating housing, crime and blight can be minimized. Currently neither the County nor Nicholls have a rehabilitation program. Due to limited resources of both jurisdictions, development of a joint program may be the most cost effective way to address this concern. Coordination with the Georgia Department of Community Affairs and the Southeast Georgia Regional Development Center can help identify appropriate funding possibilities for such programs.
- 3. Rental Housing.** Through the visioning process, the community members identified the need for more rental housing in the City. Rental housing will ensure that diverse income levels and socioeconomic groups can affordably live in the City. Rental housing should be encouraged only after a better understanding of the market demand for rental housing in Nicholls reached. The City should look at partnering with other local jurisdictions to consider the possibility of a County-wide rental housing study.



House along Railroad, Nicholls

Intergovernmental Coordination

Intergovernmental Goal: Create stronger relationships with the County and neighboring communities in an effort to improve service delivery to residents.

Intergovernmental Issues and Opportunities:

- 1. Access to Recreation Resources:** Community members are concerned about limited recreational resources, especially for youth. Limited access to existing resources is partially responsible for this sentiment. The City currently lacks public tennis and basketball facilities within the city limits. The City may be able to meet its basketball facility needs by partnering with the Coffee County School Board to share facilities. The City should also collaborate with the Coffee-Douglas Recreation Department to ensure Nicholls residents have adequate access to its services.

2. **Coordination of Code Enforcement with County.** Limited code enforcement is a county-wide concern. Efforts to coordinate code enforcement across Coffee County may lead to a more cost-effective strategy and better service delivery.
3. **Shared Facility Agreement with School.** Currently the local elementary school's recreational facilities are closed to the general public. The City should pursue an agreement with the school system to utilize these resources in hours when school is not in session. This arrangement can potentially meet community needs without draining City resources to build and upkeep another similar facility.
4. **Improve Existing Recreational Facilities.** Limited staff and resources hinder the City's ability to complete basic upkeep of recreational facilities. The City should work in collaboration with the Coffee Douglas Parks and Recreation Department to maintain and make improvements to existing parks and related facilities.

The Plan

The Land Use Plan contains the Future Development Map, which is a development plan for the future character areas of the City of Nicholls. The map is supported by a matrix of character area descriptions, development strategies, photographic representations of the area, and appropriate land uses. In addition, a table listing the DCA's required Quality Community Objectives for each character area is located in the Appendix. A Future Land Use Plan follows the Future Development Map, delineating projected land uses in the City based upon community preferences and needs.

Future Development (Future Character Areas)

Three areas were identified for Nicholls. Each of these areas has its own identity and character as well as its own set of assets and challenges. The Future Development Plan recognizes the visual and functional difference between these areas and the different strategies required to develop them to their highest potential. Identification of character areas allows the use of tailored policies and implementation strategies for these distinctive parts of Nicholls. The character areas are defined in the following **Figure 3** and mapped in **Figure 4** below. A detailed listing of implementation measures that could be employed to assist in the development of each character area is provided in Appendix D.

Figure 3: Character Areas within Nicholls

Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Small Town Neighborhoods	Residential areas surrounding downtown Nicholls	<p>Improve sidewalk and path connectivity to downtown. Pursue a property maintenance and rehabilitation code in conjunction with Coffee County Code Enforcement. Rehabilitate or replace deteriorating housing stock. Promote the development of a greater variety of housing options, including rental opportunities, meeting the needs of all income levels. Add traffic calming devices such as raised pedestrian crossings, narrower street lanes, or rough pavement materials to ease pedestrian travel and increase safety on heavily traveled residential streets.</p>	<p>Single-Family Residential</p> <p>Multi-Family Residential</p> <p>Mobile Home / Mobile Home Park</p>
<p>Quality Community Objectives Pursued:</p>			
<p><u>Transportation Alternatives:</u> The improvement of sidewalk and path connectivity to downtown will allow residents additional alternatives to the automobile.</p> <p><u>Housing Opportunities:</u> The development of a greater variety of housing stock including a wide range of sizes, costs, and density, as well as rental options, will meet the diverse needs of the community.</p> <p><u>Traditional Neighborhood:</u> Improved pedestrian infrastructure and connectivity will facilitate walking and improve linkage between neighborhoods to downtown.</p>			
<div style="display: flex; justify-content: space-around;">   </div>			

Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Small Town Downtown	Historic commercial core in downtown Nicholls	Due to high vacancy rates in the City, occupation of vacant downtown buildings should be encouraged over new development. Residential development should reinforce the traditional town center through a combination of compatible infill development and rehabilitation of historic buildings. Design should be pedestrian-oriented with strong walkable connections between different uses. On-street parking should be encouraged and improved on core streets. The city should consider adopting zoning to prevent the future development of incompatible land uses. New commercial development should be primarily clustered near SR 32 with new housing development occurring to north and south of commercial areas.	All except Agriculture/ Forestry

Quality Community Objectives Pursued

Sense of Place: The traditional small town downtown area will be maintained as the focal point of the community, and occupation of vacant buildings will be encouraged to increase the livelihood and vibrancy of the city center.

Heritage Preservation: Historic areas of downtown should be revitalized and rehabilitated, helping preserve the traditional features of the community.

Transportation Alternatives: Sidewalks and other pedestrian connections should be encouraged throughout the downtown, accommodating pedestrian traffic.

Infill Development: Businesses will be encouraged to locate within the downtown core, minimizing development on the urban fringe.



Character Area	Description/ Location	Development Strategy	Appropriate Land Uses
Conservation	Areas of protected open space that follow natural features for recreation and conservation purposes, including wetlands, floodplains, stream buffers, and protected areas.	Conservation of sensitive environmental areas should be encouraged or required. New developments should incorporate these sensitive areas as amenities, rather than develop them. Development regulations can help protect areas through ordinances, including a Conservation Subdivision Ordinance and sensitive land overlays. Passive parks should be encouraged in conservation areas that border residential developments and schools.	All
Quality Community Objectives Pursued			
<p><u>Environmental Protection:</u> Environmentally sensitive areas should be protected from negative impacts of development, especially those areas that add to the traditional character of the community. These protections can be created through conservation subdivisions, land overlays, conservation easements, or the creating of passive parks.</p> <p><u>Open Space Preservation:</u> Passive parks and other environmental controls should be encouraged in areas bordering residential developments and schools in order to preserve open space and environmental amenities.</p>			
<div style="display: flex; justify-content: space-around;">   </div>			

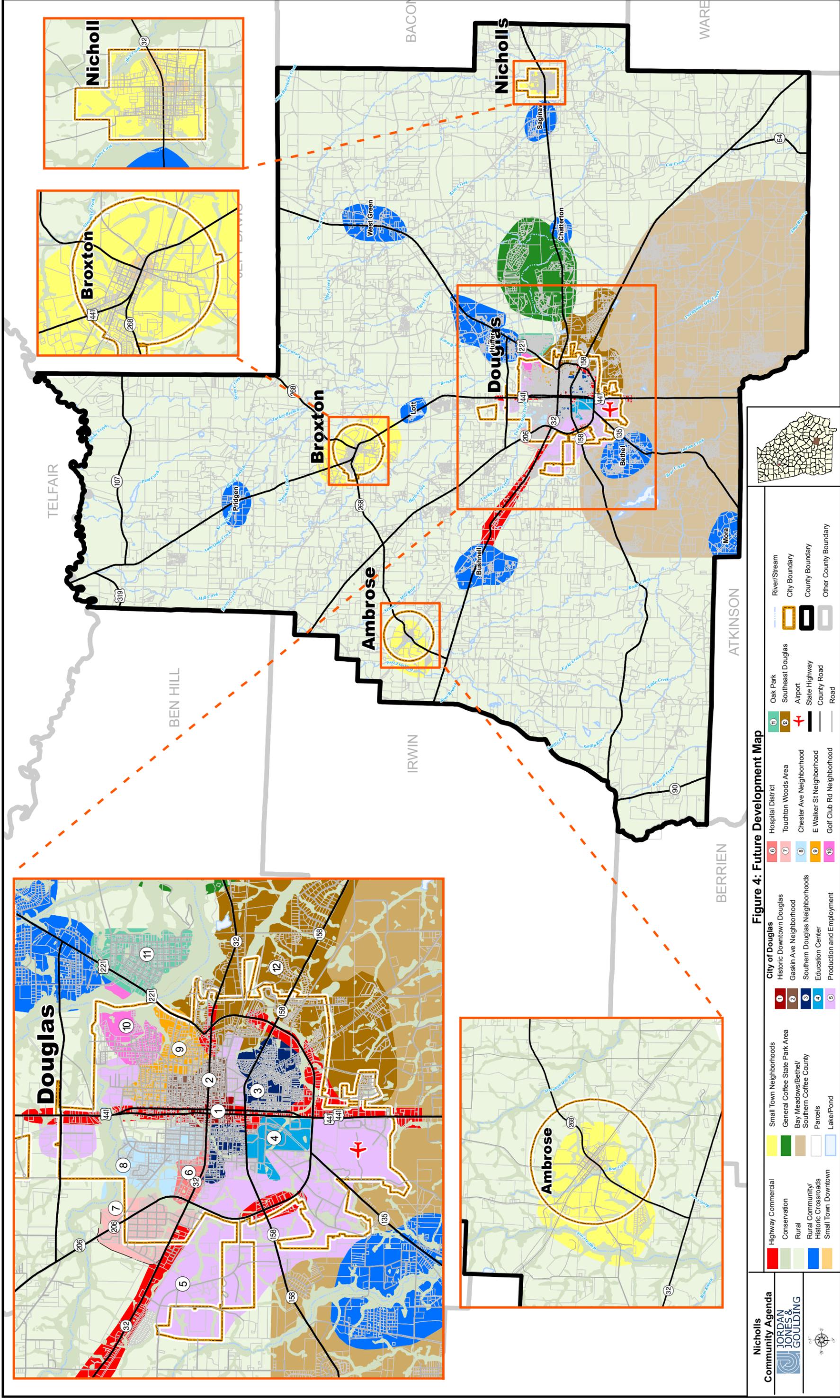
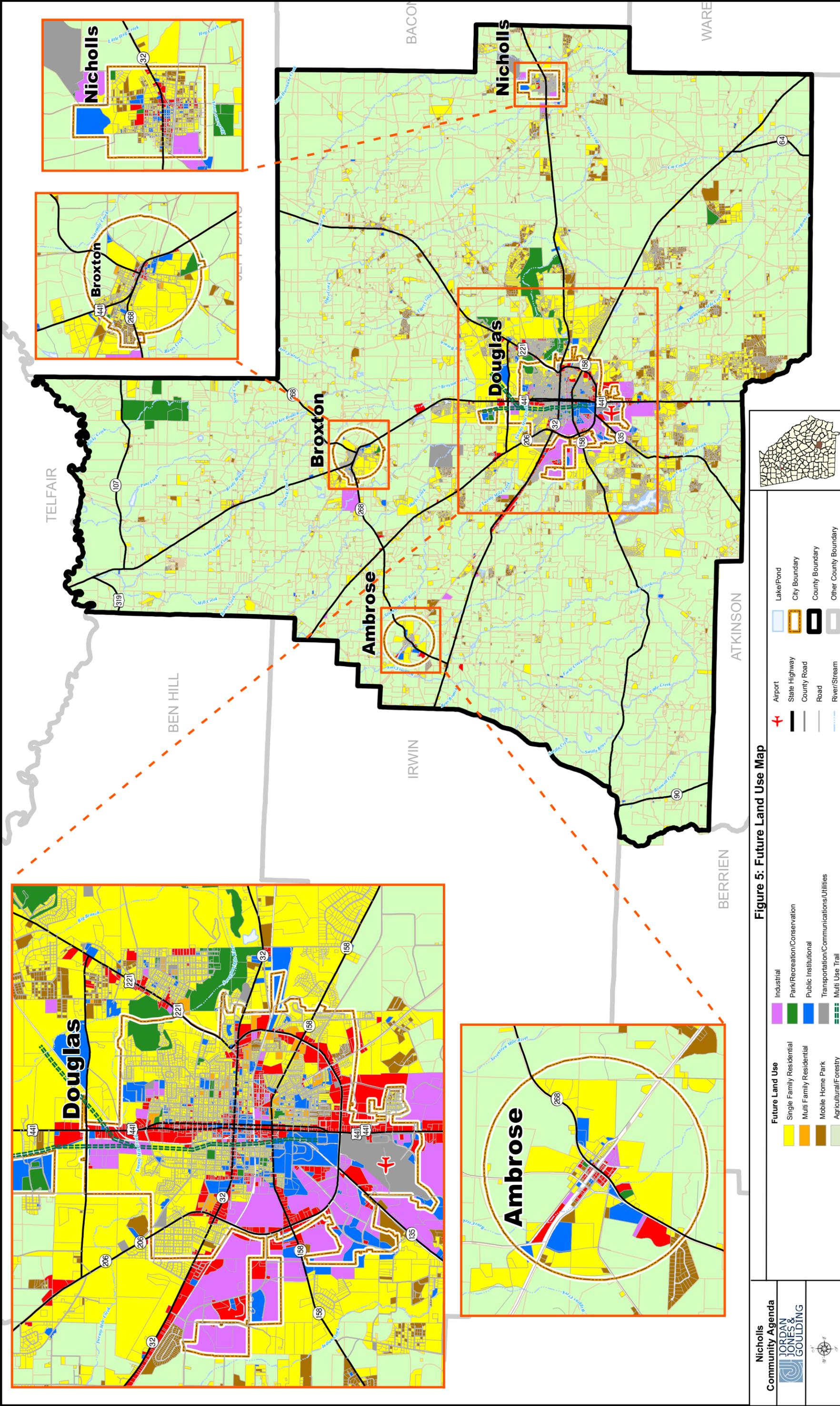


Figure 4: Future Development Map

Nicholls Community Agenda 			
<ul style="list-style-type: none"> Highway Commercial Conservation Rural Rural Community/ Historic Crossroads Small Town Downtown 	<ul style="list-style-type: none"> Small Town Neighborhoods General Coffee State Park Area Bay Meadows/Bethel/ Southern Coffee County Parcels Lake/Pond 	<ul style="list-style-type: none"> City of Douglas Historic Downtown Douglas Gaskin Ave Neighborhood Southern Douglas Neighborhoods Education Center Production and Employment 	<ul style="list-style-type: none"> Hospital District Touchton Woods Area Chester Ave Neighborhood E Walker St Neighborhood Golf Club Rd Neighborhood
<ul style="list-style-type: none"> Oak Park Southeast Douglas Airport State Highway County Road Road 	<ul style="list-style-type: none"> River/Stream City Boundary County Boundary Other County Boundary 		

Future Land Use

The Future Land Use Plan (**Figure 4**) for Nicholls is a parcel specific map that is intended, in conjunction with the Future Development Map, to serve as a guide in making rezoning and capital investment decisions. This Plan was prepared based on extensive community input during the community meetings and public hearings, and it follows directly from the City Vision developed during the Visioning Workshop and the Visioning Survey. The map assigns a future land use designation to every parcel within the City. The future land use categories shown on the map are listed and defined in the following table (**Figure 5**).



Nicholls
Community Agenda



Figure 5: Future Land Use Map

- | | | | |
|---------------------------|---|---------------|-----------------------|
| Single Family Residential | Industrial | Airport | Lake/Pond |
| Multi Family Residential | Park/Recreation/Conservation | State Highway | City Boundary |
| Mobile Home Park | Public Institutional | County Road | County Boundary |
| Agricultural/Forestry | Transportation/Communications/Utilities | Road | Other County Boundary |
| | Multi Use Trail | River/Stream | |

Figure 6: Future Land Use Definitions

Existing Land Use Category	Definition
Agriculture/Forestry	Land used for agricultural purposes such as cropland or livestock production and all land used or potentially used for commercial timber production.
Commercial	Commercial and office uses, including strip malls, big-box retail outlets, auto-related businesses, restaurants, convenience stores, and office buildings.
Industrial	Industrial uses.
Mobile Home / Mobile Home Park	Land used for individual mobile homes as well mobile home communities.
Single-Family Residential	Single-family residential uses.
Multi-Family Residential	Multi-Family residential uses including apartments and duplexes
Public/Institutional	Community facilities as well as general government and institutional uses. Examples include schools, public safety stations, city halls, courthouses, jails, health facilities, churches, libraries, and cemeteries.
Park/Recreation/Conservation	Utilities are specifically excluded from this category. Active and passive recreation areas, parks, and protected land. Includes land owned by a land trust or public agency and preserved from future development as maintained as open space.
Transportation/Communication/Utilities	Land use by transportation, communication, or utility purposes. Examples include airports, cellular communication towers, water towers, and water treatment facilities.

Policies

Policies are adopted to serve as on-going guidance and direction to City of Nicholls officials. They provide a basis for making decisions in implementing the Comprehensive Plan, including achieving the Community Vision and appropriately addressing the Community's Issues and Opportunities. They will be used, in particular, during the budget and permitting process as well as in potential decisions to enact zoning in the City. The policies are intended to be general in nature, addressing items that affect the entire city. Geographic-specific policies are addressed in the future development map and related discussion for the City of Nicholls.

These policies are organized under the seven major elements included in the plan:

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

Land Use

LU-1: Actively improve code enforcement, realizing its positive affects on community pride and appearance.

LU-2: Avoid incompatible land uses whenever possible.

LU-3: Participate in any county-wide efforts to establish a county-wide zoning ordinance.

LU-4: Ensure that future development proposals are contemplated in a comprehensive-nature, considering existing infrastructure, environmental concerns, and other impacts on community infrastructure.

LU-5: Encourage the regeneration of downtown as a central redevelopment priority for the City.

Transportation

TR-1: Maintain our existing roadway infrastructure through regular evaluation and repair of our roads.

TR-2: Work towards paving all our roadways, thereby increasing the safety of roadway traffic and minimizing adverse environmental impacts.

TR-3: Promote multi-modal roadways by adding and improving sidewalks and making provisions for cyclists.

TR-4: Work collaboratively with our local and state partners to ease accessibility from major interstates to our city (and Coffee County overall).

TR-5: Add traffic calming devices to our streets where needed to maximize safety and encourage the street life in our city.

Economic Development

ED-1: Encourage the revitalization of downtown through capital improvements such as streetscaping and creative efforts like better marketing of our city.

ED-2: Work collaboratively with the Coffee-Douglas Chamber of Commerce and the Coffee Douglas Economic Development Authority to recruit industries to our town.

ED-3: Promote our sewer and water capacity as an incentive for businesses to locate in our city.

ED-4: Encourage efforts to bring retail to our community that helps meet unmet community demand and fill vacant spaces in the central downtown.

ED-5: Support prison expansion efforts by working with state partners to accommodate needs to achieve prison growth.

Housing

H-1: Encourage the development of quality rental housing in the community to better accommodate a full spectrum of income levels and lifestyles within our community.

H-3: Ensure that all housing in the community meets minimal standards in efforts to eliminate all substandard housing from our community.

H-2: Support efforts to rehabilitate housing that is at risk of decline.

H-4: Support housing development that reflects our population growth trends, including an increase in senior-appropriate housing.

Natural and Cultural Resources

NCR-1: Preserve our historical structures by proactively promoting their renovation and adapted re-use as appropriate.

NCR-2: Preserve trees in our community, realizing their importance to the environment, ability to lower cooling costs, and positive aesthetic qualities.

NCR-3: Ensure a safe and adequate supply of water through the monitoring and protection of existing water sources.

Community Services and Facilities

CSF-1: Maximize our existing community facilities by creatively adapting their uses during off-peak hours.

CSF-2: Ensure that our police service is adequately serving all areas of our community by evaluating agency practices and needs on a regular basis.

CSF-3: Promote efforts to reduce solid waste and encourage recycling programs.

CSF-4: Support community-led initiatives to address community concerns.

CSF-5: Work towards improving and enhancing our recreational facilities by actively communicating community needs to the Douglas Coffee Recreation Department.

Intergovernmental Coordination

IC-1: Work collaboratively with the Douglas Coffee Recreation Department to ensure our recreational facilities are kept in good repair.

IC-2: Actively support efforts to create a unified service agreement for fire services in Coffee County.

IC-3: Work with local and state transportation agencies to increase accessibility to our area.

IC-4: Provide input to other public entities in our area when they are making decisions that are likely to have an impact on our community or our plans for future development.

Implementation Program

The following Implementation Strategies address issues and opportunities for the City of Nicholls, raised in Section 2.3. Action items are identified, along with responsible parties and a projected timeframe for implementation. This timeframe is expressed either as Ongoing, Short-Range (1 to 5 years), or Long-Range (5+ years). The Implementation Program translates the city’s vision into action. The implementation strategies are categorized by major elements of the Comprehensive plan and then addressed by the specific issue or opportunity.

To maximize area resources, implementation strategies include a mixture of approaches, including public private partnerships. Below is a list of responsible parties and partners in this plan. Implementation strategies follow.

Parties or Partners	Acronym or Abbreviation
City of Ambrose	Ambrose
City of Broxton	Broxton
City of Douglas	Douglas
City of Nicholls	Nicholls
Coffee County	Coffee County
Coffee Correctional Institute	CCI
Coffee County School Board	CCSB
Douglas-Coffee Chamber of Commerce	DCCC
Douglas-Coffee Economic Development Authority	DCEDA
Douglas-Coffee Parks and Recreation Department	DCPRD
East Central Technical College	ECTC
Georgia Department of Community Affairs	GDCA
Georgia Department of Transportation	GDOT
Georgia Power Economic Development	GPED
Nicholls Housing Authority	NHA
Southeast Georgia Regional Development Center	SGRDC
South Georgia College	SGC
US Department of Housing and Urban Development	US HUD

Land Use Strategies

How do we address the lack of zoning in our community?

Description/Action	Responsible Party	Partners	Timeframe
Consider the creation a traditional zoning ordinance, defining areas that are suitable for specific land uses.	Nicholls	Coffee County	Short-Range

How do we improve code enforcement?

Description/Action	Responsible Party	Partners	Timeframe
Work with County to develop and follow a systematic schedule for reviewing for violation areas of the community.	Coffee County	Nicholls	Ongoing
Design public input procedures, formally allowing community members to submit code violation observations. Said procedure should detail the City's response to submissions.	Coffee County	Nicholls	Short-Range

Transportation Strategies

How do we ensure that Hwy 32 is widened in a favorable fashion for our community?

Description/Action	Responsible Party	Partners	Timeframe
Participate in regional transportation planning process regarding changes to Hwy 32 in Coffee County.	Nicholls	GDOT	Ongoing
Allocate City SPLOST funds to enhance Hwy 32 road design in the downtown core of Nicholls.	Nicholls	Coffee County	Short-Range

How do we ensure that local road improvements occur?

Description/Action	Responsible Party	Partners	Timeframe
Maintain a list of road improvement priorities, including paving and filling pot holes.	Nicholls		Ongoing
Seek additional funding for major road improvements necessary for the community.	Nicholls	GDOT Coffee County SEGa RDC	Ongoing

How do we keep our sidewalks in good repair?

Description/Action	Responsible Party	Partners	Timeframe
Dedicate an annual funding source for sidewalk repair.	Nicholls	None	Short-Range
Complete a walkability audit: Identify sidewalk needs by assessing connected street networks, short block lengths, and mixed land uses in close proximity to each other, amongst other criteria.	Nicholls		Short-Range
Encourage property owners to take ownership of sidewalks adjacent to their property; keeping them in good repair.	Nicholls		Ongoing
Consider the feasibility of a sidewalk ordinance, transferring the responsibility of sidewalk upkeep to adjacent property owners.	Nicholls	GDOT	Short-Range

Economic Development Strategies

How do we help fill vacant commercial property in downtown Nicholls?

Description/Action	Responsible Party	Partners	Timeframe
Develop building codes for rehabilitation. These codes encourage reinvestment in blighted areas through the development standards more appropriate to the rehabilitation of older buildings.	Nicholls	GDCA Ambrose Broxton	Short-Range
Maintain an inventory of vacant building space in downtown.	Nicholls	DCCC DCEDA	Ongoing
Survey City residents and workers to determine needed and desired services and retail in the community.	Nicholls	DCCC	Short-Range
Actively recruit appropriate businesses to occupy vacant commercial property in downtown.	Nicholls	DCCC	Ongoing

How do we promote our sewer and water capacity?

Description/Action	Responsible Party	Partners	Timeframe
Identify appropriate locations for new industrial sites, considering the location of sewer and water lines.	Nicholls	DCEDA GPED	Short-Range
Maintain an inventory of customers using water and sewer systems as well as their level of usage as a mechanism for determining the needs for future residents and businesses.	Nicholls		Short-Range

How do we bring unmet service needs to Nicholls?

Description/Action	Responsible Party	Partners	Timeframe
Survey City residents and workers to determine needed and desired services and retail in the community.	Nicholls	DCCC	Short-Range
Streetscape main corridors in downtown area.	Nicholls	DCCC	Ongoing

How do we incorporate growth sectors in our economic development plan?

Description/Action	Responsible Party	Partners	Timeframe
Utilize the Community Assessment of Coffee Joint Comprehensive Plan to identify industry sectors that the City could potentially develop.	Nicholls		Short-range.
Increase the training levels of our workforce to improve the attractiveness of the city's labor force.	ECTC SGC	GDATE	Long-Range
Promote the accessibility and benefits of the QuickStart Program at East Central Technical College as an incentive for business location in the community.	Nicholls	ECTC DCEDA	Ongoing

How can we exploit the Youth Park as a tool for economic development tool?

Description/Action	Responsible Party	Partners	Timeframe
Create signage outside park directing visitors to downtown shops and services.	Nicholls		Short-Range
Ease accessibility to downtown Nicholls from the Youth Park by adding pedestrian and cyclist capacity to thoroughfare between two locations.	Nicholls	GDOT	Long-Range
Attract a bed and breakfast or small hotel to accommodate visitors attending events at the Youth Park.	Nicholls	DCCC	Long-Range

Housing Strategies

How do we add more workforce housing to our city?

Description/Action	Responsible Party	Partners	Timeframe
Complete an analysis of housing needs and demands of Coffee Correctional Institute employees.	Nicholls	CCI	Short-Range
Investigate mixed-use housing opportunities in downtown Nicholls.	Nicholls	DCCC	Ongoing
Explore private, subsidized housing options through the Low Income Tax Credit program and other HUD sponsored programs.	City of Nicholls	NHA US HUD SGRDC	Long-Range

How do we develop a housing rehabilitation program?

Description/Action	Responsible Party	Partners	Timeframe
Investigate the possibility of sharing rehabilitation programs with the City of Douglas and other small cities through a unified service agreement.	Nicholls	Ambrose Broxton Douglas Nicholls	Short-Range
Work with the Regional Development Center to identify potential funding sources for the City’s own rehabilitation program.	Nicholls	SGRDC DCA	Short-Range

How do we increase rental housing in our community?

Description/Action	Responsible Party	Partners	Timeframe
Promote existing sewer and water capacity to area housing developers involved in rental housing development.	Nicholls	DCCC	Ongoing
Include multi-family housing as a land use in efforts to create a city zoning ordinance.	Nicholls		Short-Range

Intergovernmental Coordination

How do we ensure access to recreational resources?

Description/Action	Responsible Party	Partners	Timeframe
Develop a public outreach campaign, informing residents of available services and programs, hours of operation, and costs.	Nicholls	DCPRD	Short-Range
Build tennis and basketball courts in the City and/or consider partnering with the CCSB to share facilities.	Nicholls	DCPRD CCSB	Long-Ranges
Investigate recreational needs of elderly population.	Nicholls	DCPRD	Ongoing
Develop a walking path in the City.	Nicholls		Short-Range

How do we coordinate code enforcement with the County?

Description/Action	Responsible Party	Partners	Timeframe
Participate in quarterly meetings of County stakeholders to provide support for joint code enforcement.	Nicholls	Coffee County Ambrose Broxton Douglas CCSB	Ongoing
Develop a community assessment of specific code enforcement issues and present to relevant County staff.	Nicholls.	Coffee County	Short-Range

How do we develop a shared facility agreement with the School Board?

Description/Action	Responsible Party	Partners	Timeframe
Meet with the Coffee County School Board to identify potential opportunities for sharing facilities near Nicholls.	Nicholls	CCSB	Short-Range

How do we improve existing recreational facilities?

Description/Action	Responsible Party	Partners	Timeframe
Develop joint service arrangement with the Douglas-Coffee Parks and Recreation Department for maintaining the City of Nicholls recreational facilities.	Nicholls	DCPRD	Short-Range

Short Term Work Program

Following is a list of short-term tasks and projects identified in this plan as needed to achieve community goals and objectives. Note that on-going tasks or policies are listed in previously in Chapter II – Policies and Implementation Strategies. Note: Cost estimates are for planning purposes only. Actual costs may vary widely, particularly over time.

Figure 7: Short Term Work Program Matrix

Community Services and Facilities				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Long-term drug treatment facility	2008-2013	Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls, CRMC	Cost TBD	State and federal grants, General Fund, private entities
2. Create signage outside Youth Park directing visitors to downtown shops and services	2011	Nicholls	\$1,000 per sign	General Fund
3. Identify appropriate locations for new industrial sites	2008	Nicholls	\$500,000	General Fund
4. Develop a public outreach campaign for services and programs	2008-2009	Nicholls	No cost	General Fund
5. Develop a community assessment of code enforcement issues	2008	Nicholls	No cost to \$5,000 (depending on staff availability)	General Fund
6. Water tank improvements	2010	Nicholls	\$100,000	SPLOST
7. Increase drug prevention (DARE) program efforts	2008-2013	Nicholls Police Department, CCBOE	No additional cost	State and federal funds and grants
Economic Development				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Develop building codes for rehabilitation	2008-2009	Nicholls	\$10,000 to \$15,000	General Fund, DCA grant

2. Survey City residents and workers to determine needed and desired services and retail	2009	Nicholls, DCCC	No cost	General Fund
3. Identify industry sectors that the City could potentially develop	2008	Nicholls, DCCC	No cost	General Fund
Housing				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Establish Credit Counseling Program	2008-2013	Coffee County and the Cities of Ambrose, Broxton, Nicholls, and Douglas, DCCC	Cost TBD ¹	HUD-CDBG, private entities
2. Complete an analysis of housing needs and demands of Coffee Correctional Institute employees	2009-2010	Douglas Coffee Chamber of Commerce	No additional cost	General Fund
Parks and Recreation				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Develop a walking path	2013	Nicholls	\$40 to \$45 per linear foot	SPLOST
2. City Park Improvements/City Youth Park	2007-2012	Nicholls	\$350,000	SPLOST
3. Develop joint service arrangement with the Douglas-Coffee Parks and Recreation Department for maintaining the City of Nicholls recreational facilities	2008-2010	Nicholls, DCPRD	No cost (yearly cost TBD)	General Fund
4. Construct basketball and tennis courts	2012-2013	Nicholls	\$33,000 per court	SPLOST

¹ To be determined

Transportation				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Widen SR 32	2008-2011	GDOT, Coffee County	\$9.3 Million	GDOT
2. Enhance SR 32 streetscaping in downtown Nicholls	2008-2013	Nicholls, GDOT	\$80,000 to \$200,000 (depending on complexity)	General Fund, State and federal grants
3. Annual sidewalk repair	2008-2013	Nicholls	TBD	General Fund
4. Consider feasibility of a sidewalk ordinance	2008	Nicholls	No cost	General Fund
5. Complete a walkability audit	2008-2009	Nicholls	\$5,000 to \$10,000	General Fund
6. Resurface roads	2008-2013	Nicholls	\$250,000	SPLOST
General Planning				
Activity	Years	Responsible Party	Cost Estimate	Funding Source
1. Development of County-Wide Unified Development Ordinance, subdivision regulations, and zoning	2009-2010	Coffee County and the Cities of Ambrose, Broxton, Douglas, and Nicholls	\$150,000	General Fund
2. Develop public input procedures for code violations	2008	Nicholls, Coffee County	No additional cost	General Fund

III Appendix

- A. Notes from the Visioning Workshop
- B. Results form the Community Preference Survey
- C. 2002-2007 Short Term Work Program – Report of Accomplishments
- D. Implementation Measures for Character Areas

A. Notes from Visioning Workshop

City of Nicholls

February 26, 2007

Number of Attendees: 24

Nicholls/Coffee County – Now and Then

What has changed for the worse (in Nicholls) since 1987?

- Lost high school and middle school
- Loss of textile facilities and associated jobs
- Vacant commercial space uptown

What has changed for the better (in Coffee County) since 1987?

- New schools
- New retail

What has changed for the better (in Nicholls) since 1987?

- Sewer and improved water
- New industry, including correctional facility and others
- Addition of youth facility
- New retail, including diner and dollar store
- Addition of ambulance service
- Doubled tax base

Visioning Discussion

What is your vision for Nicholls/Coffee County?

- Make Hwy 32 four lanes through downtown Nicholls (+10)
- Improve retail and industry both downtown and in other areas (+16)
- Bring restaurants and hotels to Nicholls (+6)
- Enforce/improve building codes and ordinances (+8)
- Road improvements, including traffic-calming speed bumps and street paving (+6)
- Improve and increase sidewalks (+5)
- Improve recreation facilities, including new parks, new special event facilities, and enhancements to existing facilities (+7)
- More rental housing (+10)
- Improve distribution of recreational resources across the county (+11)

Discussion – Top Priorities

Priority One – Improve Retail and Industry Mix

- Need clothing and shoe shops, building materials store, and fast food restaurants
- Development of more jobs will create retail demand

- More rental housing to support workforce
- Look for growth opportunities associated with timber industry
- Market existing sewer and water as incentives for new businesses/industry
- Work with Chamber of Commerce, Industrial Authority, and Georgia Power
- Bring daycare to serve Nicholls' residents and workers

Priority Two – Improve Recreation Facilities

- Improve ball fields
- Add basketball and tennis facilities. Explore option of using school facilities to meet these needs.
- Hire new staff to oversee facilities.
- Develop special event facilities such as picnic tables and pavilion

B. Results form the Community Preference Survey

Introduction

The Nicholls Community Preference Survey (CPS) was taken by 22 people, 82 percent Broxton residents and 14 percent rural Coffee County residents. Questions were oriented towards the Nicholls area. Participants voted on their preferences among four photos depicting each type of structure. The CPS covered single family housing, multi family housing, retail, office, and mixed use structures.

Single Family Housing

Overall, Nicholls respondents preferred planned neighborhoods with a moderate amount of space between units.



- **Most Appropriate for Nicholls:** trees, neighborhoods, sidewalks and curbs, clean-look, design emphasizes easy maintenance, housing costs that reflect job availability
- **Least Appropriate for Nicholls:** Multiple levels, houses in close proximity to each other, houses that are too opulent for area

Single Family Housing (Continued)

Single Family – Group 2



1. Choice 1 (1) = 38.1%



2. Choice 2 (2) = 42.9%



3. Choice 3 (3) = 14.3%



4. Choice 4 (4) = 4.8%

Single Family – Group 3



1. Choice 1 (1) = 20.0%



2. Choice 2 (2) = 15.0%



3. Choice 3 (3) = 15.0%



4. Choice 4 (4) = 50.0%

Multi Family Housing

Overall opinion suggested the need to develop multi family housing that meets the needs of an aging population. Increased multi family housing will be appropriate should new industry come to the city.

Multi - Family – Group 1



1. Choice 1 (1) = 5.3%



2. Choice 2 (2) = 52.6%



3. Choice 3 (3) = 26.3%



4. Choice 4 (4) = 15.8%

Multi - Family – Group 2



1. Choice 1 (1) = 0.0%



2. Choice 2 (2) = 10.5%



3. Choice 3 (3) = 73.7%



4. Choice 4 (4) = 15.8%

- **Most Appropriate for Douglas:** Units with easy garage access, single-level (to reflect needs of elderly population), lower density
- **Least Appropriate for Nicholls:** Unaffordable units, higher density properties

Retail

Attention to detail on retail structures is a top priority for Nicholls. To protect the neighborhood feel, retail structures should be combined with services and housing.

Retail – Group 1



1. Choice 1

(1) = 38.9%



2. Choice 2

(2) = 27.8%



3. Choice 3

(3) = 27.8%



4. Choice 4

(4) = 5.6%

Retail – Group 2



1. Choice 1

(1) = 38.9%



2. Choice 2

(2) = 11.1%



3. Choice 3

(3) = 27.8%



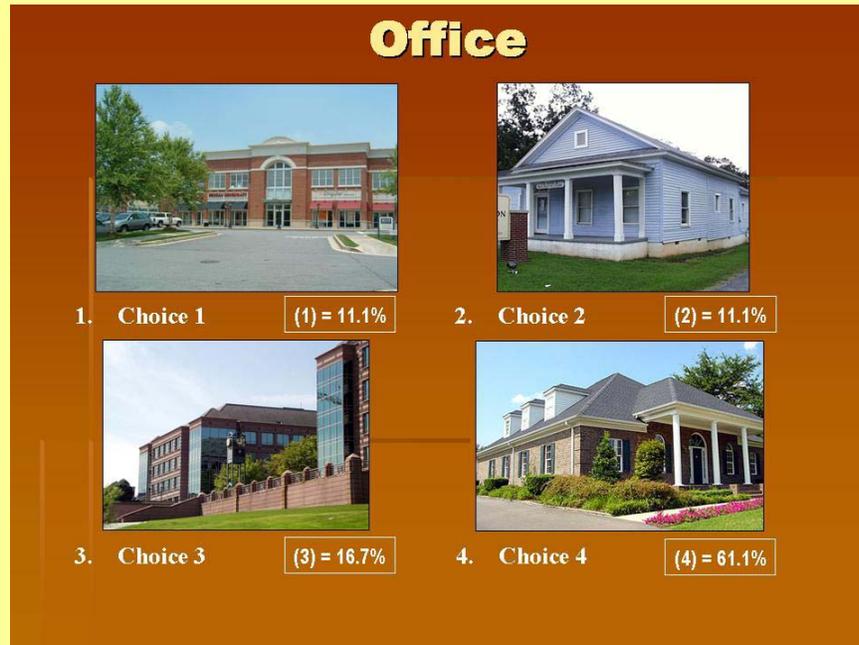
4. Choice 4

(4) = 22.2%

- **Most Appropriate for Nicholls:** Historical looking structures, multi-use (for example, housing above retail), structures that reflect existing character, buffers between lots and roadway, and attention to landscaping
- **Least Appropriate for Nicholls:** Factory look, designs that detract from community character. stand-alone retail structures

Office

- Large office buildings are not appropriate for Nicholls.
- An upgrade from current office space highlights the need for structures with higher quality building materials and landscaping.



Mixed-Use

- Overall, Nicholls respondents were in favor of mixed use development, largely as a reflection of the cultural heritage of the downtown commercial district.
- Choice two was favored due to its brick façade, historical look, and overall compatibility with existing community character



Community Preference Survey Comments

Single Family

Group 1

- Choice 3 favored (50%); like planned neighborhood, having neighbors near
- Choice 2; like trees

Group 2

- Choice 1 favored (38.1%); like clean look, that easy to take care of, sidewalks and curbs
- Choice 2 favored (42.95); like distance between house
- Don't like too crowded, too close, more than one level

Group 3

- Choice 4 favored (50%); like single-story; don't like poor street maintenance
- Choice 1; too expensive but may be a good to upgrade should industry improve

Multi-Family

Group 1

- Choice 2 favored (52.6%); like that fits in with Nicholls, appropriate should new industry come to Nicholls

- Choice 1; don't like because too big, unaffordable, does not fit with existing community
- Choice 3; like easy access to garage

Group 2

- Choice 3 favored (73.7%); like single level, appropriate senior housing
- Choice 4; like not as crowded as Choice 1

Retail

Group 1

- Split between Choices 1,2, & 3
- Choice 4; don't like two stories, looks like factory
- Choice 1; like historic look
- Choice 3; like multi-use, housing above and retail below
- Choice 2; don't like uncoordinated colors and that looks like existing sites

Group 2

- Choice 1 favored (38.9%); like multiple retail/services, landscaping preferred
- Choice 3; like buffer from road
- Choice 2; don't like single retail structure

Office

- Choice 4 favored (61.1%); like landscaping
- Choice 3; too big for county

Mixed-Use

- Choice 2 favored (55.6%); like brick, two-story, historical look, "fits-in" with community

*Comment – Manufactured and start-up housing also necessary in County

C. 2002-2007 Short Term Work Program – Report of Accomplishments

Project from STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Assist Coffee County in the support of scholarships, educational classes in family living, driver education, and other life skills.		X			To work with Board of Education
Update City Ordinances		X			To work with County on this.
Adopt the GA Building Codes		X			To work with Planning Commission
Enter agreement with Coffee County to utilize County Code Enforcement Personnel.		X			To work with County on this.
Construct City Museum.		X			Lack of Funding.
Construct new 3 bay fire station.		X			Lack of Funding.
Add 15 fire hydrants to improve City's ISO rating.			X		
Add new rescue equipment, jaws of life, and train fire crews in use.	X				
Construct Youth Park	X				
Provide additional lighting along GA SR#32.		X			Lack of Funding.
Lobby GA DOT and Legislators for LARP funding.	X				Ongoing.
Integrate parents, teachers, principals, and the business community into curriculum planning and school activities.	X				BOE Project.
Assist Coffee County's Board of Education the pursuit of the State School of Excellence Award.			X		

Project from STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
Continue to upgrade and maintain recreational facilities on school campus.				X	BOE Responsibility.
Remodel old Public Buildings for Community Centers and Public Recreational uses.		X			Lack of Funds.
Increase library staff, improve technology, and extend hours of operations.	X				
Continue to pave/resurface roads within the city.	X				
Study the possibility of the development of an industrial park and/or planned industrial site within the city limits.			X		
Become a member of the Chamber of Commerce, and other economic development agencies.	X				
Develop programs in conjunction with other agencies to pursue academic excellence and eliminate illiteracy for economic development purposes.	X				
Provide opportunities for individual's living in public housing and renting to purchase an affordable home.			X		
Eliminate blight areas within the City through condemnation and rehabilitation projects.			X		
Assist public and private institutions increasing the number of owner occupied housing units throughout the availability of affordable financing.			X		

Project from STWP	COMPLETED	POSTPONED	IN PROGRESS	NO LONGER A PROJECT	EXPLANATION
The City will pursue a plan to eliminate blighted areas throughout the City by basic zoning ordinances and/or land use codes.		X			To work with county on this.
The City will pursue Zoning, Ordinances and/or land use codes.		X			To work with county on this.
Establish downtown historic districts and create a historic resources commission.		X			Waiting on zoning ordinance.
Develop and implement the appropriate Part V environmental ordinances.		X			To coordinate with other zoning.
Join the Coffee County Planning Commission		X			To work on in the future.
Create intergovernmental agency agreements to allow for multiple jurisdictional enforcement of codes and ordinances.		X			To work with County.
Human Resources: Support the improvement of education attainment, general health and income levels of the community's population, to optimize public benefits such as bring wages and full time employment opportunities.		X			To work with ECTC.
Human Services: Encourage individuals in the community to take advantage of outreach programs for literacy.		X			To work with ECTC.
To implement and participate in a Better Home Town Program		X			Lack of Funds.

D. Implementation Measures for Character Areas

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Access Management	Regulations along the roadway that enable access to land while maintaining traffic safety and mobility through controlling such features as driveways, intersections, and median openings.	X		
Accessory Housing Units	Revising local development regulations to permit development of accessory housing units. Accessory housing units are garage apartments, "granny flats," "in-law apartments," "carriage houses," or similar secondary housing units located on the same lot with a single family residence. Encouraging accessory housing units is one means to bring affordable housing into a community.	X	X	
Adaptive Re-use	The process of adapting old structures for new purposes.	X		
Alternative Street & Pedestrian System Standards (DCA Model Code 2-5)	Provides for alternative street specifications that will reduce construction costs to developers, including minimized right-of-way widths, pavement widths, turnaround dimensions, intersection curb radii, addition of bicycle lanes, etc.		X	
Appropriate School Siting	Consideration given to public infrastructure, population growth and patterns, and transportation options when siting a school.	X	X	
Bicycle Facility Specifications (DCA Model Code 2-6)	Ensures safe, adequate and well-designed facilities are provided for bicyclists, including pavement markings, signage, and intersection crossings.	X	X	X
Cluster Development (DCA Model Code 4-7)	Provides for small lot residential development in agricultural, forestry, and rural residential districts.		X	X
Cluster Zoning	Commercial, residential or mixed-use developments 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.		X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Compact Development	Arranging buildings and structures on a smaller amount of land, thus preserving open space and reducing infrastructure needs and costs.		X	X
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.			X
Context Sensitive Design	An approach to planning intent on meeting community goals while considering adjacent uses of land. Context sensitive design promotes land uses and design measures that create minimal impacts and are supportive of the surrounding environment while balancing the needs of all users.	X	X	X
Coordinated Development Review Process	A method of streamlining the bureaucracy involved in the development process, by having different agencies that give permissions and approvals coordinate their activities through a unified system.	X	X	X
Major Streets Map (DCA Model Code 6-7)	Designates where the construction and improvement of transportation facilities is expected, indicating the right-of-way of planned transportation facilities.	X	X	X
Creating a Network of Trails & Greenways	Trails and greenways positively impact individuals and improve communities by providing not only recreation and transportation opportunities, but also by influencing economic and community development.		X	X
Creating More On-street Parking	Identifying and taking advantage of opportunities to add on-street parking in areas where additional parking is most needed. This may include changing parallel parking to angle parking, converting underused medians, loading areas, turn lanes, or traffic lanes for parking, or narrowing wide sidewalks to add parking.	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Design for Walkable Communities	Walkable or Walkability is a term for the extent to which walking is readily available as a safe, connected, accessible and pleasant mode of transport. Neighborhood design for walkability is concerned with the extent and size of the sidewalk network, its internal and external connectivity, and the attractiveness and security of the sidewalks and street crossings.	X	X	
Design Review Board (DCA Model Code 5-2)	Reviews architecture, aesthetics, and site characteristics of new development to achieve compatibility with existing development.	X	X	
Design Standards	Design standards are used to ensure that the physical appearance of new development or improvements to existing properties is compatible with the existing and/or historic character that makes communities unique. Design standards or guidelines are intended to provide a basis for local planning and zoning boards to evaluate proposals and to address various concerns related to the physical design of development in a specific area. They also provide guidance to developers, property owners and businesses in developing proposals for new construction or for the expansion of existing facilities.	X	X	
Downtown Specific Plans (DCA Model Code 5-1)	Specific study for downtown core areas focused on protecting and enhancing their unique character.	X		
Effective Development Review	A specified development review board reviews all proposed developments to guide the orderly, physical development of the community, while maintaining environmental quality. The board does this by implementing the community's vision as expressed in the Comprehensive Plan and development regulations. Development review and approval can also involve other decision-making bodies such as the planning commission or the city council.	X	X	X

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Environmental Impact Review (DCA Model Code 6-5)	Allows local governmental agencies to consider the environmental consequences of projects via the preparation of a document called an environmental checklist.			X
Environmental Planning Criteria	The Rules for Environmental Planning Criteria (Chapter 391-3-16) were developed by the Georgia Department of Natural Resources (DNR) and are part of the local government planning standards. The rules direct local governments to establish local protection efforts to conserve critical environmental resources. They are divided into the following five sections: Water Supply Watersheds, Groundwater, Wetlands, Protected Rivers and Protected Mountains. Nichols should adopt a wetlands protection ordinance.			X
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, or allowing shared parking between adjacent facilities.	X		
Flexible Street Design Standards	Revising street design requirements in local development regulations to tailor streets to the scale of the neighborhood and types of traffic they serve. Revisions may include reducing required street widths, requiring bicycle lanes, or adding on-street parking.		X	
Flexible Subdivision Regulations	Revising subdivision regulations to enable development of more innovative types of subdivisions that better match the character of the community and physical constraints of the development site. Revisions may include adjusting specific physical development standards or encouraging greater use of discretionary site plan review for new subdivisions.		X	
Form Based Code/Zoning	A method of regulating development to achieve a certain urban form through design based criteria such as physical character, building massing and orientation.	X	X	

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Incentive Zoning	Incentive zoning is the practice of granting developers extra elements they want (most often density increases) in exchange for the provision of amenities such as affordable housing units, public spaces, infrastructural improvements, or greenspace. When a density increase is allowed, this is often known as a "density bonus."	X	X	
Inclusive Land Use Regulations	Inclusionary zoning refers to various zoning or subdivision regulations which require that there be some affordable units in new residential developments. This can refer to new apartments, condos, or houses. Most commonly the requirement is that a certain percentage of the units be affordable (and of course "affordable" must be defined) for a specific period of time, but other techniques are also used. An advantage of inclusionary zoning, over traditional low-income housing projects, is that it mixes incomes and classes together.	X	X	
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.	X	X	
Interim Development Regulations (DCA Model Code 6-8)	Tools to ensure that urban fringe lands can be developed at urban densities later, even if they might be developed in the "interim" for lower-density residential uses. (Interim development regulations can also be used for other purposes, such as environmental conservation.)		X	
Improvements Required for Subdivisions and Land Development	Establishing minimum design requirements, standards, and specifications for improvements within subdivisions, including sidewalks, curbs and gutters, and street lighting improvements.		X	

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Land Use Guidance System (DCA Model Code 6-6)	A simple rating system, usually using "points" or "values" to rate proposed projects, that can be used as a growth management tool. This system is sometimes implemented in rural areas that need some form of limited planning but do not want standard zoning regulations. In other cases, in areas that wish to have more sophisticated growth controls, the system is used as a supplement to zoning.	X	X	X
Landscaping and Buffering Guidelines (DCA Model Code 3-9)	Require planting areas to mask unattractive land uses or to provide a visual and sound barrier between incompatible adjacent uses, increase aesthetic values, and protect water and quality of rivers and streams.	X	X	X
Large Lot Zoning	Establishes zoning districts with very large minimum lot size requirements (at least 10 acres, preferably 20 acres) in order to strictly limit development density in areas where preservation of rural character, agriculture and/or greenspace is desired.			X
Lot Size Averaging	Requiring the average size of all the lots in a development to be at least the specified minimum, rather than requiring every individual lot to meet the minimum.		X	
Low Impact Development	An environmentally-sensitive way to manage stormwater by collecting and draining or evaporating it onsite, rather than routing it into a typical stormwater collection system.		X	
Maximum Setbacks	Requiring the distance between the right-of-way and developments to be at maximum distances versus traditional minimum distances. Setting maximums allows development to come closer to the street for better walkability and traffic calming.	X	X	
Minimum Density	Specifies the minimum allowable development density (generally in units per acre), as opposed to the density maximums found in most traditional zoning ordinances. In some cases a minimum floor-area ratio may be specified.		X	
Mixed Income Housing	Housing development that creates opportunities for a range of incomes within the same community.		X	

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Mixed Use Zoning	In contrast to traditional zoning techniques, mixed-use zoning allows different types of uses (such as housing, commercial and office) 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.	X		
Overlay Districts	A mapped area where special regulations on development are applied. An overlay is typically superimposed over conventional zoning districts, but may also be used as stand-alone regulations to manage development in desired areas of the community.	X	X	X
Performance Standards for Off-Site Impacts (DCA Model Code 3-1)	Regulates land uses that generate noise, odor, smoke, glare from outdoor lighting, or similar nuisances in order to minimize the impacts on neighboring land uses.	X	X	
Performance-based Zoning	Zoning based on certain criteria or "points" that a developer may choose from and incentivizes favorable development by meeting certain compliance options such as providing public amenities.	X	X	
Planned Unit Development (DCA Model Code 3-8)	Revising land development regulations to encourage developers to propose planned, mixed-use developments for sites they choose in the community. Developer's plans are approved only if they meet specified community standards.	X	X	X
Pocket Parks	Generally a small, public park with a passive, environmental purpose rather than recreation.	X		
Pre-development Meeting	Meeting between staff and developer prior to formal application in order to determine if proposal can or may be approved as well as explain application review and approval process.	X	X	

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Purchase of Development Rights	A purchase of development rights is an arrangement whereby private landowners sell the development rights of their property to a qualified conservation organization or government agency, in order to permanently protect the property from development and thereby ensure that it remains as open space.			X
Redesigning Off-site Parking Facilities	Linking and redesigning adjacent but separate parking facilities to create more available parking and simplify travel between adjacent businesses. In some cases the total number of parking spaces can be reduced, as they are now being shared more efficiently.	X		
Redeveloping Declining Areas of the Community	Using public incentives, redevelopment powers, zoning, master plans or other means to revitalize declining areas within a community.	X		
Regulations for Specific Uses (for adverse impacts on abutting properties) (DCA Model Code 3-5)	Manages land uses that generate excess traffic, obnoxious odors, excessively loud noises, etc. that could have a significant impact on adjacent properties.	X		
Residential Infill Development (DCA Model Code 3-10)	Ensures that new infill development is compatible with its neighborhood, maintains harmony and character of existing residential areas, and that development occurs in an orderly and desirable manner.		X	
Right-of-Way Improvements	Right-of-way improvements are 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.	X	X	

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Riparian Buffer	Requires narrow strips of land (from 25 to 150 feet in width) along both banks of streams and rivers be set-aside from development and left in their undisturbed, natural state as a vegetative barrier. These buffers help protect water quality by slowing and filtering stormwater runoff as it flows toward the stream.	X	X	X
Shared Parking	By encouraging property owners to share their parking facilities, the amount of land needed to develop parking lots is greatly reduced. Shared parking works best in mixed use areas where adjacent buildings are used for different purposes.	X		
Sidewalk and Pedestrian Network Design	An effective sidewalk and pedestrian network creates healthy neighborhoods and commercial areas. Proper design provides for more pedestrian-friendly street environments, affords appropriate access for bicyclists, and facilitates implementation of the community's multi-modal transportation element of its comprehensive plan.	X	X	
Sign Regulations (Model Code 3-7)	Attempt to control the aesthetic impact of signage on the community by restricting the location, size, and appearance of advertising signs.	X	X	X
Site Plan Review	existing and proposed characteristics of a parcel or parcels of land. The purpose of the site plan review process is to determine compliance of a proposed development with applicable city/county ordinances in a concise, efficient manner.	X	X	X
Strategies for Re-Use of Greyfields	Redevelopment programs that make use of blighted or economically obsolescent land to increase their investment potential and viability.	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Stream Lined Development Permitting	Revising the local development review process to make it easier to obtain necessary approvals, particularly for innovative quality growth types of development. Revisions may include removing or combining unnecessary approval steps or publishing a step-by-step guide to the review process.	X	X	
Subdivision and Land Development (DCA Model Code 2-2)	Provides for the regulation of subdivision plats and land developments. There is probably no other regulation more important than subdivision regulations, because the resulting designs and patterns of land subdivision establish the geography and geometry of the community and in turn influence the entire character of the city or county.	X	X	X
Town Center/Village Zoning	Land development regulations that proscribe a concentration of activities such as general retail, service commercial, professional office, higher-density housing, and appropriate public and open space uses easily accessible by pedestrians.	X		
Traditional Neighborhood Development - Comprehensive TND Ordinance	Involves comprehensive rewrite of the local development regulations to require all new developments to incorporate TND principles. TND's typically include small lot single-family homes, multi-family residences, and neighborhood commercial developments, all within easy walking distance of one another.	X	X	
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.	X	X	

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
Transfer of Development Rights	A transfer of development rights (TDR) enables landowners in an area planned to remain as open space to sell their property development rights for use in other "receiving" areas of the community where higher density development is acceptable or desirable. Buying these additional development rights allows developers in the "receiving" areas to build at a higher density than would otherwise be allowed.			X
Tree Protection (DCA Model Code 3-4)	Require preservation of a significant portion of the trees on a new development site, particularly the larger, more mature specimens.	X	X	X
Urban Growth Boundaries	Define the extent of future growth in a community by establishing a boundary within which urban types of development will be permitted. Development is restricted outside the boundary to preserve the farmland and rural character of these areas.		X	
Urban Redevelopment/Downtown Development (DCA Model Code 5-5)	Legal redevelopment tools that can be used to revitalize central business districts. A county or city can establish a separate urban redevelopment agency or it has the option of designating a housing authority as the urban redevelopment agency. Municipalities can designate Downtown Development Authorities as urban redevelopment agencies. Georgia's redevelopment laws provide various options for the exercise of urban redevelopment. Both cities and counties can exercise urban redevelopment through state enabling legislation called the Urban Redevelopment Law (O.C.G.A 36-61), which specifically encourages voluntary (private) renovation where possible. The exercise of eminent domain for purposes of redevelopment is a potentially powerful tool for reversing decline and redeveloping blighted areas. The Redevelopment Powers Law (O.C.G.A 36-44) allows for tax increment financing (referred to in the law as tax allocation districts). The law is complex and requires additional authority (local	X		

IMPLEMENTATION MEASURE	DESCRIPTION	CHARACTER AREAS		
		Small Town Downtown	Small Town Neighborhoods	Conservation
	approval and state legislation).			
Urban Service Area	Specifies the area where the local government will provide urban services, such as water supply or sewage treatment, in the future. This will encourage higher density infill development within the urban service area, while helping to maintain the rural character of areas lying outside the boundary.	X	X	
Utility Relocation	Relocating overhead utilities out of view either below ground or at the rear of lots. This is intended to improve the appearance of strip commercial corridors that typically include tangles of overhead power and telephone lines stretching across and along the roadways.	X	X	

RESOLUTION TO ADOPT THE 2007-2027 JOINT COFFEE COUNTY/CITY OF DOUGLAS AND CITIES OF AMBROSE, BROXTON AND NICHOLLS COMPREHENSIVE PLAN

WHEREAS, Coffee County, Georgia, is required pursuant to the Georgia Planning Act to develop and maintain a Comprehensive Plan; and

WHEREAS, the Coffee County and cities of Ambrose, Broxton, Douglas and Nicholls Comprehensive Plan was adopted in 1992 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the State Planning and Procedures; and

WHEREAS, Coffee County, Georgia, is required to update its Comprehensive Plan by October 31, 2007; and

WHEREAS, Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls engaged in a planning process to prepare a Joint Comprehensive Plan in accordance with the Standards and Procedures for Local Comprehensive Planning as effective May 1, 2005; and

WHEREAS, the Joint Coffee County/City of Douglas and cities of Ambrose, Broxton and Nicholls Comprehensive Plan is comprised of three components, the Community Assessment, Community Participation Plan, and Community Agenda, which together define major issues, policies, and recommendations that serve as the basis for local government decision making regarding community facilities, future land use and development patterns, housing, economic development and other important resources for Coffee County, its citizens, business owners, and other stakeholders; and

WHEREAS, Coffee County and the cities of Ambrose, Broxton, Douglas and Nicholls undertook an intensive public participation process including leaders representing the interests of residents, civic groups, business leaders, and elected officials; and

WHEREAS, the minimum public hearing requirements were met during the planning process; and

WHEREAS, in order for the Comprehensive Plan to remain responsive and relevant to changing conditions, it is amended from time to time; and

WHEREAS, the Board of Commissioners of Coffee County has completed and submitted each of the three components the, the Community Assessment, Community Participation Plan, and Community Agenda, to the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs; and

WHEREAS, the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs have reviewed each plan component and found them to meet the minimum standards for the preparation of local plan established by the state;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Coffee County, Georgia, having met the public participation and review requirements of the Minimum Planning Standards and Procedures, the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan dated September 17, 2007, be hereby adopted.

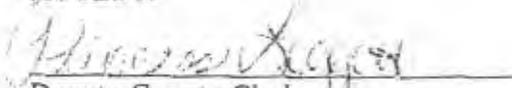
BE IT FURETHER RESOLVED, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan, shall be utilized by the Board of Commissioners, and all Coffec County departments, agencies and officials as the official guide in making decision concerning the growth and development of Coffee County.

APPROVED by the Board of Commissioners of Coffee County, Georgia, this 8th day of October 2007.

COFFEE COUNTY, GEORGIA


Jimmy Kitchens, Chairman

ATTEST:


Deputy County Clerk

**RESOLUTION TO ADOPT THE 2007-2027 JOINT COFFEE COUNTY/CITY OF
DOUGLAS AND CITIES OF AMBROSE, BROXTON AND NICHOLLS
COMPREHENSIVE PLAN**

WHEREAS, the City of Ambrose, Georgia, is required pursuant to the Georgia Planning Act to develop and maintain a Comprehensive Plan; and

WHEREAS, the City of Ambrose Comprehensive Plan was adopted in 1992 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the State Planning and Procedures; and

WHEREAS, the City of Ambrose, Georgia, is required to update its Comprehensive Plan by October 31, 2007; and

WHEREAS, the City of Ambrose along with Coffee County and the cities of Douglas, Broxton and Nicholls has engaged in a planning process to prepare a Joint Comprehensive Plan in accordance with the Standards and Procedures for Local Comprehensive Planning as effective May 1, 2005; and

WHEREAS, the Joint Coffee County/City of Douglas and cities of Ambrose, Broxton and Nicholls Comprehensive Plan is comprised of three components, the Community Assessment, Community Participation Plan, and Community Agenda, which together define major issues, policies, and recommendations that serve as the basis for local government decision making regarding community facilities, future land use and development patterns, housing, economic development and other important resources for the City of Ambrose, its citizens, business owners, and other stakeholders; and

WHEREAS, the City of Ambrose along with Coffee County and the cities of Douglas, Broxton, and Nicholls undertook an intensive public participation process including leaders representing the interests of residents, civic groups, business leaders, and elected officials; and

WHEREAS, the minimum public hearing requirements were met during the planning process; and

WHEREAS, in order for the Comprehensive Plan to remain responsive and relevant to changing conditions, it is amended from time to time; and

WHEREAS, the City Council of the City of Ambrose has completed and submitted each of the three components the, the Community Assessment, Community Participation Plan, and Community Agenda, to the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs; and

WHEREAS, the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs have reviewed each plan component and found them to meet the minimum standards for the preparation of local plan established by the state.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Ambrose, Georgia that, having met the public participation and review requirements of the Minimum Planning Standards and Procedures, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan dated September 17, 2007, be hereby adopted.

BE IT FURETHER RESOLVED, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan, shall be utilized by the City

Council, and all City departments, agencies and officials as the official guide in making decision concerning the growth and development of the City of Ambrose.

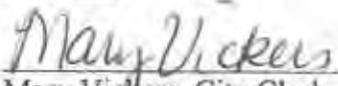
APPROVED by the Board of Commission of the City of Ambrose, Georgia, this ____ day of October, 2007.

CITY OF AMBROSE, GEORGIA



Jerry Paulk, Mayor

ATTEST:



Mary Vickers, City Clerk

**RESOLUTION TO ADOPT THE 2007-2027 JOINT COFFEE COUNTY/CITY OF
DOUGLAS AND CITIES OF AMBROSE, BROXTON AND NICHOLLS
COMPREHENSIVE PLAN**

WHEREAS, the City of Broxton, Georgia, is required pursuant to the Georgia Planning Act to develop and maintain a Comprehensive Plan; and

WHEREAS, the City of Broxton Comprehensive Plan was adopted in 1992 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the State Planning and Procedures; and

WHEREAS, the City of Broxton, Georgia, is required to update its Comprehensive Plan by October 31, 2007; and

WHEREAS, the City of Broxton along with Coffee County and the cities of Ambrose, Douglas, and Nicholls has engaged in a planning process to prepare a Joint Comprehensive Plan in accordance with the Standards and Procedures for Local Comprehensive Planning as effective May 1, 2005; and

WHEREAS, the Joint Coffee County/City of Douglas and cities of Ambrose, Broxton and Nicholls Comprehensive Plan is comprised of three components, the Community Assessment, Community Participation Plan, and Community Agenda, which together define major issues, policies, and recommendations that serve as the basis for local government decision making regarding community facilities, future land use and development patterns, housing, economic development and other important resources for the City of Broxton, its citizens, business owners, and other stakeholders; and

WHEREAS, the City of Broxton along with Coffee County and the cities of Ambrose, Douglas, and Nicholls undertook an intensive public participation process including leaders representing the interests of residents, civic groups, business leaders, and elected officials; and

WHEREAS, the minimum public hearing requirements were met during the planning process; and

WHEREAS, in order for the Comprehensive Plan to remain responsive and relevant to changing conditions, it is amended from time to time; and

WHEREAS, the City Council of the City of Broxton has completed and submitted each of the three components the, the Community Assessment, Community Participation Plan, and Community Agenda, to the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs; and

WHEREAS, the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs have reviewed each plan component and found them to meet the minimum standards for the preparation of local plan established by the state.

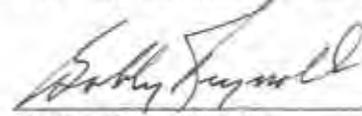
NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Broxton, Georgia that, having met the public participation and review requirements of the Minimum Planning Standards and Procedures, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan dated September 17, 2007, be hereby adopted.

BE IT FURETHER RESOLVED, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan, shall be utilized by the City

Council, and all City departments, agencies and officials as the official guide in making decision concerning the growth and development of the City of Broxton.

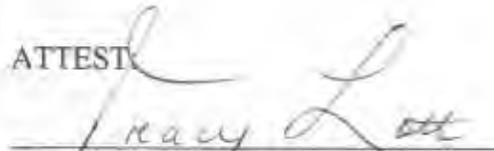
APPROVED by the Board of Commission of the City of Broxton, Georgia, this 2nd day of October, 2007.

CITY OF BROXTON, GEORGIA



Bobby Reynolds, Mayor

ATTEST


Tracy Lott, City Clerk

**RESOLUTION TO ADOPT THE 2007-2027 JOINT COFFEE COUNTY/CITY OF
DOUGLAS AND CITIES OF AMBROSE, BROXTON AND NICHOLLS
COMPREHENSIVE PLAN**

WHEREAS, the City of Douglas, Georgia, is required pursuant to the Georgia Planning Act to develop and maintain a Comprehensive Plan; and

WHEREAS, the City of Douglas Comprehensive Plan was adopted in 1992 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the State Planning and Procedures; and

WHEREAS, the City of Douglas, Georgia, is required to update its Comprehensive Plan by October 31, 2007; and

WHEREAS, the City of Douglas along with Coffee County and the cities of Ambrose, Broxton, and Nicholls has engaged in a planning process to prepare a Joint Comprehensive Plan in accordance with the Standards and Procedures for Local Comprehensive Planning as effective May 1, 2005; and

WHEREAS, the Joint Coffee County/City of Douglas and cities of Ambrose, Broxton and Nicholls Comprehensive Plan is comprised of three components, the Community Assessment, Community Participation Plan, and Community Agenda, which together define major issues, policies, and recommendations that serve as the basis for local government decision making regarding community facilities, future land use and development patterns, housing, economic development and other important resources for the City of Douglas, its citizens, business owners, and other stakeholders; and

WHEREAS, the City of Douglas along with Coffee County and the cities of Ambrose, Broxton, and Nicholls undertook an intensive public participation process including leaders representing the interests of residents, civic groups, business leaders, and elected officials; and

WHEREAS, the minimum public hearing requirements were met during the planning process; and

WHEREAS, in order for the Comprehensive Plan to remain responsive and relevant to changing conditions, it is amended from time to time; and

WHEREAS, the City Council of the City of Douglas has completed and submitted each of the three components the, the Community Assessment, Community Participation Plan, and Community Agenda, to the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs; and

WHEREAS, the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs have reviewed each plan component and found them to meet the minimum standards for the preparation of local plan established by the state.

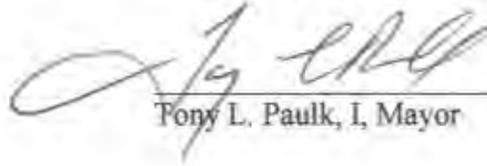
NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Douglas, Georgia that, having met the public participation and review requirements of the Minimum Planning Standards and Procedures, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan dated September 17, 2007, be hereby adopted.

BE IT FURETHER RESOLVED, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan, shall be utilized by the City

Council, and all City departments, agencies and officials as the official guide in making decision concerning the growth and development of the City of Douglas.

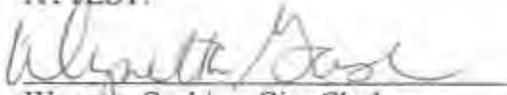
APPROVED by the Board of Commissioners of the City of Douglas, Georgia, this 8th day of October, 2007.

CITY OF DOUGLAS, GEORGIA



Tony L. Paulk, I, Mayor

ATTEST:



Wynetta Gaskins, City Clerk

**RESOLUTION TO AMMEND THE CITY OF DOUGLAS FUTURE LAND USE
MAP OF THE 2007-2027 JOINT COFFEE COUNTY/CITY OF DOUGLAS AND CITIES
OF AMBROSE, BROXTON AND NICHOLLS COMPREHENSIVE PLAN**

WHEREAS, the 2007-2027 Joint Coffee County/City of Douglas and Cities of Ambrose, Broxton, and Nicholls Comprehensive Plan, hereinafter referred to as "the Comprehensive Plan," provides a coordinate and comprehensive long-term plan for the development of the City of Douglas; and

WHEREAS, the Comprehensive Plan was adopted on October 8, 2007 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the Georgia Department of Community Affairs, Standards and Procedures for Local Comprehensive Planning; and

WHEREAS, the City of Douglas adopted a Gateway Overlay District zoning ordinance in 2003; and

WHEREAS, a future land use study was completed in conjunction with the development of the Gateway Corridor Overlay District; and

WHEREAS, the City of Douglas wishes to incorporate the future land use recommendations of that study into the 2007-2027 Future Land Use Map as shown in Attachment A; and

WHEREAS, the map amendment will not create a more intense or dense land uses located adjacent to or in close proximity to another local government, and

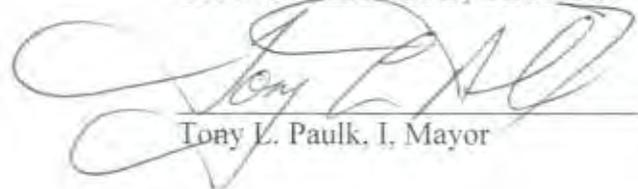
WHEREAS, the City Council of the City of Douglas finds that the proposed amendment to the Comprehensive Plan Future Land Use Map for the City of Douglas furthers the purposes of promoting the health, safety, morals, convenience, order, prosperity, aesthetics and general welfare of the present and future residents of the City of Douglas.

NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Douglas, Georgia that, the Future Land Use Map for the City of Douglas, shall be here by be amended as indicated in Attachment A, and;

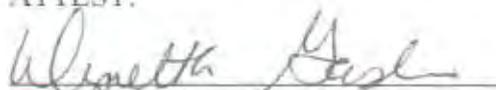
BE IT FUTHER RESOLVED, that the amended Future Land Use Map, dated October 24, 2007 shall be utilized by the City Council, the Planning Commission and all City of Douglas departments, agencies and officials as the official future land use map in making decision concerning the growth and development of the City of Douglas.

APPROVED by the City Council of Douglas, Georgia, this 14th day of November 2007.

CITY OF DOUGLAS, GEORGIA


Tony L. Paulk, I, Mayor

ATTEST:


Wynetta Gaskins, City Clerk

**RESOLUTION TO ADOPT THE 2007-2027 JOINT COFFEE COUNTY/CITY OF
DOUGLAS AND CITIES OF AMBROSE, BROXTON AND NICHOLLS
COMPREHENSIVE PLAN**

WHEREAS, the City of Nicholls, Georgia, is required pursuant to the Georgia Planning Act to develop and maintain a Comprehensive Plan; and

WHEREAS, the City of Nicholls Comprehensive Plan was adopted in 1992 pursuant to the coordinated planning process as set forth in the Georgia Planning Act of 1989 and was prepared to meet the State Planning and Procedures; and

WHEREAS, the City of Nicholls, Georgia, is required to update its Comprehensive Plan by October 31, 2007; and

WHEREAS, the City of Nicholls along with Coffee County and the cities of Ambrose, Broxton, and Douglas has engaged in a planning process to prepare a Joint Comprehensive Plan in accordance with the Standards and Procedures for Local Comprehensive Planning as effective May 1, 2005; and

WHEREAS, the Joint Coffee County/City of Douglas and cities of Ambrose, Broxton and Nicholls Comprehensive Plan is comprised of three components, the Community Assessment, Community Participation Plan, and Community Agenda, which together define major issues, policies, and recommendations that serve as the basis for local government decision making regarding community facilities, future land use and development patterns, housing, economic development and other important resources for the City of Nicholls, its citizens, business owners, and other stakeholders; and

WHEREAS, the City of Nicholls along with Coffee County and the cities of Ambrose, Broxton, and Douglas, undertook an intensive public participation process including leaders representing the interests of residents, civic groups, business leaders, and elected officials; and

WHEREAS, the minimum public hearing requirements were met during the planning process; and

WHEREAS, in order for the Comprehensive Plan to remain responsive and relevant to changing conditions, it is amended from time to time; and

WHEREAS, the City Council of the City of Nicholls has completed and submitted each of the three components the, the Community Assessment, Community Participation Plan, and Community Agenda, to the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs; and

WHEREAS, the Southeast Georgia Regional Development Center and the Georgia Department of Community Affairs have reviewed each plan component and found them to meet the minimum standards for the preparation of local plan established by the state.

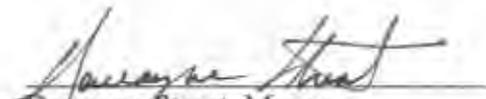
NOW, THEREFORE, BE IT RESOLVED, by the City Council of the City of Nicholls, Georgia that, having met the public participation and review requirements of the Minimum Planning Standards and Procedures, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan dated September 17, 2007, be hereby adopted.

BE IT FURETHER RESOLVED, that the Joint Coffee County/City of Douglas and the cities of Ambrose, Broxton and Nicholls Comprehensive Plan, shall be utilized by the City

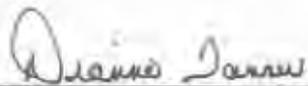
Council, and all City departments, agencies and officials as the official guide in making decision concerning the growth and development of the City of Nicholls.

APPROVED by the Board of Commission of the City of Nicholls, Georgia, this 1 day of October, 2007.

CITY OF NICHOLLS, GEORGIA


Dewayne Street, Mayor

ATTEST:


Dianne Tanner, City Clerk