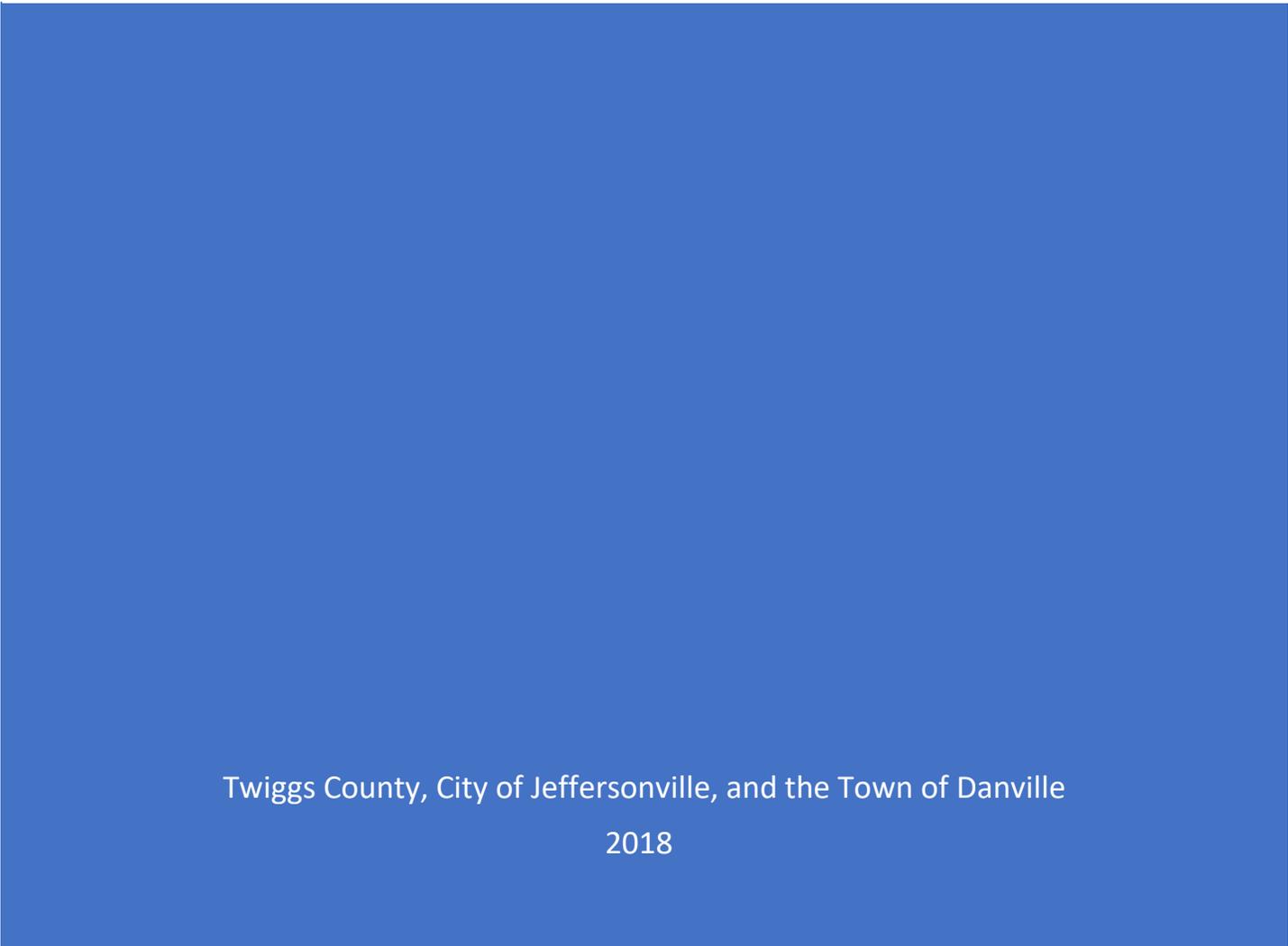




JOINT COMPREHENSIVE PLAN

Twiggs County, City of Jeffersonville, and the Town of Danville

2018



**RESOLUTION
BY TWIGGS COUNTY
ADOPTING THE JOINT COMPREHENSIVE PLAN UPDATE
FOR
TWIGGS COUNTY, THE CITY OF JEFFERSONVILLE, AND THE TOWN
OF DANVILLE**

WHEREAS, the 1989 Georgia Planning Act requires that all local governments submit a comprehensive plan; and

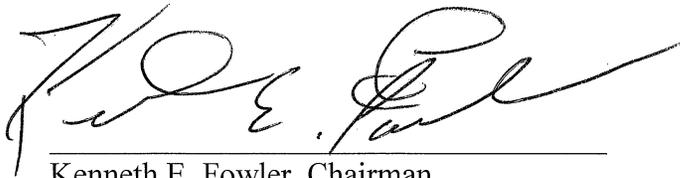
WHEREAS, O.C.G.A. 50-8-1 et seq. gives the Department of Community Affairs authority to establish standards and procedures for appropriate and timely comprehensive planning by all local governments in Georgia; and

WHEREAS, all portions of the Joint Comprehensive Plan Update for Twiggs County and the City of Jeffersonville and the Town of Danville were completed by Twiggs County with the assistance of the Middle Georgia Regional Commission; and

WHEREAS, this document was reviewed by the Georgia Department of Community Affairs and found to be in compliance with the Local Planning Requirements.

THEREFORE, BE IT RESOLVED that Twiggs County does hereby adopt the Joint Comprehensive Plan Update for Twiggs County and the City of Jeffersonville and the Town of Danville.

Signed and sealed this 28 day of June 2018.



Kenneth E. Fowler, Chairman
Twiggs County Board of Commissioners



Witness



**RESOLUTION
BY THE CITY OF JEFFERSONVILLE
ADOPTING THE JOINT COMPREHENSIVE PLAN UPDATE
FOR
TWIGGS COUNTY AND THE CITY OF JEFFERSONVILLE AND THE
TOWN OF DANVILLE**

WHEREAS, the 1989 Georgia Planning Act requires that all local governments submit a comprehensive plan; and

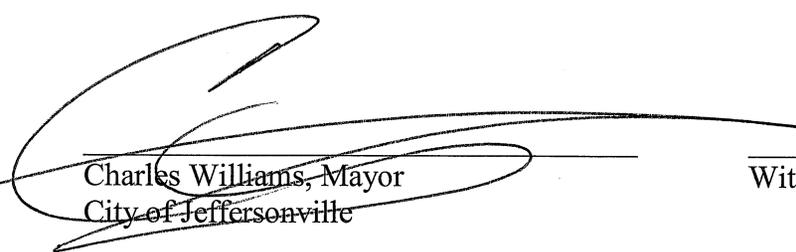
WHEREAS, O.C.G.A. 50-8-1 et seq. gives the Department of Community Affairs authority to establish standards and procedures for appropriate and timely comprehensive planning by all local governments in Georgia; and

WHEREAS, all portions of the Joint Comprehensive Plan Update for Twiggs County and the City of Jeffersonville and the Town of Danville were completed by the City of Jeffersonville with the assistance of the Middle Georgia Regional Commission; and

WHEREAS, this document was reviewed by the Georgia Department of Community Affairs and found to be in compliance with the Local Planning Requirements.

THEREFORE, BE IT RESOLVED that the City of Jeffersonville does hereby adopt the Joint Comprehensive Plan Update for Twiggs County and the City of Jeffersonville and the Town of Danville.

Signed and sealed this 28th day of June 2018.


Charles Williams, Mayor
City of Jeffersonville


Shakela Durr Knight
Witness

**RESOLUTION
BY THE TOWN OF DANVILLE
ADOPTING THE JOINT COMPREHENSIVE PLAN UPDATE
FOR
TWIGGS COUNTY AND THE CITY OF JEFFERSONVILLE AND THE
TOWN OF DANVILLE**

WHEREAS, the 1989 Georgia Planning Act requires that all local governments submit a comprehensive plan; and

WHEREAS, O.C.G.A. 50-8-1 et seq. gives the Department of Community Affairs authority to establish standards and procedures for appropriate and timely comprehensive planning by all local governments in Georgia; and

WHEREAS, all portions of the Joint Comprehensive Plan Update for Twiggs County and the City of Jeffersonville and the Town of Danville were completed by the Town of Danville with the assistance of the Middle Georgia Regional Commission; and

WHEREAS, this document was reviewed by the Georgia Department of Community Affairs and found to be in compliance with the Local Planning Requirements.

THEREFORE, BE IT RESOLVED that the Town of Danville does hereby adopt the Joint Comprehensive Plan Update for Twiggs County and the City of Jeffersonville and the Town of Danville.

Signed and sealed this 27th day of June 2018.



Michael Tracy Jackson, Mayor
Town of Danville



Witness

TABLE OF CONTENTS

Introduction	2
Planning Process	2
Vision	5
Economic Development	6
Housing	10
Transportation	12
Community Services	15
Natural and Cultural Resources	18
Land Use	21
Future Land Use	27
Community Policies	31
Community Work Programs	33
Report of Accomplishments	50

APPENDICES

- Appendix A: Public Participation Program**
- Appendix B: Public Hearing Documentation**
- Appendix C: Steering Committee Documentation**
- Appendix D: Leadership Retreat Presentation**
- Appendix E: Insider’s Guide to Twiggs County, Georgia**
- Appendix F: Comprehensive Economic Development Strategy**

INTRODUCTION

Created in compliance with the 2014 Planning Regulations from the Georgia Department of Community Affairs, the Regional Water Plan, and Environmental Planning Criteria, an update to the 2012 Joint Comprehensive Plan for Twiggs County, the City of Jeffersonville and the Town of Danville was adopted in June 2018. This plan will serve as a guide for both governments over the next 20 years and will also serve as a useful tool to promote and maintain future growth, and to improve the quality of life for all residents of Twiggs County, Jeffersonville, and Danville. Innovative approaches were employed to address issues with economic development, transportation, housing, natural and cultural resources, and community services. For each of these categories, the steering committee developed a list of goals, needs, and opportunities. A five-year work program listing specific projects to be undertaken derived from the established needs and opportunities, and a list of accomplishments from the previous plan are included. The plan also details the city and county's existing and future land use that will assist the jurisdictions with guiding development. Supplemental information regarding economic base, labor force, etc. was utilized and can be found in the regional Comprehensive Economic Development Strategy.

PLANNING PROCESS

To formally kick-off the update process, Middle Georgia Regional Commission (MGRC) staff met with each local government at regularly scheduled meetings of the Board of Commissioners and City Councils. The purpose of these meetings was to inform the elected leadership and members of each community of the comprehensive planning requirements, the updated timeline, and to discuss the required and optional planning elements. It also served as an opportunity for members of the public to express any issues that should be focus areas for the updated comprehensive plan.

MGRC staff worked with local officials to develop a list of stakeholders that would guide the planning process. The group included elected officials, city and county employees, members of the business community, and citizens. A list of steering committee members can be found in the table below.

Table 1: Steering Committee

Name	Organization	Title
Barbara Bryant	Twiggs County Board of Education	Parent Mentor
Brent Dubois	Twiggs County	County Commissioner
Charles Williams	City of Jeffersonville	Mayor
Chris Hutchins	Twiggs County	Interim County Manager
Denise Goodman	Twiggs County Senior Center/City of Danville	Manager/ City Council Member
Francis Steele	City of Jeffersonville	City Council Member
Judy Sherling	Development Authority of the City of Jeffersonville and Twiggs County	Executive Director
Kelvin Lewis	Twiggs County	County Manager
Milton Sampson	Twiggs County	Resident
Sandra Williams	Twiggs County	Resident
Shakela Height	City of Jeffersonville	City Clerk
Tamika Williams	Family Connection	Executive Director
Victor Jordan	City of Jeffersonville	City Council Member
Virginia Villatoro	Twiggs Chamber of Commerce	Chair

The process began on August 28, 2017 with the initial public hearing and steering committee meeting. The meeting consisted of a discussion of comprehensive planning, the roles and responsibilities of the steering committee, a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, and the community vision. Steering committee meetings continued once a month until March for a total of eight meetings. Each meeting covered various topics and components of the plan. The dates and discussion topics of each meeting are listed in the table below. Additional documentation of public participation, public hearings, and steering committee meetings can be found in **Appendix A**, **Appendix B**, and **Appendix C**. Documentation of the SWOT analysis completed on August 28th can be found below:

SWOT Analysis

Strengths

- People (2x)
- Logistics
- Land (2x)
- Location (Central Georgia, I-16/Ports/Hwy 96/ample land) (2x)
- Jobs
- Opportunities for growth
- Potential to be a great place to open new businesses

Weaknesses

- School system (2x)
- Infrastructure
- Lack of communication
- Rural
- Lack of public transportation
- Lack of vision for future growth/ lack of foresight and long-range planning
- A tendency to focus on sub-areas of the county – must work all together
- No management

Opportunities

- Growth (it is very rare/location is key/I-16 and 96) (6x)
- Opportunities to attract business
- Community atmosphere
- Friendly people
- Ocmulgee River – a recreational opportunity

Threats

- Population decline (to attractive, nearby counties) (2x)
- Education (lack of community involvement) (3x)
- Natural Disaster
- Lack of funding
- Infrastructure
- Not open to change and not willing to grow can stagnate us (2x)

Table 2: Meeting Schedule

Meeting	Topic	Meeting Date
1	Overview of Comprehensive Planning and Community Vision	August 28, 2017
2	Community Goals	September 19, 2017
3	Needs and Opportunities	October 17, 2017
4	Action Items	December 12, 2017
5	Future Land Use	January 16, 2018
6	Finalize Action Items	February 28, 2018
7	Review First Draft	March 20, 2018
8	Review Final Draft	April 25, 2018

VISION

The steering committee developed the following vision statement to illustrate the values of the city and county.

Twiggs County and the cities of Jeffersonville and Danville...

Are committed to maintaining a safe atmosphere characterized by a quiet, peaceful quality of life for all. We will capitalize on our potential for economic growth, invest in our educational system to ensure our children receive an excellent foundation and strive to be a better community where all residents are proud to call Twiggs County home. By focusing on our strengths and working to mitigate our weaknesses, we will endeavor to be a friendly and affordable community for residents, industry, and visitors.

ECONOMIC DEVELOPMENT

Twiggs County is currently designated as a Tier 1 community as set forth by the Georgia Department of Community Affairs. The County has undertaken numerous activities to combat issues associated with the lack of economic development throughout the county. In lieu of the use of a separate economic development component to the joint comprehensive plan, the county has determined it best to continue to use the existing Comprehensive Economic Development Strategy to inform future efforts. Relevant sections of the current Comprehensive Economic Development Strategy (CEDS) document can be found in **Appendix F**.

Goal: Increase job opportunities.

Needs and Opportunities:

1. Support the creation of workforce housing.

The U.S. Census Bureau 2012-2016 American Community Survey 5-Year Estimates indicate that Twiggs County has 4,190 housing units, 2,887 (68.9 percent) of which are occupied. Most of these housing units were built in 1999 or earlier. Of the occupied housing units, 78 lacks either complete plumbing facilities or kitchen facilities. Though no official conclusions can be drawn from this data regarding the state of the housing stock, the steering committee strongly feels that there is a severe lack of available, affordable housing for the workforce. If housing is not available in the county, either the workers or the businesses (or both) will leave. Therefore, the steering committee finds it necessary to include support for the creation of workforce housing as an important component of economic development within the county.

2. Invest in training opportunities.

In 2015, the top location decision factor for industries looking to relocate to an area was the availability of skilled labor (see **Table 3** below). Put another way, above all else, industries are looking for access to a trained workforce ready to take on newly created jobs. Without a trained workforce to draw from, companies cannot operate.

Table 3: Top Location Decision Factors

Top Location Decision Factors	'15	'14	'13	'12	'11	'10	'09	'08	'07
Availability of Skilled Labor	1	5	1	3	2T	7	6	6	4
Highway Accessibility	2	1	2	2	1	1	2	1	1
Occupancy/Construction Costs	3	2	4	5	5	4	7	3	5
Available Buildings	4	4	x	x	x	x	x	x	x
Labor Costs	5	6	3	1	2T	2	1	2	2
Corporate Tax Rate	6	10	6	7	4	6	5	8	7
Proximity to Markets	7	8	x	x	x	x	x	x	x
State & Local Incentives	8	x	x	x	x	x	x	x	x
Energy Availability & Costs	9	9	9	6	7	9	4	5	3
Tax Exemptions	10	x	x	x	x	x	x	x	x
Available Land	x	3	x	x	x	x	x	x	x
Right to Work State	x	7	x	x	x	x	x	x	x

* Not in top ten factors for year shown
 Source: *Area Development Magazine*, Corporate & Consultants Surveys, 2007 to 2015



The steering committee engaged in an extensive discussion regarding the importance of cultivating partnerships to assist the county and cities in identifying worthwhile training opportunities to pursue and support. Both Twiggs County High School and Central Georgia Technical College are considered partners who must be at the table during future planning. Curriculums focused on certification and skill development in areas such as basic construction, welding, and plumbing trades would fill the skills gap that threatens to separate the workforce from future job openings. Emphasis could also be placed on soft-skill development to ensure that the workforce is not only trained to work, but to apply for a job and to conduct a successful interview.

Training opportunities do not have to be limited to classroom education. Apprenticeships, internships, and on-the-job training (or work-based learning) may also equip the workforce with the skills needed to support new industry in Twiggs County. These programs would require the cooperation of several entities, including the Development Authority, school system, and existing industry.

Goal: Attract new business.

Needs and Opportunities:

1. Market the community to potential industries.

To attract new business, Twiggs County and the cities of Jeffersonville and Danville must first continue to support existing industry, develop a community-wide brand (as well as buy-in to the brand), cultivate and sustain positive relationships amongst the local governments, and maintain a competitive edge. Furthermore, the county should seek the Georgia Ready for Accelerated Development (GRAD) certification for industrial sites to better market the county’s readiness to proceed.

Existing Industry

Twiggs County currently has an assortment of existing industry. **Table 4**, below, denotes the top highlighted employers (as identified by the steering committee), which speaks to the diversity of companies located in the county. It is essential to cultivate an environment that encourages and supports the continuation and expansion of existing industry operations. The support of existing industry is also important because their interactions with and perceptions of the county and city may very well inform the decisions of prospective industry.

Table 4: Twiggs County’s Top Highlighted Employers

Top Highlighted Employers
Academy Sports & Outdoors
Advanced Health & Rehab of Twiggs
Epps Brothers, Inc.
Twiggs County Board of Education
Obsession Bows
Kamin Holding Co, LLC
TFS of Georgia
Twiggs County
Twiggs Academy, Inc.
Advanced Disposal

Source: Twiggs County Labor Area Profile Community Brand and Relationships

Twiggs County prides itself as being centrally located within the State of Georgia. Interstate 16 bisects the county connecting Savannah to Macon, and ultimately the coastal ports to the State’s capital, Atlanta, making the location of the county ideal for industries involving trucking, distribution and warehousing. Other major highways traversing the county include U.S. 441 and

Georgia Highway 96 to Columbus. Twiggs is also located only 16 miles from Georgia's largest single-site employer, Robins Air Force Base, which employs over 25,000 civilian and military individuals. However, the county cannot rely on its fortuitous location alone for economic growth. The development of a county-wide brand would promote relationship-building amongst local governments. It would also encourage the establishment of a uniform message and common goals across the community. Efforts to develop a county-wide brand may be bolstered by a Public Relations master plan. The Development Authority hosted a Leadership Retreat on February 28, 2018. Several stakeholders and leaders, both within the county and statewide, attended and participated in the retreat. A copy of the retreat presentation can be found in **Appendix D**.

Maintain a Competitive Edge

To monitor the pulse of economic development in the region the steering committee noted that an incentives comparison study and update of the economic development incentives package would be a beneficial asset, especially as the county works to maintain relevance in the ongoing competition for new business relocation.

However, it is not enough just to monitor the pulse of economic development in the region. The steering committee has identified several additional information gathering opportunities that would support the county in maintaining its competitiveness. These opportunities include the creation of an outdoor tourism marketing plan and a retail feasibility study.

GRAD-Certification

The goal of the Georgia Ready for Accelerated Development Program (GRAD) is to establish a pool of pre-qualified industrial sites for which the due diligence has been completed prior to a company's visit. The Georgia Department of Economic Development oversees the process and awards communities the certification. To apply for the certification, data must be provided regarding 12 aspects of the site, including a site's topographical, geotechnical, wetlands, and environmental conditions. GRAD certification verifies that sites are at an advanced state of readiness for the rapid construction of a new industrial facility.

GRAD-certification of industrial sites in Twiggs County would further develop the competitive edge the county seeks in attempting to attract new industry to the community. By investing resources into these key areas, Twiggs County will be better able to market the community to potential industries. It is imperative that the county and cities focus on attracting new development which will allow for a complementary mix of industries and businesses to support job creation and growth along with a larger tax base.

HOUSING

Goal: Address sub-standard housing.

Needs and Opportunities:

1. Identify and manage housing needs and concerns.

Twiggs County, like many rural communities in the state, has a limited number of housing opportunities. Nearly half of the 4,197 housing units in the County were built before 1979 and consists mainly of single family dwellings both stick built and manufactured. Many of these houses are facing maintenance issues due to their age. Roughly 30% of residents in Twiggs County fall below the poverty line, making costly home repairs financially unfeasible. Additionally, as the population of Twiggs County ages many houses are becoming vacant and falling further into disrepair.

The lack of affordable housing and housing options, combined with an aging population and the desire to recruit new industry to the County provides a great opportunity to implement new housing initiatives. To competitively take advantage of the many opportunities addressing housing, Twiggs County needs an understanding of the housing needs within the community and the type and condition of its existing housing stock. Assessing both components will allow Twiggs County to more effectively address the needs of its residents.

Goal: Increase housing availability for all.

Needs and Opportunities:

1. Increase affordable housing.

Twiggs County seeks to grow its industries and its population continues to age the need for affordable housing is increasing. The shifting population calls for an increase in affordable workforce and elderly housing. As the population of the County continues to age, residents will be looking to downsize their housing units and seek low maintenance houses. In addition to affordable, low maintenance single family dwellings, opportunities exist to provide elderly housing in the form of multi-family housing. This type of housing can be provided through new development or redevelopment of existing building stock.

Workforce housing provides an opportunity to support existing and new industries in Twiggs County. Providing affordable, low-maintenance dwellings to those seeking work in the County will aid retention of residents and grow the population. The development of affordable housing is also a major draw for industries seeking to locate within a community.

Increasing affordable housing is vital to the success and growth of Twiggs County. Providing affordable housing through new construction or redevelopment of existing building stock will do more than house individuals. Affordable housing may aid the economy by attracting new businesses to the area. The economy may also be boosted by increasing the spending power of those living in affordable housing.

2. Utilize existing building stock.

Twiggs County has an estimated 4,197 housing units. Of that number, 3,022 units are occupied through rental or ownership; 1,175 units are available in the County. A number of these units may be blighted structures that need to be removed, but a large portion can be utilized as housing once again. Utilizing the existing housing stock of the County will require an understanding of the type and conditions of those structures. With this knowledge at hand it can be determined which units to utilize to save money. In many instances preserving the existing housing stock proves more affordable and cost effective than new development.

In addition to existing housing units, vacant and underutilized structures within the County may be redeveloped as housing. Many communities have utilized old school buildings and commercial structures as affordable housing. Most notable is the wide variety of examples utilizing old schools for elderly housing. Existing building stock also allows a community to take advantage of existing infrastructure. Constructing new developments requires the installation of new infrastructure, therefore placing more of a burden on the County.

TRANSPORTATION

Goal: Invest in transportation opportunities.

Needs and Opportunities:

1. Reduce costs associated with the transit system.

Twiggs County's transit system consists of two programs: Department of Human Resources coordinated transportation and 5311 Rural Public Transit. These two programs are operated by Quality Transportation and the Middle Georgia Community Action Agency, respectively. Per the 2016 Transit Development Plan, Twiggs County's 5311 Rural Public Transit program "operates at below average efficiency in terms of cost per trip. At \$18.94 per trip, it is one of the higher cost programs per trip in the region." Data further suggests that trips are less frequent and occur over longer distances than that of other programs in the middle Georgia area. The 5311 Rural Public Transit program operates two vehicles, which serve customers over a vast geographical area with an extremely low population density.

The steering committee indicated a desire to curb costs associated with the transit system as it currently stands. Reducing transit costs may be addressed through the following venues: (a) Seeking an established regular pattern of service with other transit systems in the area. If more residents took advantage of the existing system, cost per passenger trip may be lowered. (b) Increasing program awareness. The county could take steps to increase program awareness by providing up-to-date information about the transit system on the county website and via a plethora of social media venues and community newsletters (such as those set forth by the Chamber of Commerce and Family Connection). (c) Encouraging local entrepreneurship to support a private service. The county could establish a streamlined, yet effective, system by which to encourage local entrepreneurship to develop a private service to reduce use of the transit service for those longer trips which may contribute to higher costs. Below is an excerpt from the current Transit Development Plan, which highlights the 5311 Rural Public Transit funding breakdown for the county against that of the regional average.

Table 5: Transit Development Plan Excerpt

5311 Transit Funding Breakdown – FY 2014		
	Twiggs County	Regional Average
Vehicles in System	2 vehicles	2.5 vehicles
Federal Share	\$55,348	\$150,829
Local Share	\$55,348	\$150,829
Fare Revenues	\$5,500	\$33,517
Trips per Year	6,600	8,739
Miles per Year	71,000	69,426
Cost per Passenger Trip (Local Share)	\$18.94 per trip	\$17.26 per trip
Cost per Passenger Mile (Local Share)	\$1.76 per mile	\$2.17 per mile
Vehicle Hours	3,752	4,634
Hours per Day	8 hours	Varies
Operational Days	480 (2x240) per year	Varies

2. Actively seek funding opportunities for transportation-related projects.

The steering committee identified several transportation-related projects that would benefit the entire county. These projects include sidewalk construction, the widening of roads, and improving road access to rivers. Each of these action items would greatly improve transportation opportunities not only for those who travel by vehicle, but also those who travel by foot or bicycle. However, many of the projects, if not all, rely heavily upon the successful implementation of either a regional or single-county Transportation Special Purpose Local Option Sales Tax (TSPLOST). Though a decision has not been made yet, the steering committee believes that these projects are vital to the overall health of the community. Therefore, every effort should be made to seek funding for these projects, especially if the current, desired funding sources are unavailable.

Goal: Increase traffic capacity.

Needs and Opportunities:

1. Reduce maintenance costs and improve quality of transportation infrastructure.

The steering committee believes that every effort should be made to reduce roadway-related maintenance costs while simultaneously improving the quality of transportation infrastructure. Discussion revolved around the idea of outsourcing maintenance services, such as the pickup of roadside trash and street-side landscaping, if doing so would reduce costs.

By investing in transportation routes through an outsourcing of maintenance services, Twigg County, in conjunction with the City of Jeffersonville and the City of Danville, may obtain a level of uniformity of appearance throughout the county. This uniformity could improve the quality of life for residents, as well as improve the outside perception of individuals and business owners who travel through the county regularly.

2. Improve existing infrastructure.

As mentioned previously, Twigg County has identified several projects by which to achieve a safe increase in traffic capacity, for motor vehicle operators, pedestrians, and bicyclists. These efforts are particularly important as the county and cities focus on increasing the county's economic development footprint. Countywide infrastructure should be able to support the increase in traffic capacity associated with that of economic growth as businesses and individuals flock to the area.

Goal: Improve healthcare access.

Needs and Opportunities:

1. Provide a rural ambulance service.

Twiggs County is in the Region 5 ambulance service area associated with the Medical Center in Macon. In the event of an emergency help is at least thirty minutes away, and a hospital is nearly an hour away. The need for a rural ambulance service in Twiggs is vital to the safety of its residents. The population of Twiggs County is aging and presents a greater need for an effective and expedient ambulance service in time of an emergency. The Twiggs County Nursing Home is a clear example of the need for an ambulance service. The Nursing Home is at full capacity and not equipped to deal with major emergencies, meaning the thirty minutes before an EMS can arrive and the further time to the hospital could mean the difference between life and death.

2. Attract medical professionals to the community (i.e., primary care, family doctors).

Twiggs County has a shortage of medical professionals. The Health Department and Community Health Care Systems, Inc. are the only medical providers in the county. If residents of Twiggs County are unable to utilize either of these services or what they need is not available they must travel to the 28 miles to Macon, GA. Not having adequate services means citizens have to take an extended amount of time off from work to see a doctor. Additionally, many individuals are unable to drive that distance, requiring them to acquire and pay for a transportation service that will take them outside of the county.

Attracting medical professionals to the community will lessen the burden of time and cost on an individual. Recruiting medical professionals to existing resources can also help to support those entities while expanding available services to the residents of Twiggs County.

Utilizing other resources such as telemedicine will also help fill the void in services. Many minor medical issues can be handled via telecommunication with a doctor or other trained medical staff. The use of this service will allow many residents to quickly acquire the care they need without having to travel an extended distance. Overall, the recruitment and retention of medical professionals and use of telemedicine services is key to providing Twiggs County with quality, affordable, and efficient care.

Goal: Market the community to potential residents.

Needs and Opportunities:

1. Update website to include easily accessible information.

With many advancements in technology, many people have easy access to the internet daily. This means the County and Cities' websites are more likely to be trafficked to retrieve information regarding the services provided in the community. The websites currently have a great deal of useful information, but that information is not necessarily easily found or available.

Website accessibility can affect the current residents of Twiggs County and those seeking to move to or visit the County. Community websites, therefore may influence the economy and tourism within Twiggs County. If information regarding events or potential services, the County provides is not easily found this may act as a deterrent for visitors or potential industries looking to locate to the County. Overall more dynamic and user-friendly websites, with greater interconnectivity to relevant public and private websites, will result in a more efficient and effective distribution of community information.

2. Determine feasibility of developing upscale housing.

Upscale housing may be a key tool in attracting new industries. Much as affordable workforce housing can attract industries providing a variety of housing is also important. Upscale housing has the added benefit of higher property tax values and can help spur development in surrounding areas. Upscale housing in Twiggs County may currently face challenges but understanding its feasibility and impact on the County is vital to the community's future.

Goal: Improve education.

Needs and Opportunities:

1. Support the Board of Education as it seeks to increase the high school graduation rate.

Since the last update of the Comprehensive Plan the Twiggs County graduation rate has increased from 59% to 78.8% according to the Georgia Department of Education. The County has made great strides to increase this number over the last five years, but there is still room to improve. Increasing the graduation rate and level of education incentivizes local industries to hire from within the community if they feel residents are qualified for employment.

2. Utilize Central Georgia Technical College as a resource.

Employing local universities and colleges as a partner in community education is a tool many cities and counties utilize. Central Georgia Technical College (CGTC) can be utilized for such a partnership. A partnership with CGTC could provide adult education classes, GED classes, and skill training courses for residents. Workforce development continues to be a high priority for the County as they seek to not only assist residents in job skill training, but also to attract jobs and

industry to the County to provide those jobs. Working with CGTC is an important tool to be utilized in aiding the overall growth of the Twiggs County workforce.

Goal: Expand sewer and water systems.

Needs and Opportunities:

1. Increase system capacity for commercial use.

Providing adequate infrastructure is crucial to recruiting and retaining businesses and industry. The ability to provide useable and up to date infrastructure can serve as a major incentive to prospective industries seeking to locate in Twiggs County. The existing Industrial Park has some infrastructure but could benefit from expanding those services. Specifically, the Industrial Park is near capacity with its sewer system. Without adequate systems the attractiveness of the park is greatly limited.

The capacity between the County and the cities however does vary. The City of Jeffersonville specifically has excess capacity. Developing a partnership between the County and Jeffersonville could help increase the capacity within the County. An increase in the provided infrastructure within the County can draw in large industries seeking sewer and water ready sites. In turn, the increase in industry will benefit not just the County, but both Jeffersonville and Danville by supporting the economy and residents within the community.

2. Increase residential use for existing capacity.

Twiggs County faces an excess of capacity in terms of infrastructure suited to residential use. The excess of capacity means the County cannot effectively benefit from the potential revenue earned from either system, water or sewer. Increasing residential use of the capacity may be accomplished in a variety of ways. Building new housing stock is a viable option but is dependent on the population and need for housing. Shifting existing housing units not currently on water or sewer is another option the County can utilize to increase use of the existing capacity. This would allow the County to use existing building stock which is not dependent on an increase in population or future industries. However, this option does require buy-in from residents. Both options are viable and may be most effective when used in conjunction with one another. Further recruitment of industries is key to increasing the housing stock while educating residents on the benefits of utilizing County and City infrastructure is imperative to hook existing housing onto water and sewer.

Goal: Increase recreational opportunities.

Needs and Opportunities:

1. Market and maintain greenspace.

Boasting over 180,000 acres in agricultural and forestry land, Twiggs County has the potential to provide both residents and visitors with a plethora of outdoor recreational opportunities. The county is fortunate in that a significant portion of the Ocmulgee Wildlife Management Area covers much of its southwest corner and the Ocmulgee River delineates its western border. Twiggs County has much to offer the public in the way of greenspaces, such as open fields for activities like disc golf and numerous parks scattered throughout the county for play and exercise. These greenspaces pose an opportunity for community-wide gatherings and activities.

Given the abundance of greenspace within Twiggs County, the steering committee felt it necessary to highlight these opportunities and to market them to the public. A greenspace plan could be the avenue through which these goals are achieved. By implementing a greenspace plan, Twiggs County would assess existing greenspace and determine how to develop land in the future to ensure these greenspaces are either protected or properly managed. The greenspace plan could include maps outlining current land use and a marketing plan to encourage eco-tourism within the county. In addition to the planning and marketing advantages provided by a greenspace plan, this plan would also aide the county in requests for grant funding to further develop outdoor recreational opportunities.

2. Expand and improve county recreational facilities.

Though Twiggs County has much to offer in the way of greenspace and active parks, there is an opportunity to provide more to the public with additional recreational activity facilities. Perhaps the county could establish a recreation center consisting of fields, courts, and equipment which would provide users with access to football fields, baseball fields, soccer fields, volleyball courts, and/or tennis courts. If fields were established and maintained, the county could host travel sports team competitions.

Though the establishment of a recreational facility may sound like a lofty goal, the steering committee would like to see the county develop a recreation master plan to capture recreation-related goals over the next 5, 10, and 20 years. Throughout the planning process, the steering committee focused on the idea of installing a walking trail with benches, parking, and a restroom facility in Hendricks Park. They also touched on the idea of putting in a splash pad at one of the local parks. Additionally, there is a need for stage space to support the local community theater.

Discussion revolved around revitalizing vacant buildings (such as the one across the street from Hendricks Park) to provide the community with such a space.

The master plan should also highlight potential river-based recreational opportunities, how to invest in those opportunities, and provide an outline of a long-term vision for connectivity and implementation. In fact, Twiggs County has two river landing/boat launch locations, Bullard and Westlake. However, both facilities need upgrades to make them more accessible and appealing to users, such as directional and facility signage and road repairs. Bullard Landing would benefit from the two-mile dirt road access being paved and gravel being added to the parking area. It is important to note that use of Westlake Landing is discouraged by law enforcement because significant road repairs are needed. Likewise, Twiggs County is well-positioned to capitalize on eco-tourism opportunities related to the Ocmulgee River.

Ultimately, the recreation master plan would identify key recreation-related goals and potential funding sources for projects related to those goals. For example, it is the intent of the steering committee to encourage the county to pursue a Department of Natural Resources Recreational Trails grant in the next funding cycle. The master plan would make note of this potential funding source and denote what actions need to be taken to successfully apply for funds. It is important to note that the Chamber of Commerce, Development Authority, and the county have already collaborated on an online guidebook to Twiggs County, which can be found at www.visittwiggscounty.com as well as in **Appendix E**. This guidebook could be utilized to help inform sections of the recreation master plan.

3. Better maintain city and county parks.

In addition to the vast amount of greenspace in Twiggs County, there are several city and county parks situated throughout the community. These parks have the potential to be gathering places for all residents. The steering committee believes the county and cities should capitalize on this existing resource to not only promote public health initiatives, but to encourage the community to engage with one another. However, the steering committee does realize that to utilize these parks, they must invest time and manpower into maintaining the city and county parks for public use. Local governments should abide by a system of maintenance to ensure parks are safe for use, well-lit, and clean. The steering committee believes that the best way to ensure this maintenance occurs is to invest in a staff person focused solely on recreation-related activities throughout the county.

Assessible, clean city and county parks are not only attractive to the local community, but to those who travel through the county. For example, young families may want to stop and take advantage of city and county parks to let their children play outdoors. By establishing a reputation of providing visitors the opportunity to interact with the outdoors, the county and cities may draw potential visitors off the highways and into the community.

Goal: Highlight cultural activities throughout the county.

Needs and Opportunities:

1. Increase visibility of heritage resources.

Twiggs County and the Cities of Jeffersonville and Danville are rich in heritage resources. Yet, none of the local governments have any local historic resource protection measures in place or an active heritage tourism program. Moreover, even though the communities do not have any National Register Historic Districts or locally designated historic districts, the communities still can undertake heritage education, promote the use of historic preservation tax incentives and initiate heritage tourism activities. Since Twiggs County is a relatively small county, it is recommended that all three communities work together on heritage protection initiatives and coordinate with existing groups and interested residents. The community should also consider promoting of other attractions –such as Old Richland Church and the City Cemetery/ legend of the Goat Man. Below is a list of properties currently listed on the National Register.

Table 6: Twiggs County National Register Properties

National Register Properties
Bullard-Everett Farm Historic District
John Chapman Plantation
Myrick’s Mill (NE of Fitzpatrick on SR 378)
Richland Baptist Church
Twiggs County Courthouse
Wimberly Plantation

Source: National Register of Historic Places Database

2. Utilize resources to support and emphasize the arts.

Though the steering committee discussed several ways to support and emphasize the arts—particularly to include the community theater in the recreation master plan—the greatest form of support is sharing information about the arts in Twiggs County. Marketing the county’s arts assets via various forms of communication, whether it be social media, e-mail, or public announcements, will do wonders to encourage attendance at arts-related gatherings, such a local plays and concerts.

LAND USE

The steering committee evaluated land use throughout the planning process. Committee members were given access to existing land use maps both on paper and online. Updates were made to the existing land use maps. Future land use maps were then created to visually represent how the county and cities should approach development over the next 20 years. Descriptions of current uses are included below to provide greater detail of how areas are represented throughout the county and cities. The existing and future land use maps are also included.

Residential

Residential land use is land predominantly identified as used for single-family and multi-family dwellings. This land use can be found dispersed throughout the county, co-existing with agricultural/forestry and commercial properties.



Commercial

Commercial land use includes any land used for business use excluding industrial opportunities which includes retail, office space, and entertainment facilities. Many of the county's commercial properties are found close to downtown Jeffersonville.



Industrial

Industrial is designated for areas used for manufacturing facilities, processing plants, and warehousing. Industrial in Twiggs County is categorized by a variety of business such as Obsession Bows manufacturing, KaMin, and TFS. Though Academy Sports + Outdoors is the predominant industrial facility located within the county, it will soon be joined by the largest solar power plant in the southeast. Currently in the development phase, this solar power plant is scheduled to be completed by the end of 2020.



Public/Institutional

Public/Institutional refers to those areas utilized for government and/or churches, cemeteries, hospitals, etc. These include such places as the Twigg County Senior Center, Twigg County Courthouse, and the local library. A representative sampling of pictures is located below.



Transportation/Communication/Utilities

The Transportation, Communication, or Utilities land use includes all major transportation routes, power generation plants, railroad facilities, and other similar uses.



Park/Recreation/Conservation

Park, Recreation, and Conservation identifies areas used for passive and active recreational uses whether it is public or privately owned.



Agricultural/Forestry

Agricultural and Forestry land depicts areas used mainly for farming, e.g., pastures and livestock production along with timber harvesting.



Undeveloped/Vacant

The lots or tracts that are served by typical urban and public services but have not been developed for a specific use or were developed for a specific use that has since been abandoned.



FUTURE LAND USE

Steering committee members, government officials, and the public all played a role in identifying areas for future development. These improvements include clearly delineating commercial versus residential areas as well as planning for recreational use of specific parcels throughout the county.

Twiggs County, GA: Future Land Use

Jones

Baldwin



Wilkinson

Bibb

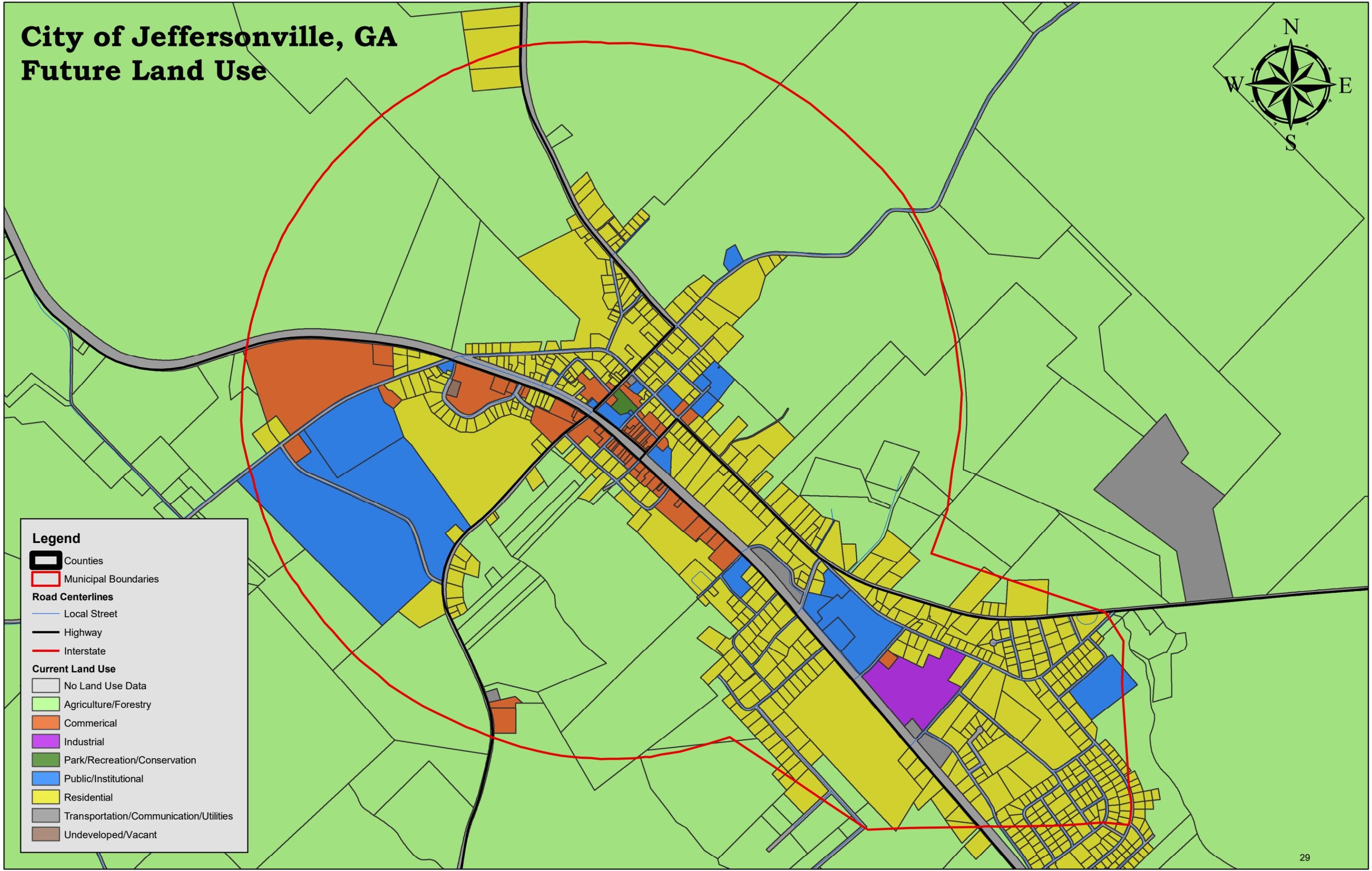
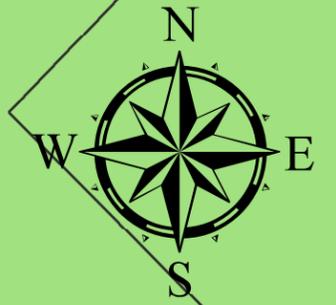
Houston

Bleckley

Legend

-  Counties
-  Municipal Boundaries
- Road Centerlines**
-  Local Street
-  Highway
-  Interstate
- Twiggs Current Land Use**
-  No Land Use Data
-  Agriculture/Forestry
-  Commerical
-  Industrial
-  Park/Recreation/Conservation
-  Public/Institutional
-  Residential
-  Transportation/Communication/Utilities
-  Undeveloped/Vacant

City of Jeffersonville, GA Future Land Use



Legend

- Counties
- Municipal Boundaries
- Road Centerlines**
 - Local Street
 - Highway
 - Interstate
- Current Land Use**
 - No Land Use Data
 - Agriculture/Forestry
 - Commerical
 - Industrial
 - Park/Recreation/Conservation
 - Public/Institutional
 - Residential
 - Transportation/Communication/Utilities
 - Undeveloped/Vacant

City of Danville, GA: Future Land Use



Wilkinson

Legend

- Municipal Boundaries
- Road Centerlines**
 - Local Street
 - Highway
 - Interstate
- Twiggs Current Land Use**
 - No Land Use Data
 - Agriculture/Forestry
 - Commercial
 - Industrial
 - Park/Recreation/Conservation
 - Public/Institutional
 - Residential
 - Transportation/Communication/Utilities
 - Undeveloped/Vacant
 - Counties

COMMUNITY POLICIES

In producing the 2018-2022 work programs, several previous items were too general to be considered concrete work program items but were better described as policies. Policies encompass ongoing initiatives to meet the community's goals. The list below reflects a handful of priority policies:

Twiggs County

- Enforce the existing Part V Environmental Criteria ordinances (wetlands, groundwater recharge areas river corridor) which includes coordination with local, state, and federal agencies.
- Work with other local governments in the Middle Georgia region to find solutions to common problems crafting regional strategies as they relate to land use, transportation, housing, and air/water quality.
- Conduct a yearly, county-wide economic development retreat.
- Market the community theater group.
- Update website to Include information for trash pickup, animal control, electricity, etc.
- Establish and maintain an annual Leadership Twiggs program.
- Ensure county commissioners participate in training opportunities.
- Partner with the City of Jeffersonville, the Town of Danville and other localities in the Middle Georgia area to develop the heritage and eco-tourism industries in Twiggs County and the Middle Georgia region.
- Identify opportunities for heritage tourism for sites throughout the County including, but not limited to, the Battle of Griswoldville, Myricks Mill, Marion and the Geographic Center of Georgia.
- Participate in the Middle Georgia Clean Air Coalition that has been formed to improve air quality in Twiggs County and the Middle Georgia region.
- Coordinate with the Georgia DNR in protecting the Ocmulgee Wildlife Management Area and other important conservation areas.
- Update and implement Service Delivery Strategy.
- Establish contact, build connections, and discuss issues of concern with neighboring jurisdictions, school board, and independent special and development authorities or districts.
- Participate in regional effort to attract quality healthcare professionals and services in Twiggs County and the rest of the Middle Georgia region.

City of Jeffersonville

- Continue the removal of dilapidated commercial buildings with no historic value located downtown through code enforcement.
- Enforce housing codes/remove dilapidated housing with no historic value.
- Market the community theater group.
- Enforce the existing Part V Environmental Criteria ordinances (wetlands, groundwater recharge areas river corridor) which includes coordination with local, state, and federal agencies.
- Work with other local governments in the Middle Georgia region to find solutions to common problems crafting regional strategies as they relate to land use, transportation, housing, and air/water quality.
- Conduct a yearly, county-wide economic development retreat.
- Market the community theater group.

- Partner with Twiggs County, the Town of Danville and other localities in the Middle Georgia area to develop the heritage and eco-tourism industries in Twiggs County and the Middle Georgia region.
- Promote community involvement and encourage the formation of a neighborhood associations or community action groups (i.e. neighborhood watch program)
- Partner with Twiggs County for city street repairs (i.e. asphalt/equipment)
- Utilize the Pedestrian Facility/Sidewalk Infrastructure Improvement Plan to prioritize new sidewalk projects.
- Educate property owners on benefits of National Register designation.
- Complete National Register District for commercial and residential resources within Jeffersonville.
- Update and implement Service Delivery Strategy.

City of Danville

- Market the community theater group.
- Enforce the existing Part V Environmental Criteria ordinances (wetlands, groundwater recharge areas river corridor) which includes coordination with local, state, and federal agencies.
- Work with other local governments in the Middle Georgia region to find solutions to common problems crafting regional strategies as they relate to land use, transportation, housing, and air/water quality.
- Conduct a yearly, county-wide economic development retreat.
- Market the community theater group.
- Partner with Twiggs County, the Town of Danville and other localities in the Middle Georgia area to develop the heritage and eco-tourism industries in Twiggs County and the Middle Georgia region.
- Update and implement Service Delivery Strategy.

COMMUNITY WORK PROGRAMS

Twiggs County: Economic Development				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Develop a plan to better market outdoor tourism opportunities (such as hunting and fishing).	Twiggs County, City of Jeffersonville, and the City of Danville	\$5,000	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Seek GRAD certification for industrial sites.	Twiggs County, City of Jeffersonville, and the Development Authority	Staff Time + \$50,000	Twiggs County	2019
Conduct a retail feasibility study.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2019
Develop a Public Relations master plan to focus on the county's brand.	Twiggs County and the Development Authority	Staff Time + \$5,000	Budget	2018
Conduct an incentives comparison study.	Twiggs County, the City of Jeffersonville, and the Development Authority	Staff Time	Twiggs County and City of Jeffersonville	2018
Update the economic development incentives package.	Twiggs County, the City of Jeffersonville, and the Development Authority	Staff Time	Twiggs County and City of Jeffersonville	2019
Install the necessary utility and road infrastructure to support the I-16/Hwy 96 Industrial Park.	Twiggs County, Twiggs and the City of Jeffersonville Development Authority	\$1.5 million	EDA, USDA, DCA, OneGeorgia, GEFA, GDOT, Twiggs County	2019-2021

Establish and implement a small business entrepreneurship program in Twiggs County.	Twiggs County and the City of Jeffersonville	Staff Time	Twiggs County, City of Jeffersonville	2020-2022
Update target industry study to aid in the recruitment of new industry for the I-16/ Hwy 96 Industrial Park and other parks to be developed in the future.	Twiggs County and the City of Jeffersonville Development Authority, Georgia Tech Innovative and Logistics Center	\$45,000	Twiggs County, GA DEcD, EDA	2018-2020

Twiggs County: Housing				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Create a joint Housing Authority.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Explore senior living community and nursing home options.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and DCA	2018
Explore multi-family housing options.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and DCA	2018
Redevelop Dry Branch Elementary School into senior living.	Twiggs County	Staff Time	Twiggs County and DCA	2018
Research Low Income Housing Tax Credit and Transformational Communities funding for existing vacant buildings.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and DCA	2021
Inventory number of abandoned buildings in each community.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2020
Participate in the Georgia Initiative for Community Housing Program.	Twiggs County	Staff Time	Twiggs County	2020
Establish a Housing Authority.	Twiggs County	Staff Time	Twiggs County	2021-2022
Establish a program to expand the awareness of the DCA-managed housing program designed to increase the production, acquisition, or rehabilitation of decent, safe, and sanitary housing units; and to maintain the County's large percentage of owner-occupancy and low percentage of cost-burdened households.	Twiggs County	Staff Time	Twiggs County	2021-2022

Twiggs County: Transportation				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Seek regional or single county TSPLOST.	Twiggs County, City of Jeffersonville, City of Danville, and the Middle Georgia region	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and the Middle Georgia Region	2018
Sidewalk Construction on Highway 80	GDOT	\$ 403,100.00	GDOT	2018-2022
SR 96 Widening (I-16 to SR 87/ US 23)	GDOT	\$ 55,178,000.00	GDOT	2018-2022
SR 96 Widening (Thompson Mill Road to SR 87/ US 23)	GDOT	\$ 105,600,000.00	GDOT	2018-2022
Conduct a feasibility study regarding the outsourcing of maintenance costs.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Improve road access to the river via Bullard Road and Highway 96.	Twiggs County and the City of Jeffersonville	\$ 250,000.00	Twiggs County and the City of Jeffersonville	2019-2020
Widen SR 96 from SR 87 in Houston County to I-16 in Twiggs County (from 2012-2015 STIP).	GDOT	\$50 million	FHWA, GDOT, TSPLOST	2018-2022
Replace bridge at SR 19 at CSX RR SE of Dry Branch (from 2012-2015 STIP).	GDOT	\$4.5 million	FHWA, GDOT, Twiggs County	2019

Twiggs County: Community Facilities and Services				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Increase access to rural healthcare through telemedicine services, additional partnerships, and rural ambulance services.	Twiggs County, Community Healthcare Center, Mercer University	\$160,000	Grants	2018
Identify areas for developing upscale housing.	Twiggs County	Staff Time	Twiggs County	2019
Collaborate with Central Georgia Tech to determine classes to benefit Twiggs County high school students.	Twiggs County	Staff Time	Twiggs County	2018
Expand sewer and water systems at the Industrial Park.	Twiggs County, City of Jeffersonville, and the Development Authority	\$ 2,500,000	EIP, Grants	2018-2022
Conduct a feasibility study to determine how to increase housing and business volume to meet the existing water and sewer capacity.	Twiggs County	Staff Time	Twiggs County	2019
Construct new recreational facilities, including a new ballfield for youth soccer and football programs and a recreation center.	Twiggs County	\$250,000	SPLOST	2019-2021
Establish Recreation Advisory Board.	Twiggs County	Staff Time	Twiggs County	2018-2019
Construct Walking Trails at Hendrick's Park.	Twiggs County	\$100,000	Twiggs County, GA DNR	2019
Apply for the PlanFirst designation.	Twiggs County	Staff Time	Twiggs County	2019
Update Solid Waste Management Plan.	Twiggs County	Staff Time	Twiggs County	2019

Twiggs County: Natural and Cultural Resources

Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Develop a greenspace plan.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2020
Create a recreation masterplan to effectively maintain parks and facilities, address new recreation facilities, and river-based recreational activities.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Develop Hendricks Park.	Twiggs County	Staff Time + \$50,000	DNR Recreational Trails Program and budget	2019-2020
Coordinate with neighboring counties and other stakeholders to bring segments of the Ocmulgee River that are on the EPA 303 (d) list into compliance with water quality regulations.	Twiggs County, GA DNR, GA EPD, Other Public and Private Stakeholders	Staff Time in Budget	Twiggs County, GA DNR, GA EPD, Other Public and Private Stakeholders	2018-2022

Twiggs County: Land Use				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Explore alternatives to encourage quality development at the I-16 interchanges, along Hwy. 57, and in the Dry Branch area, including various planning and regulatory controls.	Twiggs County, Local Property Owners	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018-2022
Explore options to protect existing kaolin mining areas and to establish reuse strategies for reclaimed areas.	Twiggs County, Kaolin Companies, GA DNR, GA EPD, GA Mining Association	Staff Time	Twiggs County, Kaolin Companies, GA DNR, GA EPD, Private Sources	2018-2022

City of Jeffersonville: Economic Development				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Develop a plan to better market outdoor tourism opportunities (such as hunting and fishing).	Twiggs County, City of Jeffersonville, and the City of Danville	\$5,000	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Seek GRAD certification for industrial sites.	Twiggs County, City of Jeffersonville, and the Development Authority	Staff Time + \$50,000	Twiggs County	2019
Conduct a retail feasibility study.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2019
Conduct an incentives comparison study.	Twiggs County, the City of Jeffersonville, and the Development Authority	Staff Time	Twiggs County and City of Jeffersonville	2018
Update the economic development incentives package.	Twiggs County, the City of Jeffersonville, and the Development Authority	Staff Time	Twiggs County and City of Jeffersonville	2019
Install the necessary utility and road infrastructure to support the I-16/Hwy 96 Industrial Park.	Twiggs County, Twiggs and the City of Jeffersonville Development Authority	\$1.5 million	EDA, USDA, DCA, OneGeorgia, GEFA, GDOT, Twiggs County	2019-2021
Establish and implement a small business entrepreneurship program in Twiggs County.	Twiggs County and the City of Jeffersonville	Staff Time	Twiggs County, City of Jeffersonville	2020-2022
Update target industry study to aid in the recruitment of new industry for the I-16/ Hwy 96 Industrial Park and other parks to be developed in the future.	Twiggs County and the City of Jeffersonville Development Authority, Georgia Tech Innovative	\$45,000	Twiggs County, GA DEcD, EDA	2017-2020

	and Logistics Center			
Explore models and ideas used by other similarly situated cities to develop a small business entrepreneurship program in the City of Jeffersonville.	City of Jeffersonville, Planning and Zoning, Middle Georgia Regional Commission (MGRC), Small Business Development Center (SBDC)	Staff Time	City of Jeffersonville	2018-2020
Establish the industrial sites located southeast of downtown along Highway 80 as a Business and Industrial District (primarily for marketing purposes).	City of Jeffersonville, DDA	Staff Time	City of Jeffersonville	2018-2020
Partner with Twiggs County, the Town of Danville and other localities in the Middle Georgia area to develop the heritage and eco-tourism industries in Twiggs County and the Middle Georgia region.	Twiggs County, Town of Danville, City of Jeffersonville, DDA, MGRC	Staff Time	Twiggs County, Town of Danville, City of Jeffersonville	2019-2021
Establish a strategy to attract businesses to larger empty/facilities and buildings within Jeffersonville and maintain a list of building specifications.	City of Jeffersonville, DDA	Staff Time	City of Jeffersonville	2021-2022
Apply for Rural Zone designation.	City of Jeffersonville, Twiggs and the City of Jeffersonville Development Authority, MGRC	Staff Time	City of Jeffersonville	2019

City of Jeffersonville: Housing				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Create a joint Housing Authority.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Explore senior living community and nursing home options.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and DCA	2018
Explore multi-family housing options.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and DCA	2018
Research Low Income Housing Tax Credit and Transformational Communities funding for existing vacant buildings.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and DCA	2021
Inventory number of abandoned buildings in each community.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2020
Prepare housing assessment report to determine the condition of the residential structures in the City of Jeffersonville.	City of Jeffersonville, Planning and Zoning, MGRC	Staff Time	City of Jeffersonville, Grants	2019-2021
Explore the possibility of participating in the Georgia Initiative for Community Housing (GICH) program.	City of Jeffersonville, DDA, Planning and Zoning	Staff Time	City of Jeffersonville	2020-2022

City of Jeffersonville: Transportation				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Seek regional or single county TSPLOST.	Twiggs County, City of Jeffersonville, City of Danville, and the Middle Georgia region	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and the Middle Georgia Region	2018
Sidewalk Construction on Highway 80	GDOT	\$403,100.00	GDOT	2018-2022
SR 96 Widening (I-16 to SR 87/ US 23)	GDOT	\$55,178,000.00	GDOT	2018-2022
SR 96 Widening (Thompson Mill Road to SR 87/ US 23)	GDOT	\$105,600,000.00	GDOT	2018-2022
Conduct a feasibility study regarding the outsourcing of maintenance costs.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Improve road access to the river via Bullard Road and Highway 96.	Twiggs County and the City of Jeffersonville	\$250,000.00	Twiggs County and the City of Jeffersonville	2019-2020
Formalize the Ride-Share program through new signage and other marketing efforts. Identify a potential additional location at an I-16 interchange.	City of Jeffersonville, Twiggs County, DDA, Chamber of Commerce	Staff Time + \$10,000	City of Jeffersonville, Grants	2018-2022

City of Jeffersonville: Community Facilities and Services

Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Expand sewer and water systems at the Industrial Park.	Twiggs County, City of Jeffersonville, and the Development Authority	\$2,500,000	EIP, Grants	2018-2022
Replace fire hydrants throughout City.	City of Jeffersonville, DDA	\$39,000	Grants	2019
Purchase a fire truck.	City of Jeffersonville	\$250,000	Grants	2020-2022
Construct a new fire station in downtown on Highway 80.	City of Jeffersonville	\$2,000,000	City of Jeffersonville, Grants	2021-2022
Establish a way to report crimes in the community (i.e. anonymous tip line, or similar mechanism).	City of Jeffersonville	Staff Time	City of Jeffersonville	2019

City of Jeffersonville: Natural and Cultural Resources				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Develop a greenspace plan.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2020
Create a recreation masterplan to effectively maintain parks and facilities.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Market the community theater group.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2019
Establish a public education program for City residents and other affected stakeholders on the existing environmental regulations and the importance of protecting environmentally sensitive areas.	City of Jeffersonville, Planning and Zoning, Cooperative Extension	Staff Time	City of Jeffersonville	2019-2022

City of Jeffersonville: Land Use				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Maintain and upgrade current recreational resources (i.e. parks) public facilities (sidewalks, streets, etc.)	City of Jeffersonville	Staff Time	Grants, City of Jeffersonville	2018-2022
Review and update Zoning Ordinance.	City of Jeffersonville, Planning and Zoning, MGRC	Staff Time	City of Jeffersonville	2018-2022

City of Danville: Economic Development

Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Develop a plan to better market outdoor tourism opportunities (such as hunting and fishing).	Twiggs County, City of Jeffersonville, and the City of Danville	\$5,000	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Conduct a retail feasibility study.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2019
Develop and implement a small area plan for improving Downtown Danville. (Incl. streetscape, building renovations /façade renderings, infill, parking, etc.).	Town of Danville, RC, UGA Charrette	Staff Time	City of Danville, Grants	2020-2022
Establish an annual City festival.	Town of Danville, Citizens, Churches	Staff Time/ Volunteer Time	City of Danville, In-Kind Contributions	2018-2019
Pursue the location of a discount-type store within the Town of Danville.	Town of Danville, Development Authority	Staff Time	City of Danville	2018-2022

City of Danville: Housing				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Create a joint Housing Authority.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Explore senior living community and nursing home options.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and DCA	2018
Explore multi-family housing options.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and DCA	2018
Research Low Income Housing Tax Credit and Transformational Communities funding for existing vacant buildings.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and DCA	2021
Inventory number of abandoned buildings in each community.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2020
Implement nuisance ordinance to remove dilapidated housing.	City of Danville	Staff Time	City of Danville	2018-2022
Seek grant funding to upgrade housing throughout Danville.	City of Danville	Staff Time	City of Danville CDBG, CHIP, Grants	2019-2022

City of Danville: Transportation				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Seek regional or single county TSPLOST.	Twiggs County, City of Jeffersonville, City of Danville, and the Middle Georgia region	Staff Time	Twiggs County, City of Jeffersonville, City of Danville, and the Middle Georgia Region	2018
Sidewalk Construction on Highway 80	GDOT	\$403,100.00	GDOT	2018-2022
SR 96 Widening (Thompson Mill Road to SR 87/ US 23)	GDOT	\$105,600,000.00	GDOT	2018-2022
Conduct a feasibility study regarding the outsourcing of maintenance costs.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Sidewalks and streetscape in downtown along RR Avenue between Town Hall and former Danville School.	City of Danville	\$750,000	TSPLOST	2018-2022
Install signage marking the TransGeorgia State Bike Route along Highway 80.	City of Danville, GDOT	\$25,000	City of Danville, Grants	2020-2022

City of Danville: Community Facilities and Services				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Purchase a pumper fire truck.	City of Danville	\$250,000	Grants	2019
Park updates (fence, playground equipment, etc.).	City of Danville	Staff Time + \$250,000	Grants	2018-2019

City of Danville: Natural and Cultural Resources				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Develop a greenspace plan.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2020
Create a recreation masterplan to effectively maintain parks and facilities.	Twiggs County, City of Jeffersonville, and the City of Danville	Staff Time	Twiggs County, City of Jeffersonville, and the City of Danville	2018
Conduct a historic resources survey to identify National Register-eligible residential, commercial, industrial, and institutional structures.	City of Danville, MGRC	Staff Time	City of Danville	2019-2020

City of Danville: Land Use				
Action Item	Responsible Party	Estimated Cost	Potential Funding Source	Years
Add a Welcome Sign to the 2nd Street entrance from Wilkinson County into Danville.	City of Danville	\$5,000	City of Danville	2018-2020

REPORT OF ACCOMPLISHMENTS

Twiggs County: Economic Development				
Action Item	Completed	Underway	Cancelled	Notes
Install the necessary utility and road infrastructure to support the I-16/Hwy 96 Industrial Park.		✓		Utilities are complete. The road infrastructure is scheduled to be completed in 2019.
Prepare long-term infrastructure plan that guides, directs, and supports economic development opportunities in Twiggs County.	✓			Completed in 2017.
Establish and implement a small business entrepreneurship program in Twiggs County.		✓		Will be established and underway in 2019-2022.
Partner with the City of Jeffersonville, the Town of Danville and other localities in the Middle Georgia area to develop the heritage and eco-tourism industries in Twiggs County and the Middle Georgia region.		✓		Moved to policy section.
Update target industry study to aid in the recruitment of new industry for the I-16/Hwy 96 Industrial Park and other parks to be developed in the future.		✓		Will be completed in 2020-2022 timeframe.
Conduct analysis of potential land for future industrial sites.	✓			

Twiggs County: Housing				
Action Item	Completed	Underway	Cancelled	Notes
Establish public education program to expand the awareness of the DCA-managed housing programs designed to increase the production, acquisition, or rehabilitation of decent, safe, and sanitary housing units; and to maintain the County's large percentage of owner-occupancy and low percentage of cost-burdened households.	✓			
Update housing records database of E911 address list/contact info/vacancies.	✓			
Participate in the Georgia Initiative for Community Housing Program.		✓		
Establish a Housing Authority.		✓		

Twiggs County: Transportation				
Action Item	Completed	Underway	Cancelled	Notes
Widen SR 96 from SR 87 in Houston County to I-16 in Twiggs County (from 2012-2015 STIP).		✓		
Improve interchange at I-16 and Hwy 96 (from 2012-2015 STIP).	✓			
Replace bridge at SR 19 at CSX RR SE of Dry Branch (from 2012-2015 STIP).		✓		
Operate and maintain existing Section 5311 rural transit program in Twiggs County and explore funding options for this service.	✓			
Expand usage of the existing Ride-Share area in downtown Jeffersonville through new signage.			✓	This is not a county priority.

Twiggs County: Community Facilities and Services

Action Item	Completed	Underway	Cancelled	Notes
Construct Phase II of the County water system (Dry Branch and Sgoda Road areas).	✓			
Construct new recreational facilities, including a new ballfield for youth soccer and football programs and a recreation center.		✓		
Construct Phase III of the County water system (Lower Dry Branch).			✓	No longer a priority.
Establish Recreation Advisory Board.		✓		
Construct Walking Trails at Hendrick's Park.		✓		
Research feasibility of no longer participating in Region 5 Health and Human Services Ambulance Service and switching to Dublin's Region.	✓			Will not transition.
Develop plan for reuse of former Nord Kaolin/BOE gym.			✓	No longer a priority.

Twiggs County: Natural and Cultural Resources

Action Item	Completed	Underway	Cancelled	Notes
Enforce the existing Part V Environmental Criteria ordinances (wetlands, groundwater recharge areas river corridor) which includes coordination with local, state, and federal agencies.		✓		Moved to policy section.
Establish a public education program for County residents and other affected stakeholders on the existing environmental regulations and the importance of protecting environmentally sensitive areas and other natural resources.	✓			
Participate in the Middle Georgia Clean Air Coalition that has been formed to improve air quality in Twiggs County and the Middle Georgia region.		✓		Moved to policy section.
Coordinate with neighboring counties and other stakeholders to bring segments of the Ocmulgee River that are on the EPA 303 (d) list into compliance with water quality regulations.		✓		
Update the 1980 Historic Resources Survey.	✓			
Identify opportunities for heritage tourism for sites throughout the County including, but not limited to, the Battle of Griswoldville, Myricks Mill, Marion, and the Geographic Center of Georgia.		✓		Moved to policy section.

Twiggs County: Land Use				
Action Item	Completed	Underway	Cancelled	Notes
Prepare full update to the local comprehensive plan.	✓			
Explore alternatives to encourage quality development at the I-16 interchanges, along Hwy 57, and in the Dry Branch area, including various planning and regulatory controls.		✓		
Coordinate with the Georgia DNR in protecting the Ocmulgee Wildlife Management Area and other important conservation areas.		✓		
Explore options to protect existing kaolin mining areas and to establish reuse strategies for reclaimed areas.		✓		

Twiggs County: Intergovernmental Coordination				
Action Item	Completed	Underway	Cancelled	Notes
Work with other local governments in the Middle Georgia region to find solutions to common problems and crafting regional strategies as they relate to land use, transportation, housing, and air/water quality.		✓		Moved to policy section.
Update and Implement Service Delivery Strategy.		✓		Moved to policy section.
Establish contact, build connections, and discuss issues of concern with neighboring jurisdictions, school board, and independent special and development authorities or districts.		✓		Moved to policy section.
Participate in regional effort to attract quality healthcare professionals and services in Twiggs County and the rest of the Middle Georgia region.		✓		Moved to policy section.

City of Jeffersonville: Economic Development

Action Item	Completed	Underway	Cancelled	Notes
Explore models and ideas used by other similarly situated cities to develop a small business entrepreneurship program in the City of Jeffersonville.		✓		
Establish the industrial sites located southeast of downtown along Highway 80 as a Business and Industrial District (primarily for marketing purposes).		✓		
Partner with Twiggs County, the Town of Danville and other localities in the Middle Georgia area to develop the heritage and eco-tourism industries in Twiggs County and the Middle Georgia region.		✓		Moved to policy section.
Continue the removal of dilapidated commercial buildings with no historic value located downtown through code enforcement.		✓		Moved to policy section.
Establish a strategy to attract businesses to larger empty/ facilities and buildings within Jeffersonville and maintain a list of building specifications.		✓		

City of Jeffersonville: Housing				
Action Item	Completed	Underway	Cancelled	Notes
Prepare housing assessment report to determine the condition of the residential structures in the City of Jeffersonville.		✓		
Enforce housing codes/remove dilapidated housing with no historic value.		✓		Moved to policy section.
Explore the possibility of participating in the Georgia Initiative for Community Housing (GICH) program.		✓		
Promote community involvement and encourage the formation of a neighborhood association or community action group (i.e., neighborhood watch program).		✓		Moved to policy section.

City of Jeffersonville: Transportation				
Action Item	Completed	Underway	Cancelled	Notes
Coordinate with Twiggs County to provide transportation assistance for the elderly and other citizens of Jeffersonville through the 5311 Program.	✓			
Implement the High Priority Project (HPP) improvements (sidewalks, lighting and streetscape) in the downtown area.	✓			
Formalize the Ride-Share program through new signage and other marketing efforts. Identify a potential additional location at an I-16 interchange.		✓		
Partner with Twiggs County for city street repairs (i.e. asphalt/equipment)		✓		Moved to policy section.
Utilize the Pedestrian Facility/Sidewalk Infrastructure Improvement Plan to prioritize new sidewalk projects.		✓		Moved to policy section.

City of Jeffersonville: Land Use				
Action Item	Completed	Underway	Cancelled	Notes
Maintain and upgrade current recreational resources (i.e. parks) and public facilities (sidewalks, streets, etc).		✓		
Evaluate sign ordinance regulations and update as needed.		✓		
Review and update Zoning Ordinance.		✓		

City of Jeffersonville: Community Facilities and Services				
Action Item	Completed	Underway	Cancelled	Notes
Replace fire hydrants throughout City.		✓		Several fire hydrants were replaced as a part of the 2016 CDBG award.
Purchase a fire truck.		✓		
Upgrade police vehicles and maintain existing ones to standard.	✓			
Install weather sirens/warning system in the City.	✓			
Construct a new fire station in downtown on Highway 80.		✓		

City of Jeffersonville: Natural and Cultural Resources				
Action Item	Completed	Underway	Cancelled	Notes
Enforce the existing Part V Environmental Criteria ordinance (wetlands) which includes coordination with local, state, and federal agencies.		✓		Moved to policy section.
Establish a public education program for City residents and other affected stakeholders on the existing environmental regulations and the importance of protecting environmentally sensitive areas.		✓		
Educate property owners on benefits of National Register designation.		✓		Moved to policy section.
Complete National Register District for commercial and residential resources within Jeffersonville.		✓		Moved to policy section.

City of Jeffersonville: Intergovernmental Coordination

Action Item	Completed	Underway	Cancelled	Notes
Update and Implement Service Delivery Strategy.		✓		Moved to policy section.
Establish a way to report crimes in the community (i.e. anonymous tip line, or similar mechanism).		✓		Moved to Community Facilities and Services.
Hold a Disaster Drill - from table top to on the ground simulation – to identify areas that need strengthened prior to a disaster situation.	✓			

City of Danville: Economic Development				
Action Item	Completed	Underway	Cancelled	Notes
Develop and implement a small area plan for improving Downtown Danville. (Incl. streetscape, building renovations/façade renderings, infill, parking, etc.)		✓		
Establish an annual City festival.		✓		
Pursue the location of a discount-type store within the Town of Danville.		✓		
Partner with Twiggs County, the Town of Danville and other localities in the Middle Georgia area to develop the heritage and eco-tourism industries in Twiggs County and the Middle Georgia region.		✓		Moved to policy section.

City of Danville: Housing				
Action Item	Completed	Underway	Cancelled	Notes
Implement nuisance ordinance to remove dilapidated housing.		✓		
Seek grant funding to upgrade housing throughout Danville.		✓		

City of Danville: Transportation				
Action Item	Completed	Underway	Cancelled	Notes
Sidewalks and streetscape in downtown along RR Avenue between Town Hall and former Danville School.		✓		
Install signage marking the Trans-Georgia State Bike Route along Highway 80.		✓		

City of Danville: Community Facilities and Services				
Action Item	Completed	Underway	Cancelled	Notes
Hold a semi-annual 'community clean-up day.'	✓			Clean up days have been established. Next day will occur in the fall of 2018.
Purchase a pumper fire truck.		✓		
Park updates (fence, playground equipment, etc.).		✓		
Utilize the probation clean-up crew to assist with maintenance of public spaces.	✓			Probation clean-up crew has been utilized and assists on a regular schedule.
Maintain and improve city streets and storm water drainage facilities.	✓			The city received a CDBG in 2013 to help improve drainage facilities. The streets improvements are still underway.

City of Danville: Natural and Cultural Resources				
Action Item	Completed	Underway	Cancelled	Notes
Enforce the existing Part V Environmental Criteria ordinance (groundwater recharge areas), which includes coordination with local, state, and federal agencies.		✓		Moved to policy section.
Conduct a historic resources survey to identify National Register-eligible residential, commercial, industrial, and institutional structures.		✓		

City of Danville: Land Use				
Action Item	Completed	Underway	Cancelled	Notes
Coordinate with Wilkinson County and Twiggs County on efforts to determine the location of various county lines as they come through Danville.	✓			Boundaries were determined and set in 2016.
Implement the property maintenance/nuisance ordinance for control of weeds, debris, and abandoned vehicles.	✓			Maintenance and nuisance ordinance was implemented in 2015.
Add a Welcome Sign to the 2 nd Street entrance from Wilkinson County into Danville.		✓		

City of Danville: Intergovernmental Coordination				
Action Item	Completed	Underway	Cancelled	Notes
Update and Implement Service Delivery Strategy.		✓		Moved to policy section.

APPENDICES

Appendix A: Public Participation Program

Appendix B: Public Hearing Documentation

Appendix C: Steering Committee Documentation

Appendix D: Leadership Retreat Presentation

Appendix E: Insider's Guide to Twiggs County, Georgia

Appendix F: Comprehensive Economic Development Strategy

APPENDIX A:
PUBLIC PARTICIPATION PROGRAM

TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE

Public Participation Program

Overview

Development of the various elements of the Twiggs County Joint Comprehensive Plan will rely heavily on the involvement of stakeholders. It is a guiding principle of both city and county leadership that this plan should encompass the needs and opportunities of all sectors of the community.

The planning process will be formally launched at the first public hearing kickoff. This initial meeting is designed to inform the community about the planning process, including future opportunities for participation. It is also an opportunity for members of the general public to express any significant issues that should be focus areas for the updated comprehensive plan.

Steering Committee

A list of community leaders was created with input from local elected officials and staff to represent the needs of the community. This committee is intended to represent a variety of sectors, interests, and needs within the community. During the comprehensive planning process, the steering committee will meet each month, and all meetings are open to the general public. Steering Committee members include:

Barbara Bryant
Brent Dubois
Chris Hutchins
Denise Goodman
Francis Steele
Judy Sherling
Kelvin Lewis
Milton Sampson
Sandra Williams
Shakela Height
Tamika Williams
Victor Williams
Virginia Villatoro

Ken Fowler, Twiggs County
Chairman

Charles Williams, Mayor of
Jeffersonville

Tracy Jackson, Mayor of
Danville

Participation Techniques

A variety of methods to obtain public participation techniques will be used:

- Two required public hearings, in accordance with Georgia Dept. of Community Affairs guidance.
- Regular steering committee meetings for guidance of the planning process.
- Regular correspondence with community stakeholders.
- Solicitation of feedback at other regular community meetings (city council, county commission, and other civic organizations) through both local government and Regional Commission staff.

- Notification of the planning process on city, county, and regional commission websites, with invitations for comment.
- Fliers posted in government and community buildings with contact information for planning staff.

Schedule of Meetings

Stakeholder meetings will be held on a series of topics throughout the process. Each meeting is open to the public. In addition, a second public hearing will be held at the conclusion of the planning process. A list of meeting times and locations can be found on the MGRC website at:

<http://middlegeorgiarc.org/comprehensive-planning>

Stakeholder Meetings

1	Steering Committee Kickoff – Draft Vision and Review Existing Land Use	August 2018
2	Discuss Community Goals	September 2018
3	Discuss Needs and Opportunities	October 2018
4	Discuss Community Work Program	December 2018
5	Review Current and Discuss Future Land Use	January 2018
6	Finalize Community Work Program	February 2018
7	Review First Draft Plan prior to Public Hearing	March 2018
8	Review Final Draft Plan	April 2018
9	Second Public Hearing	April 2018

If you have comments or suggestions for the comprehensive planning process, please contact MGRC staff:

Kayleigh Sullivan
ksullivan@mg-rc.org
 (478) 751-6160

Sara Dusenberry
sdusenberry@mg-rc.org
 (478) 751-6160

Matt Beal
mbeal@mg-rc.org
 (478) 751-6160

APPENDIX B:
PUBLIC HEARING DOCUMENTATION

**TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

PUBLIC HEARING AGENDA

August 28, 2017, 3:00 p.m. | Commission Chambers

Welcome and Introductions

About Comprehensive Planning

Timeline

Public Involvement Plan

Questions/Comments

Kayleigh Sullivan | ksullivan@mg-rc.org | 478-751-6160

gust 20, 2017 at Pruitt Health Magnolia Manor. The family received friends from 6-8 p.m. Tuesday, August 22, 2017 at Cobb Funeral Chapel in Moultrie.

Graveside rites was held at 11 a.m. Wednesday, August 23, 2017 at Mt. Zion Cemetery, Danville, with Mr. Durwood Dominy and Mr. James Dominy officiating. The family received friends from 10-11 a.m. Wednesday at Mt. Zion Baptist Church Fellowship Hall.

Casketbearers will be Charles Hill, Larry Hill, David Whitaker, Jimmy Davidson, Millard Smith and Richard Smith.

Born July 22, 1923 in Dublin, she was the daughter of the late Matthew Hade Stevens and Laura Jane Holliday Stevens. Mrs. Sutton retired from United States Postal Service as a master. She was a member of Mt. Zion Baptist Church where she served as a pianist, organist and a Sunday school teacher. Mrs. Sutton was very active in visiting nursing homes, Hospitals and playing the piano for the patients. She was a caregiver for many years to both of her husbands and mother.

In addition to her parents, she was preceded in death by her husbands, Broughton Hardy Dominy and Dessie Sutton, Robert Coleman Dominy, brother, M.H. Stevens.

Survivors include two sons, James Hade Dominy of Tanya of Richmond, IN., Durwood Dominy and Norman Moultrie, two step-children, Raymond Sutton and Sherry Dudley Trahue Sutton Brooks of Dublin, Georgia.



SUTTON

Public Hearing Notice
For Twiggs County and the Cities of Danville and Jeffersonville
Joint Comprehensive Plan Update

A public hearing will be held Monday, August 28, 2017, at 3:00 p.m. in the Commission Chambers (room 111) of the Courthouse located at 425 Railroad Street, Jeffersonville, Georgia 31044. The purpose of this hearing is to brief the community on the process to be used to develop the Joint Comprehensive Plan, opportunities for public participation, and to obtain input on the proposed planning process.

All community members are invited to attend the Public Hearing. For additional information, please contact Kayleigh Sullivan, Government Services Specialist with the Middle Georgia Regional Commission, at (478) 751-6160.

Persons with special needs relating to disability access or foreign language should contact the Twiggs County Board of Commissioners at 478-945-3629 prior to the meeting for necessary accommodations. Persons with hearing disabilities may contact the Georgia Relay Service at (TDD) 1-800-255-0056 or (Voice) 1-800-255-0135.

The City of Jeffersonville, Ga. is now accepting bids for the following vehicles.

Starting bid prices or listed below:

1. 2005 Chevrolet Impala ... \$120000
2. 2005 Harley Davidson ... \$500000
3. 1989 Dodge Ram \$25000
4. Antique Fire Truck (Price is negotiable)

All vehicles are **SOLD AS IS!!!!**

If you would like to come and take a look at any vehicles, feel free to call the City Hall at 478-

**TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

**PUBLIC HEARING SIGN-IN SHEET
August 28, 2017, 3:00 p.m. | Commission Chambers**

Name	Phone	Email
Virginia Dillatoro	478-945-6713	Virginia.Dillatoro@twiggscounty.com
Denise Goodman	478/946-3900	twiggssencmgaaa@com
Kathy Fausk	478-945-3629	KFAUSK@TWiggscounty.us
Judge Spurling	478-945-3486	director@growthtwiggscounty.com
Crista Ferda	478-960-8218	
Shakela Height	478-291-6000	CityClerk@CityofJeffersonville.org
MILTON SIMPSON	478-390-3839	MILT.SAMP@aol.com
Frances Steele	478-972-0385	fwsteele08@gmail.com

TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN UPDATE – PUBLIC HEARING
COMMISSION CHAMBERS
AUGUST 28, 2017, 3:00 PM

MEETING MINUTES

The public hearing began at 3:00 PM. Kayleigh Sullivan of the Middle Georgia Regional Commission welcomed all those in attendance and explained that Twiggs County and the cities of Danville and Jeffersonville were beginning the process of updating their Joint Comprehensive Plan. It was explained that the Comprehensive Plan is required to undergo updates every five years, and that the Georgia Department of Community Affairs sets the rules for the update process. The Comprehensive Plan is intended to serve as a 20-year policy guide for the physical development and redevelopment of the county. The goal is to assess existing conditions, project future trends, develop strategies and goals, and create a work program to achieve the goals. The process requires extensive public participation to be successful, and being current with the Comprehensive Plan is one of the requirements of maintaining Qualified Local Government status.

Ms. Sullivan discussed the status to-date of the update process. Those in attendance reviewed the existing land use maps and provided comments. It was noted that these maps are available for review online. Also, those in attendance decided to include the following planning elements in the comprehensive plan:

Land Use	Community Work Program
Needs and Opportunities	Transportation
Community Goals	Housing
Economic Development	Community Services
Natural and Cultural Resources	

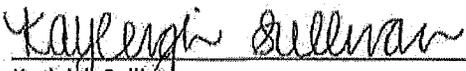
Ms. Sullivan discussed the timeline for the plan update. It was decided that after the First Public Hearing, the steering committee would continue to meet once per month (or more, depending on need). A draft of the Comprehensive Plan will be made available at a Second Public Hearing. After any comments are addressed, the updated draft will be reviewed by the Middle Georgia Regional Commission and the Department of Community Affairs. Local Adoption will take place by the Certification Deadline of June 30, 2018.

Ms. Sullivan then described the composition of the steering committee and asked for input on anyone that the Public Hearing attendees thought may want to serve. It was also mentioned that a variety of methods would be used to inform the public of the steering committee meetings.

Ms. Sullivan asked if anyone had any other questions or points of discussion. There were none.

The meeting was adjourned at 3:20 pm.

Minutes Certified by:



Kayleigh Sullivan
Middle Georgia Regional Commission

**TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

PUBLIC HEARING AGENDA

APRIL 25, 2018, 2:30 p.m. | DEVELOPMENT AUTHORITY

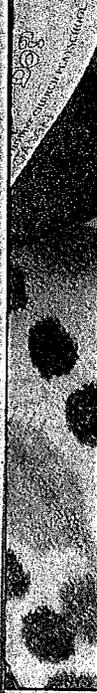
- | | |
|---|-------------|
| 1) Welcome & Introductions | MGRC |
| 2) Review Comprehensive Planning | MGRC |
| 3) Discussion of Draft Plan | MGRC |
| 4) Remaining Activities | MGRC |
| 5) Questions/Comments | MGRC |

Please Submit Comments by April 27, 2018

If you have any questions or would like to discuss the plan, please contact us by phone at 478-751-6160 or email (below).

Kayleigh Sullivan ksullivan@mg-rc.org

Sara Dusenberry sdusenberry@mg-rc.org



COUNTY

Page 1

Ezra Wyche for his dedication to the safety and security of all the courthouse employees. Twigg County Commissioner William Bond presented Wyche with a certificate of appreciation from the Board.

The Board approved Conditional Use First Solar Request for Additional Acreage located at Adams Park Road (T028-004 & T028-009). First Solar presented a request for an additional 600 acres for the solar project.

Charles and Rose Lane Leavell presented the Board with a request to close a portion of Adams Park Road. After discussion with the Board, Mr. Leavell was advised of the steps he would need to follow. The first step in this process is to publish a notice in the paper for two consecutive weeks outlining his request. Written notice to all landowners giving them notice of your intent. It will require a Public Hearing and review of the Board at such Public Hearing. We are required to notify Georgia

cerning complaints regarding occurrences at her business Twigg County Administration. Kelvin Lewis advised the Board there have been seven grievances from neighbors filed. There was a decision made by the Board around 2008 or 2009 to rescind the business license.

No evidence has been found to show that the business license should have been renewed after the revocation Twigg County Sheriff Darr Mitchum advised there have been instances of charging cover charge, alcohol, drug and an instance of a shooting. Mitchum did state since he has had contact with the owners in February 2018, there have not been any additional incidents. Mitchum did advise the owners they could be held civilly and criminally liable any problems there.

Brimidge advised her contract did state there was to no alcohol on the premises at the event must be over 11:30 p.m. She stated she would send Administration Lewis a copy for the record. The Board approved the

PUBLIC HEARING NOTICE

TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE JOINT COMPREHENSIVE PLAN UPDATE

A public hearing will be held on Wednesday, April 25, 2018, 2:30 pm at the Development Authority of Jeffersonville & Twigg County, 14072 US 80, Suite D, Jeffersonville, GA 31044.

The purpose of this hearing is to brief the community on the contents of the plan provide an opportunity for residents to make final suggestions, additions, or revisions and notify the community of when the plan will be submitted to the Middle Georgia Regional Commission for review. Comments will be received at the above public hearing or may be submitted in writing prior to 12 noon on Thursday, April 26, 2018 to Middle Georgia Regional Commission, 175 Emery Highway, Suite C, Macon, GA 31217.

All community members are invited to attend the public hearing. For additional information please contact Kayleigh Sullivan, Government Services Specialist, Middle Georgia Regional Commission, at (478) 751-6160.

Persons with special needs relating to disability access or foreign language should contact the Twigg County Board of Commissioners at 478-945-3629 prior to the meeting for necessary accommodations. Persons with hearing disabilities may contact the Georgia Relay Service at (TDD) 1-800-255-0056 or (Voice) 1-800-255-0435.

MEETING MINUTES

Persons in attendance:

Milton Sampson, Chamber of Commerce Representative
Judy Shurling, Executive Director, Development Authority

The public hearing began at 2:30 PM. Sara Dusenberry of the Middle Georgia Regional Commission welcomed all those in attendance and explained that Twiggs County and the cities of Danville and Jeffersonville were beginning the process of updating their Joint Comprehensive Plan. It was explained that the Comprehensive Plan is required to undergo updates every five years, and that the Georgia Department of Community Affairs sets the rules for the update process. Ms. Dusenberry distributed copies of the draft plan and explained the following components: assessment of existing conditions, projections of future trends, strategies, goals, and community work program. She also informed those present that the steering committee held numerous meetings throughout the last year to gather information and create the draft plan.

Ms. Dusenberry discussed the timeline for review of the draft plan. After the second public hearing, the steering committee and the public will have until Friday, April 27, 2018, to provide any suggestions or comments. The plan will then be presented to the county and cities to approve submission of the plan to the Middle Georgia Regional Commission for review. After the Regional Commission's review, the plan will be transmitted to the GEORGIA department of Community Affairs for further review. In order for the county and cities to maintain their Qualified Local Government (QLG) status, documentation of the plan's adoption will need to be transmitted to the Department of Community Affairs by May 2018.

Ms. Dusenberry asked those in attendance if there were other questions or additional discussion. There were none.

The meeting adjourned at 2:50 p.m.

Minutes Certified by:



Sara Dusenberry
Middle Georgia Regional Commission

APPENDIX C:
STEERING COMMITTEE DOCUMENTATION

**TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #1 AGENDA

August 28, 2017, 3:30 p.m. | Commission Chambers

Welcome & Introductions

Discuss Community Vision

About Comprehensive Planning

Role of the Steering Committee

Set Next Meeting Dates

Identify Plan Components to Undertake

Review Existing Land Use Maps

Adjourn

**TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #1 AGENDA

August 28, 2017, 3:30 p.m. | Commission Chambers

Name	Title	Phone	Email
Christa Harty	Interim Court Administrator	478-945-3629	chatharty@twiggscounty.us
Tamika Williams	Family Connection Executive Director	478-233-7468	twiggstfc@gmail.com
Virginia Villatoro	Twiggs Chamber Chair FDS/Wolf Creek Cm	478-945-6713	virginia.villatoro@ceddisspa.com
Milton Sampson	Community Representative SPE Manager	478-390-3839	miltonsmp@aol.com
Denise Goodman	Twiggs County Senior Center	478/946-3900	twiggssrvc.mqcaa@gmail.com
Sandra Williams	Community Rep	478-291-6370	sampsand5577@gmail.com
Judy Shering	Development Authority Exec. Director	478-945-3486	director@growtwiggscounty.com
Shakela Height	City of Jeffersonville City Clerk	(478) 291 6000	cityclerk@cityofjeffersonville.org
Victor Jordan	City Councilman	478-960-8218	City of Jeffersonville.com
Charles Willie	Mayor	478 319-1779	Mayor City of Jeffersonville.org

**TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #2 AGENDA

September 19, 2017, 3:00 p.m. | Commission Chambers

Welcome & Introductions

Discuss Community Vision

Discuss Community Goals

Set Next Meeting Date

Adjourn

TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
 JOINT COMPREHENSIVE PLAN STEERING COMMITTEE

MEETING #2 SIGN IN SHEET

September 19, 2017, 3:00 p.m. | Commission Chambers

Name	Title	Phone	Email
Tamika Williams	Director Twigg FC	478-233-7468	twiggste@gmail.com
Gudy Sherwin	Director	478-945-3486	director@growthwingsCounty.com
Dana Goodman	Site Manager	478/945-3900	twiggsser.ncsca@gmail.com
Virginia Vilbert	President - Chatham Cns wolf oak	478 945 6213	Virginia.vilbert@advanced disposal.com
Shayela Height	City Clerk	(478) 945-3191	City Clerk @ City of Jeffersonville.org
Charles Williams	Mayor	(278) 945 3191	Mayor@City of Jeffersonville.org
Victor Jordan	Councilman	(278) 945-3191	
FRANCES STEELE	Council	478-945-3191	fwesteele08@gmail.com
Brent Dubois	Commissioner	478-230-9708	brent.dubois@sweetdreams-inc.com

**TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #3 AGENDA

September 19, 2017, 3:00 p.m. | Commission Chambers

Welcome & Introductions

Review Community Goals

Discuss Needs and Opportunities

Set Next Meeting Date – 11/21/2017

Adjourn

Italy-Danville
email them
STMP
schedule
CNP meetings
- email Chris +
Judy + Kathy +
Travis
- Board of Edu. - Milton
- Central GA Tech
- Judy

**TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

**MEETING #3 SIGN IN SHEET
October 17, 2017, 3:00 p.m. | Commission Chambers**

Name	Title	Phone	Email
Virginia Villatoro	Chair Twigg Chamber com - wolf creek of	478-319-5461	Virginia.Villatoro@duane disposal.com.
Chris Hatchings	Interior County Administrator	478-232-2950	chatchings@twiggscountyga.us

**TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #4 AGENDA

January 16, 2018 3:00 p.m. | Development Authority

Welcome

Discuss Current and Future Land Use

Set Next Meeting Date – 2/20/2018

Adjourn

**TWIGGS COUNTY AND THE CITIES OF DANVILLE AND JEFFERSONVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #4 SIGN IN SHEET

December 12, 2017, 3:00 p.m. | Development Authority

Name	Title	Phone	Email
Judy Sherling	Exec Dir	478-945-3486	director@grawtwiggscounty.com
Tamiko Horne-Williams	FC Director	478-233-7408	twiggscf@gmail.com
Virginia Villalba	Chamber-Chair ADS Wolf Creek LF GM	478-319-5461	virginia.villalba@unitedcredit.com
Dorise Goodman	Manager-TC&C	478/946-3960	twiggssc.mgca@gmail.com
Kevin C. Lewis	County Admin.	478-945-3629	kewis@twiggscounty.us
Chris Hutchings	County Boc	478-232-2950	chutchings@twiggscounty.us
Charles Williams	Mayor	478-319-1779	Mayor@cityofjeffersonville.com

**TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #5 AGENDA

January 16, 2018 3:00 p.m. | Development Authority

Welcome

Discuss Current and Future Land Use

Set Next Meeting Date – 2/20/2018

Adjourn

**TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #5 SIGN IN SHEET

January 16, 2018 3:00 p.m. | Development Authority

Name	Title	Phone	Email
Joy Sheding	Director	478-945-3486	director@growthawiggscounty.com
Doree Dodman	Site Manager	478/945-3100	twiggssc.mycor@gmail.com

TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE

MEETING #6 AGENDA

February 28, 2017 1:30 p.m. | Development Authority

Welcome

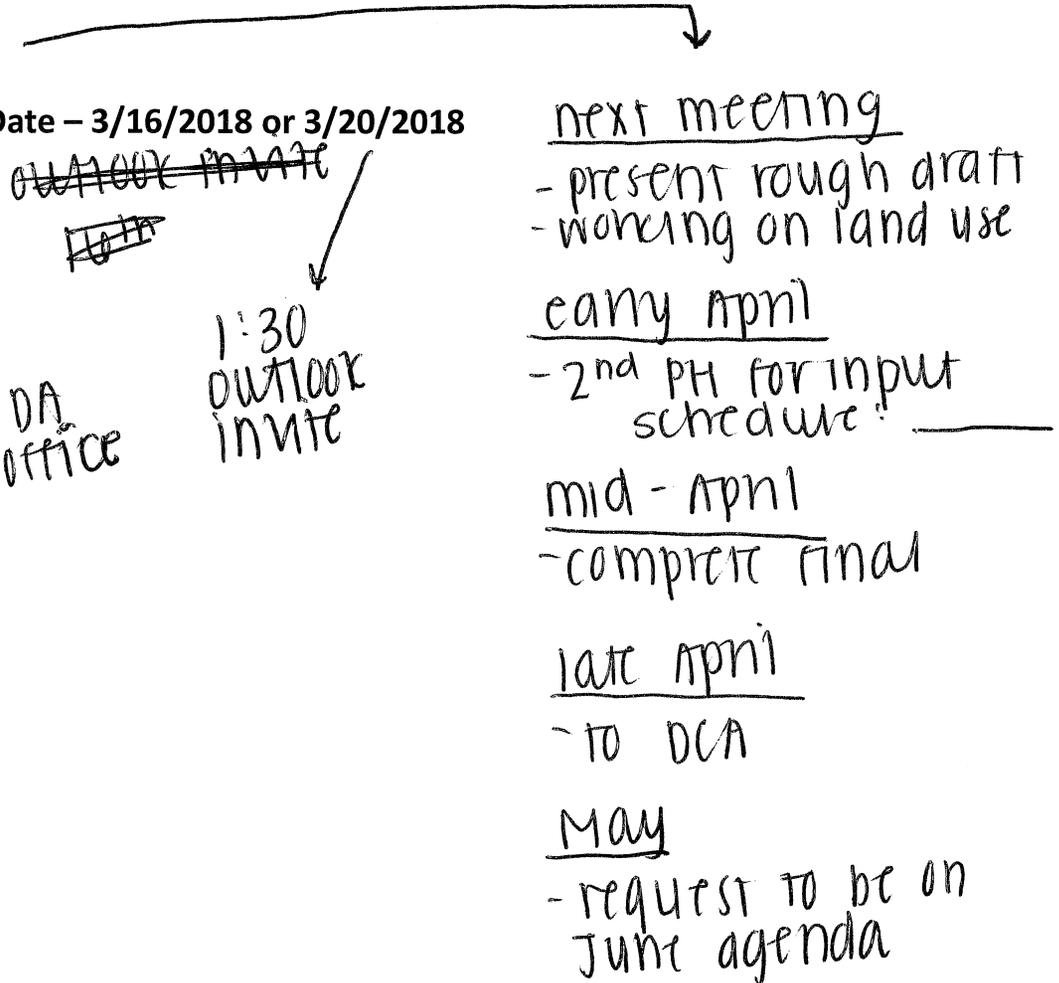
Review Action Items

Schedule Review of Report of Accomplishments

Discuss Next Steps

Set Next Meeting Date – 3/16/2018 or 3/20/2018

Adjourn



**TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #6 SIGN IN SHEET

February 28, 2018 1:30 p.m. | Development Authority

Name	Title	Phone	Email
Tamiko Hines-Williams	Director, Family Connection	478-233-7468	twiggstf@gmail.com
Shakela Durham-High	City Clerk	(478) 945-3191	cityclerk@cityofjeffersonville.org
Laura Mathis	Exec Director MRC	478-757-6160	lmathis@mg-tc.org
Tudoy Sherling	Exec Dir - DAJTC	478-945-3486	director@growthtwiggscounty.com
BILTON Sampson	Chamber of Commerce	478-390-3839	BILT@amp@aol.com
Kelvin C. Lewis	County Administrator	478-945-3629	k.lewis@twiggscounty.us
Barbara Bryant	Parent Mentor - Twiggs BOC	478-291-6096	bbryant@twiggscounty.us

**TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #~~6~~⁷ AGENDA

March 20, 2018 1:30 p.m. | Development Authority

Welcome

Review Future Land Use

Review Draft Plan

Discuss Next Steps

Set Next Meeting Date – 4/17/2018

Adjourn

TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE
 JOINT COMPREHENSIVE PLAN STEERING COMMITTEE

MEETING #7 SIGN IN SHEET

March 20, 2018 1:30 p.m. | Development Authority

Name	Title	Phone	Email
Milton Sampson	Chamber Rep	478-390-3839	MILTsam@aac.com
Louise Wimberly	Dev. Authority member	478-945-3272	louisw803@windstream.net
Judy Sherling	Development Auth	478-945-3486	judysherling@growtwiggscounty.com
Dorise Gooden	Devel Manager TCR Danville City Council	478-945-3400	goodmans200@windstream.net
Virginia Vittatoro	Chair Twigg's Chamber	478 319-5461	virginia.vittatoro@advancedspinal.com

**TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE
JOINT COMPREHENSIVE PLAN STEERING COMMITTEE**

MEETING #8 AGENDA

April 25, 2018 3:00 p.m. | Development Authority

Welcome

Review Draft Plan

Discuss Next Steps

Adjourn

TWIGGS COUNTY AND THE CITIES OF JEFFERSONVILLE AND DANVILLE
 JOINT COMPREHENSIVE PLAN STEERING COMMITTEE

MEETING #8 SIGN IN SHEET
 April 25, 2018 3:00 p.m. | Development Authority

Name	Title	Phone	Email
Tamiko Hone-Ballas	Family Connection Executive Director	478-233-7468	twiggstc@gmail.com
Dillon Sampson	None	478-390-3839	dmlt_samp@aoc.com
Judy Shurey	Exec Director	478-945-3486	director@growthwiggcounty.com
Debra Adams	Danville City Council Member Manager of Parks Center	478/366-4418 478/945-3900	twiggssc.mcqaac@gmail.com

APPENDIX D: LEADERSHIP RETREAT PRESENTATION

Twiggs County Leadership Retreat

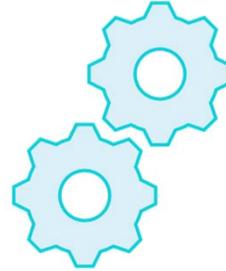
FEBRUARY 28, 2018

Welcome and Introductions

REFLECT FIRST

Roles

- **All Attendees**
 - Share information
 - Engage in discussion
- **MGRC**
 - Stimulate discussion
 - Ask questions
 - Share information
 - Keep day moving
 - Not do all the talking



Proposed Ground Rules

- Participate in the process
- Ask questions if you need clarification
- Speak for yourself
- Tell the truth, but with respect
- Discussion, not debate... use active listening
- Stay on track
- One voice at a time



What else?

Agenda

- Session 1: Image / Perception / Reputation
- Session 2: Economic Development
- Lunch
- Session 3: Twiggs County Image/ Perception/ Reputation
- Session 4: Action Plan
- Break
- Session 5: Comprehensive Plan Meeting

Reputation/ Image/ Brand

No matter what you call it.....

Reputation

- the beliefs or opinions that are generally held about someone or something.
"his reputation was tarnished by allegations that he had taken bribes"
- a widespread belief that someone or something has a particular habit or characteristic.
"her knowledge of the subject earned her a reputation as an expert"

Image

- the general impression that a person, organization, or product presents to the public.
"he strives to project an image of youth"

Significant increase in the use of "brand" in the market place

Reputation / Image

- What is the best marketing campaign?
- How does reputation influence behavior?
 - Stars; rotten tomatoes; thumbs; rankings

What's your elevator speech?

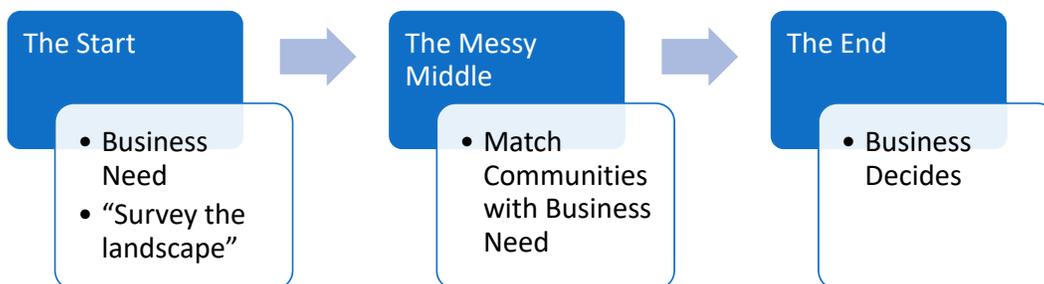
TABLE DISCUSSION

Economic Development

What is Economic Development?

- Industrial / Manufacturing
- Warehouse / Distribution
- Small Business
- Tourism
- Film
- Activities that involve private investment and / or job creation

“The Process”



When it all looks the same, how will businesses decide?

TABLE EXERCISE

Lesson..... It's all about the business

- Labor Cost
- Transportation Network Availability
- Availability of Skilled Labor
- Supply Chain position / Location
- Utility Cost
- Taxes (local, state, federal)
- Quality of life factors
- Experience

The Business Decision



How might image/
reputation influence
economic development?

Image / Reputation / Brand of Twiggs

What word comes to mind when you think of Twiggs County?

Best Twiggs County experience

Worst Twiggs County experience

If you had an economic prospect or client considering Twiggs County, what would you be concerned about?

If Twiggs County could work on one thing to improve their success in economic development, what would it be?

What word comes to mind?

- Rural
- Difficult
- Academy Sports
- Wasted Potential
- I-16
- Revive!
- Location
- Kaolin
- Isolated
- Problematic
- Rural county with limited opportunities. No population growth, lack of industry and jobs, ability to attract no development.

Best Experience

- As Investors & Developers from Atlanta, we visited several officials and county employees in your county to gather information on what we should build in your area. EVERYONE had great input and was very inviting.
- Getting stuck in the swamp while hunting as a young boy.
- No traffic.
- The saving and rehabilitation of the beautiful Twiggs County Courthouse
- Local cooperation for the Academy Sports + Distribution Center expansion project; great team effort
- I did a real estate transaction last year in Twiggs County. Everyone associated with all the governmental authorities were very professional and helpful. They made an extra effort to make sure the transaction was completed in a timely manner.

Worst Experience

- Lack of funding and support for economic development; no common vision
- The perception of Twiggs is country, hillbilly, good ole boy, not in my backyard type of community.
- To hear people complaining about Academy Sports is insane. What a huge boost to that community.
- The barrage of negative headlines, scandals and web postings just leaves a bad taste in the mouth.
- Being yelled at in a meeting because they disagreed with a statement I made
- Sometimes over promise, under deliver.
- The worst experience is to see that the center of this wonderful state has yet to expand in the wonderful economic opportunities before us.
- Elected Officials arguing with one another in a non-productive manner, creating an awkward tension in the room. The overall tone felt very negative and personal-- beyond the expected political differences.

If showing Twiggs, what would concern you....

- Access to housing
- Workforce
- Education system, cultural opportunities
- Blight. Once you're outside of downtown, the community does not give the greatest of impressions in terms of "showing well"
- Making sure there are the required water and sewer in areas where this prospect may want to locate
- Them being able to keep their promises
- Support from the local elected officials, their understanding the economic development process
- The financial instability of the County. With employees furloughed, would businesses get the quick assistance they need? And if the County's facing a shortfall, will the County ask a business to front them next year's tax dollars?
- Elected officials would not be able to discard their local political agendas and divisions long enough to work together, in unison, to entertain an interested economic prospect or client.

What should Twiggs work on.....

- Workforce
- Make sure the sites near I-16 are completely ready for prospects, infrastructure in place and that the leadership is willing for the right prospect.
- Market I-16! Not many communities can point to interstate with a direct path to the Port. Spend money to market this asset and you'll be rewarded.
- Rally behind one entity for Economic Development- invest in viable sites and infrastructure.
- Invest in the education system with money AND time mentoring - continue to reach out to the uneducated adult population.
- Think of regional opportunities.
- Commit to getting stronger together for the good of all.

What should Twiggs work on.....(cont.)

- Develop a funding strategy to support economic development
- County leaders need to step back and revisit their internal perceptions (and agendas) about what the County actually offers. For example, does it make sense to sell Twiggs County as a the next technology hub in Middle Georgia? Or would it be more realistic to market agri-business due to its abundance of land and natural resources? Or to market logistics and manufacturing businesses due to its access to I-16 and short distance to Georgia's international airport and 2 major ocean ports?
- Teamwork within the county. Showing a united front and support for economic development.
- Continue to work with visionaries because this county can and will expand.
- Twiggs County has to improve quality of life in the community. With poor schools, poor infrastructure, and nothing to do, it's not surprising that young people don't want to live in Twiggs County. Without young people (especially educated young people), employers can't depend on their workforce in the future.

Other Thoughts....

- If you want economic development, then you are going to have to fund it!
- There is a lot of land available, but in large tracts that are family owned. Some of those families are not motivated to sell for the growth of Twiggs County.
- I understand things are better politically but for awhile there, the elected officials were crazy for not wanting to grow the community and grow jobs. You're in a great location, play off that location and only good things are going to come to Twiggs.
- Who wins when you stand in your own way?
- Having an educated workforce is key- literacy rate is one thing that prospective businesses look at to make sure the populace can read at a level needed to work.
- Set reasonable goals (SMART) and follow through

Other thoughts (cont.)

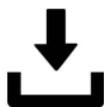
- I think Twiggs County leadership is splintered regarding economic development. Factions of the leadership are pitching different platforms. Also, local political (and sometime racial) tensions are palpable to the point it is noticed by prospects. Why would any company decide to locate in such an disharmonious environment when other counties are presenting a more unified front? Twiggs County has an abundance of land, natural and historic resources, and a diverse population of citizens. It would be a shame for local leadership not to capitalize on these assets.
- The county has a lot of challenges, but they aren't impossible to tackle.
- Look at past mistakes and know why they happened. Correct them. Make a pledge to not do them again.
- Good stuff may be happening...we just don't hear about it

How does this compare
to your elevator
speech?

DISCUSSIONS

Action Plan

APPENDIX E:
INSIDER'S GUIDE TO TWIGGS COUNTY,
GEORGIA



Download this guide
straight to your device!



INSIDER'S GUIDE to

Twiggs County Georgia

Communities | History | Family

**Insider's Guide
To
Twiggs County
Georgia**



Insider's Guide To Twiggs County, Georgia

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This project sponsored by:

Development Authority of
Jeffersonville & Twiggs County

Twiggs County Commission

Twiggs County Chamber of
Commerce



First Edition (electronic v.1): March 2018

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Printed in the United States of America



Written & designed by the company BLAZE,
www.BlazeThatTrail.com, for Twiggs County, Georgia.
Contact: info@blazethattrail.com, 843-433-0361.

Table of Contents

Experience Twiggs County_____	5
-------------------------------	---

The BEST of Twiggs County

1 City of Jeffersonville_____	8
2 Ocmulgee River_____	9
3 Twiggs County Courthouse_____	10
4 Jeffersonville Baptist Church & Cemetery_____	11
5 Bond Swamp National Wildlife Refuge_____	12
6 Ocmulgee Wildlife Management Area_____	13
7 Historic Richland Church_____	14
8 Hollywood Farm (John Chapman Plantation)_____	15
9 Charlane Plantation_____	16
10 Battle of Griswoldville_____	17

Experience Twiggs County Georgia

On behalf of the communities, businesses and government in this exciting area, welcome to Twiggs County, Georgia. If you already live here, you know about the excellent quality of life and what a great place this is to call home. If you're a visitor to Twiggs County, you're in for an unforgettable experience and maybe even an adventure!



The Geographic Center of Georgia is in Twiggs County. It can be found at 32.662069, -83.437633 on Bullard Rd in Dry Branch!

Twiggs County, tucked in the Historic Heartland of Georgia, is one of the state's best places to visit and call home. It has all the elements that make for a great quality

of life - a temperate year-round climate, over three centuries of exciting and unique history and art, many scenic roads, and outdoor activities that include hiking, boating, paddling, fishing, hunting and more.

Twiggs County is also a great place for family. Highlighted in this guidebook are family-friendly exploration activities and historical sites.

It would be impossible to describe Twiggs County without talking about the topography. From beautiful trees with moss, to the Ocmulgee River, to farm lands, to ponds, to communities with vibrant history, you'll find something for everyone in Twiggs County.

Whatever you do, don't let this guide just sit on the shelf. Get out in Twiggs County -- visit, call it home and experience everything we have to offer!

Development Authority of Jeffersonville & Twiggs County

March 2018

BEST OF



Twiggs County



Outdoor life in Twiggs County is great!

Cool Fact

In 1962, the city's Volunteer Fire Department became the first volunteer fire department certified by the State of Georgia.



City of Jeffersonville

Jeffersonville City Hall
18 N. Church Street
Jeffersonville, GA 30144
478-945-3191
cityofjeffersonville.com



Tap any part of the address to bring up map of the exact location. It's already loaded for you!

- ☑ Largest municipality in Twiggs County
- ☑ Center of government for Twiggs County
- ☑ Population of around 1,000
- ☑ History back to the 1820s!
- ☑ Great location! Conveniently located 10 minutes from Interstate 16, an easy 20 minutes from Macon and only an hour-and-a-half to Atlanta!
- ☑ Historical attractions all around town and west in the county
- ☑ Friendly, family atmosphere, many places of worship



Ocmulgee River

Boat Ramps/River Access:

Bullard Road Ramp
 Dry Branch, GA 31020
 GPS: 32.625754, -83.542389

West Lake Landing
 Bonaire, GA 31005
 GPS: 32.485736, -83.488082

- ☑ Runs over 25 miles in Twiggs County
- ☑ Average width is 160 feet and its average depth is 8 feet - perfect for recreational shallow-bottom boating and fishing
- ☑ Completely free-flowing (not dammed) in Twiggs County
- ☑ Twiggs County section can be paddled in 3 days/2 nights of camping (starting at Spring Street Landing in Macon and ending at J. Dykes Memorial Park Landing in Bleckley County - total of 57 miles!

Bring Fishing Poles

The Ocmulgee River is popular with anglers for its excellent fishing, particularly for redbreast sunfish, bluegill, largemouth bass, black crappie and flathead catfish.

Did You Know

When the original courthouse burnt to the ground in 1901, the fire was visible from Macon, GA, over twenty miles away!



Twiggs County Courthouse

425 Railroad Street
Jeffersonville, GA 31044
478-945-3428

- ☑ First erected in Marion, GA in 1830s, was a two-story timber building
- ☑ The original courthouse was moved to Jeffersonville in 1850s
- ☑ The courthouse burned to the ground in 1901
- ☑ Current courthouse was rebuilt in early 20th century
- ☑ Has a façade made of brick, with no columns, which is rare for courthouses built in its time period
- ☑ Beautiful, triangular topper with ornate finial and clocks that can be seen for miles around



Jeffersonville Baptist Cemetery

McCrary Street
 Jeffersonville, GA 31044
 478-945-3992
 GPS: 32.688805, -83.340934

- ☑ Beautiful 1.5-acre cemetery just outside of downtown Jeffersonville
- ☑ Has many patinated tombstones from the 1850s - 1870s, with several birth dates listed in the early 1800s
- ☑ Picturesque with old iron-gate surrounded family plots, trees with hanging moss
- ☑ Look for more than half-dozen tall, vertical markers of early influential people in the Jeffersonville
- ☑ Photo tip: bring a DSLR camera with a large aperture (f/3.5 or greater) for great photos of the graves

Look Closely

*You'll find a couple Daughters of the **American Revolution** (DAR) markers in this cemetery.*

**Don't
Forget to
Bring:**

*Insect
repellant!
Ticks,
chiggers,
mosquitos
and biting
yellow flies
can be
present
throughout
the year,
even in
"winter."*



Bond Swamp National Wildlife Refuge

Beautiful Stone Creek Access:

HWY-23

Twiggs County, GA

GPS: 32.739414, -83.562798

Great Hiking Access in Twiggs County:

Longleaf Pine Trail

HWY-23

GPS: 32.746012, -83.561360

- ☑ 6,500 acre wildlife refuge in the Ocmulgee River floodplain
- ☑ Stone Creek Access has bottomland hardwoods, tupelo and cypress trees (looks like a gorgeous swamp!)
- ☑ Longleaf Pine Trail is a 1.9 mile easy trek that traverses through an upland pine and hardwood forest



Ocmulgee Wildlife Management Area

WMA Access in Twiggs County:

Checkstation Road

Cochran, GA 31014

GPS: 32.445778, -83.470835

- ☑ 15,000-acre Georgia Department of Natural Resources property
- ☑ Hunting opportunities for deer, turkey and small game
- ☑ Sits on the beautiful Ocmulgee River
- ☑ Over 12 miles of nature/hiking trails



Vehicles:

There are many rutted, sometimes muddy, forest service roads in this WMA. A 4-wheel drive vehicle is highly recommended

***Lots of
History
Here!***

A few hundred yards from the church is the "Old Stage Road" trail that led from Savannah, north through Georgia. The Union soldiers traveled this road on their return home after the Civil War, and camped in the area.



Historic Richland Church

New Hope-Richland Church Road
Jeffersonville, GA 31044
GPS: 32.630417, -83.400349
www.historicrichlandchurch.org

- Church was first constituted in October 1811 - over 200 years of history!
- The church had many pastors for exactly 100 years, from 1811 until 1911. After 1911, no other pastor was called and the church doors were closed.
- It's a beautiful, preserved 19th century wooden church
- Has an outstanding cemetery with many graves dating to the mid-1800s - bring your camera!
- Still has special holiday services - see website for schedule



John Chapman Plantation (Hollywood Farm)

HWY-96 (northeast of the city)
Jeffersonville, GA 31044
GPS: 32.680029, -83.313827

- ☑ Stately Georgia Colonial home built in 1858 by John Chapman
- ☑ Consists of 10 rooms and 6 square Grecian columns in front
- ☑ Cabins were built behind the house for house servants



Notable Nearby

Travel 0.4 mile past the John Chapman Plantation and turn right on Gallimore Mill Rd. You'll see some of the beautiful countryside in Twiggs County.

**Special
Place to
Visit**

Historic and rustic accommodations make Charlane special. The Bullard House is on the National Register of Historic Places and was an 1835 farm house in its original form.



Charlane Plantation

665 Charlane Drive
Dry Branch, GA 31020
478-945-3872

- ☑ Retreat, conference and event farm owned by music legend Chuck Leavell
- ☑ Organized quail, turkey and deer hunting - a sportsman's paradise!
- ☑ Beautiful Bullard House Lodge offers lodging and accommodations





Battle of Griswoldville

Baker Road
 (in Twiggs County)
 Macon, GA
 GPS: 32.869211, -83.459816

- ☑ The first battle of Sherman's March to the Sea, fought November 22, 1864, during the Civil War.
- ☑ Solemn, beautiful marker where the battle was waged, with names of veterans



Forgotten History

Before the battle, Griswoldville was a thriving industrial community, just outside Macon. The battle destroyed it! After the Civil War, the community was never rebuilt.

Twiggs County, Georgia



APPENDIX F:
COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY

Table of Contents

Executive Summary	2
About the 2017 – 2022 CEDS.....	3
CEDS Strategy Committee	3
Public and Stakeholder Involvement	4
Strategic Direction	5
Regional Vision	5
Goals and Objectives	5
The State of Middle Georgia: Data and SWOT Analysis.....	7
Summary Background: Geographic and Historical Context	7
Summary Background: Statistical Overview	9
Strengths.....	14
Weaknesses	15
Opportunities	16
Threats.....	18
A Special Note on Economic Resiliency.....	19
Economic Prosperity Action Plan	24
Middle Georgia Regional Activities	24
Special Projects: Baldwin County	30
Special Projects: Crawford County.....	30
Special Projects: Houston County	30
Special Projects: Jones County.....	32
Special Projects: Macon-Bibb County	32
Special Projects: Monroe County.....	32
Special Projects: Peach County	33
Special Projects: Pulaski County	33
Special Projects: Putnam County	34
Special Projects: Twiggs County.....	34
Special Projects: Wilkinson County.....	34
Evaluation Strategies.....	36
Statistical Measures	36
Measuring Capacity.....	36
A Final Word on Evaluation	37
Appendix – Data Tables.....	38

Executive Summary

When charting the course for the Middle Georgia Economic Development District for the next five, ten, and twenty years, regional leaders focused on one adjective: **THRIVING**. In times where it seems overly difficult for a community to simply survive, the goal must be to aim higher. Middle Georgia seeks to be a diverse region of opportunity, where people *want* to live, learn, work, and play. This guiding vision drives the Middle Georgia Comprehensive Economic Development Strategy (CEDS) toward the end goal of increasing economic prosperity for all within the region.

Certainly, there are challenges in the Middle Georgia region. Economically, the region lags behind most other regions in terms of the well-being of its residents; many individuals find themselves out of work and without the necessary skills to obtain employment. Middle Georgia also tends to fall behind others in innovation. The leading edge of industry is too often found elsewhere, with Middle Georgia struggling to catch up. However, many of the resources necessary to undertake a regional transformation are already in place. A number of industries are poised to see significant growth in Middle Georgia, and a renewed focus on fostering entrepreneurship in the region has the potential to drive new growth and development.

The greatest need over the next five years is to support projects which increase the region's capacity for continued growth and adequately position Middle Georgia to capitalize on growing trends in the national market. For Middle Georgia, these regional priorities include:

Sustaining Robins Air Force Base and the Defense Industry

Connecting a Skilled Workforce with Quality Jobs

Developing the Freight and Logistics Industry

Investing in Infrastructure

Enhancing the Regional Aerospace Industry

Capitalizing on our Natural and Cultural Resources

Investing in Communities

While this represents a broad and ambitious scope of work, if incremental progress is achieved within each of these areas, the region can expect to see significant economic benefit in the future. These benefits would include a more resilient and diverse economy, a populace that enjoys a much higher quality of life, greater inflow of outside spending and investment in the community, and a higher caliber workforce for regional employers. These projects each require significant collaboration and communication among community partners, but if accomplished, would bring us one step closer to a **THRIVING MIDDLE GEORGIA**.

- ❖ Attract micro-industry to Hawkinsville
- ❖ Expand and improve Hawkinsville-Pulaski County Airport

Special Projects: Putnam County

Putnam County has identified several unique projects to undertake within the county. The county also seeks to accomplish and support the regional goals and projects that have the potential to positively benefit the county. Key implementing and supporting actors include, but are not limited to: Putnam County, the City of Eatonton, Putnam Development Authority, Eatonton Downtown Development Authority, Eatonton Main Street, Eatonton-Putnam Chamber of Commerce, Eatonton-Putnam Water and Sewer Authority, Sinclair Water Authority, Lake Oconee Area Development Authority, Central Georgia Joint Development Authority, and Middle Georgia Regional Commission.

- ❖ Upgrade infrastructure in South Industrial Park
- ❖ Obtain GRAD certification of 121-acre site in South Industrial Park
- ❖ Implement CIDs, BIDs, or TADs to aid development efforts
- ❖ Develop arts and heritage tourism program
- ❖ Promote support network for retirees
- ❖ Increase presence of retail industry
- ❖ Support construction and homebuilding industry in Putnam County

Special Projects: Twiggs County

Twiggs County has identified several unique projects to undertake within the county. The county also seeks to accomplish and support the regional goals and projects that have the potential to positively benefit the county. Key implementing and supporting actors include, but are not limited to: Twiggs County, the City of Danville, the City of Jeffersonville, Development Authority of the City of Jeffersonville and Twiggs County, Downtown Development Authority of the City of Jeffersonville, Twiggs County Chamber of Commerce, Central Georgia Joint Development Authority, and Middle Georgia Regional Commission.

- ❖ Further develop publicly-owned industrial parks and sites
- ❖ Acquire additional industrial property
- ❖ Continue improvements to Jeffersonville water and wastewater systems
- ❖ Pursue quality of life enhancements, especially related to housing, healthcare, and retail
- ❖ Support downtown development in Jeffersonville
- ❖ Further workforce development activities through collaboration with board of education
- ❖ Support business recruitment and retention

Special Projects: Wilkinson County

Wilkinson County has identified several unique projects to undertake within the county. The county also seeks to accomplish and support the regional goals and projects that have the