

Edge Development Strategic Plan | City of Camilla, GA 2021



Introduction

THE PURPOSE

In early 2019, the City of Camilla decided to participate in Edge Development, a uniquely designed education and strategic planning process created exclusively for board and senior staff level representatives of ECG, MEAG Power and The Gas Authority member communities. The Edge objective is to stimulate purposeful development through education and discerning strategic planning. The prerequisite to the strategic planning process involved a series of insightful educational modules focused on 21st century economic and community development best practices and return on investment principals.

“The overall intent of our participation in ECG’s Edge Development training is to foster understanding and growth in our community creating economic prosperity while building on the wonderful small-town quality of life we have to offer. This is a great place to live, to raise a family, to start a business and to bring your business. It is time to align our resources and move Camilla forward.”

Kelvin Owens, Mayor of Camilla

Within this context, the City of Camilla worked with ECG to prepare a strategy to guide the community in pro-actively pursuing a multifaceted approach to healthy economic and community development in keeping with the community’s heritage and vision for the future. City leaders along with Edge Development staff oversaw the planning process and provided guidance and feedback throughout the entire process.

City of Camilla Economic Development Strategic Plan

Introduction	---	2-3
Community Engagement	---	4
City of Camilla Model	---	5-6
Implementation Strategy	---	7-11
Measuring Success	---	12
Closing	---	13
Attachments		
Economic Research	---	14
Community Survey Data	---	XX
S.W.O.T. Analysis	---	XX

Introduction

THE RESEARCH

As part of the Edge Development strategic planning process, ECG conducted planning sessions with city officials, city leadership and staff, community leaders, local business leaders and other local stake holders throughout the community. Three planning sessions were held spanning three months in 2020 and 2021 (due to the unexpected COVID-19 pandemic restrictions).

ECG also reviewed previously completed city of Camilla planning documents, analyzed demographic and socioeconomic trends, and conducted analysis of the current economic conditions.

A strategic plan survey was conducted in the local community and administered by city staff via the city website, email campaign as well as in person in the city offices.

THE STRATEGY

This report is purposefully brief and concentrated on action. Detailed plans are maintained by the city staff and project leaders to achieve meaningful results to Grow Camilla Toward Tomorrow.

Major findings and the research and analysis are summarized in Attachment A and results of the community strengths, weaknesses, opportunities, and threats (S.W.O.T.) analysis are summarized in Attachment B.

“a place you love to call home”
“nice place to live”
“boring” “possibilities”
“has potential of being greater”
“friendly”
“small but large at heart”
“family” “home”
“beautiful little town that can be so much more”

Community Surveys

Community Engagement

...it takes more than just the city to be economically viable...

- 22** planning team members
- 140** community surveys
- 29** projects identified

Camilla Started the Process

City leadership realized they neither had the resources or the inclination to operate in a vacuum to grow not only the city but also the community. They understood the need to engage their many partners within the city, county, region and state to carry out and attain the strategies of success.

A Community-led Process from the Beginning

The Camilla community was an integral part of the planning and decision making process. A community survey was conducted prior to the beginning of the strategic planning phase. The survey was designed to gather an understanding of how the community views the community as well as to ascertain ideas to improve the community.

Community leaders were included in the strategic planning process along with city leaders and staff. Over the three month process, the planning committee met each month to review survey results, hear from ECG Edge Program representatives about the Economic & Community Development processes and complete an extensive S.W.O.T. (Strengths, Weaknesses, Opportunities & Threats) analysis. This led to great group discussion throughout the planning process.

Leaders Stepped Up

Several individuals and groups stepped forward and are leading through the implementation process.

ECG & Camilla Staff is Guiding the Process

ECG Edge Development staff partnered with City of Camilla leadership. They provided research and analysis, education resources, meeting facilitation and strategy recommendations for the overall strategic plan. City of Camilla leadership will continue to maintain the action plan, check-in with project leaders, monitor project progress and provide progress updates.

1.

Financial STABILITY

The goal for any community in planning for economic development success is to create an environment of opportunity. Building a financially sound infrastructure creates the opportunity for prosperity and economic viability.

2.

Enhance QUALITY OF LIFE

Health, comfort, and happiness measure quality of life. Creating an environment of financial security, job satisfaction, family life, health and safety increase community quality of life which in turn promotes growth and prosperity.

3.

Environmental SUSTAINABILITY

Sustainability is important for many reasons. To have a healthy community, we need clean air, natural resources and a non-toxic environment. Sustainability aims to use all available resources efficiently to benefit the community.

4.

Transparent Actions based on FAIRNESS, EQUALITY & TRUST

Growth in the community begins within, the desire and fortitude to succeed are key. Creating an environment of fairness, equality, and trust provides the foundation for successful collaboration to grow the community.

The Strategic Plan objective is to focus on ACTION with established CRITERIA that reflect the PRIORITIES that are MOST IMPORTANT to the Camilla Community.

There must be foundational guides '**GUIDING PRINCIPLES**' established to steer the Strategic Plan. Each strategy developed along with each identified project will meet the standards set forth by the Camilla Community's Guiding Principles.

Successful Strategy

The goal for any community in the economic development planning process and implementation phase is to create prosperity for its citizens – how is this accomplished and why do we do it. Providing economic stability and sustainability along with an overall healthy and prosperous quality of life is the why. Strategic planning, establishing direction, and leadership with a project-based approach is the how.

A Project-Based Approach

A project-based approach encourages focused action with established criteria that reflects the priorities that are most important to address Camilla’s unique opportunities and challenges and will have the greatest impact on economic growth for citizens and businesses.

You will discover focused implementation strategies that incorporate even more focused projects that are ready for implementation. Many of the projects identified are currently underway. Some projects could be one dimensional, while some will be multi-faceted and be continuous. This is an organic plan that changes to meet changing requirements.

Successful communities are never satisfied with the status quo, they are continuously meeting or surpassing standards of excellence.

“Alone, we can do so little; Together, we can do so much”

Helen Keller

The following pages summarize the priority projects associated with each strategic initiative identified by the team of community stakeholders and city leadership. The full implementation plan for projects – an **ACTION PLAN MATRIX** – is maintained by Camilla’s leadership team.

Action Plan Matrix

- Defines the Project Objective
- Identifies Teams and Team Leader
- Categorizes the necessary
- Establishes Performance Measures
- Assigns level of priority
- Sets Completion Date Targets

As the Strategic Plan moves forward, the Action Plan Matrix will evolve. As challenges, leaders and opportunities materialize over time, projects will change and adjust to meet emerging demands.

Categories of Implementation

1. Strengthen our Marketing & Communications Strategies

Strengthen our Marketing and Communications to be beneficial to visitors, residents and businesses through transparency and mindful inclusion.

2. Reinvigorate our Built Environment

Reinvigorate our built environment to be a catalyst for future re-development and new development and bring activity and energy to our urban core by adjusting zoning and land use for modern development.

3. Enhance & Feature Quality of Place

Enhance and feature our quality of place for residents, businesses and visitors through improved awareness and access to our cultural, historical and natural resources.

4. Provide Quality City Services

Provide quality city services that meet the needs of today and tomorrow for our citizens, businesses and visitors.

The community identified and refined project ideas against a set of criteria to focus Camilla Growing Toward Tomorrow on projects that will stimulate economic growth and have the greatest overall impact.

LEADERSHIP | Each project will have a leader to push the project forward. Projects without strong leadership and passion cannot succeed.

COLLABORATION | Each project will include multiple diverse stakeholders. Inclusion must be a key component of each project to be successful.

BENEFICIARY | Each project will be designed to provide benefit to the collective community. Individuals must succeed together to provide maximum output for each project.

STRENGTH | Each project will build on existing strengths within the community as well as rely on additional strengths through our partnerships to enhance project productivity.

IMPLEMENTATION | Each project will be specific, realistic and measurable. The focus is on “How” not “What”. A successful project requires market, financial and community viability.

EFFICIENCY | Each project will focus on the ROI (return on investment) with the realization of the limited resources available.

GROWTH | Each project will concentrate on present opportunity for sustainable growth as the project matures.

Implementation Strategy

Strengthen our Marketing & Communications Strategies

Project	Description	Objective	Priority
Develop a Communication Plan	A detailed plan for delivering the city's strategic message to current and potential citizens and businesses.	Create multiple strategies to communicate the city's plans.	High
Develop a Marketing Plan	A strategy the city will implement to market the city and community to current and potential citizens and businesses.	Raise the profile of the city and community to grow our economy to meet the needs of our citizens and businesses. Evaluate the current city brand.	High
Citizens Academy	An educational platform to develop and nurture informed citizens and businesses regarding city practices and governance.	To educate the citizens about what we do, how we do it and opportunities for community engagement.	High
Tourism	Tourism encourages cultural and physical pursuits, while providing support to the local economy.	To identify new tourism and funding opportunities while supporting existing events and festivals.	Medium
Fast Track Permitting	Providing an expedient permitting process to ensure permitting is not an impediment for getting a project off the ground.	To brand and promote our fast-track permitting – code inspection program to current and potential citizens, businesses and contractors.	High

Implementation Strategy

Reinvigorate our Built Environment

Project	Description	Objective	Priority
Update the City Water System	Update of water system wells at Fuller St., Industrial St., and County Farm. Monitoring of the system will be updated with the addition of SCADA at the wells. A LOOP System will be included in critical areas to boost fire hydrant pressure.	To improve efficiency, increase capacity, and provide quality and reliable water.	High
Update the City Wastewater System	To make major improvements at the Wastewater Plant, rehabilitate the 20 lift stations, and replace any defective piping throughout the system.	To improve efficiency, increase capacity, and provide reliable wastewater processing.	High
Re-Activate the Downtown Development Authority (DDA)	Hold elections and have the newly elected members meet regularly and become activated with the Department of Community Affairs.	To have the DDA active and participating in the growing, improvement, and betterment of Downtown Camilla.	High
Camilla Development Authority (CDA)	To have an active CDA in support of the city of Camilla's Master Plan.	To provide staff support to the CDA.	High
Inventory Vacant and Blighted Properties	Identify all poor conditioned residential properties within Camilla city limits, set priorities based on condition for improvement plan.	To address and enforce abatement of building and code violations, ensuring public health and safety, as well as preserving the value of real property for identified property and neighboring properties.	High
Inventory & Prepare a Sidewalk Master Plan	Create a list of current sidewalks including identification of any safety concerns or any existing ADA issues that need to be corrected and identify where new sidewalks are needed.	To create a safe, walkable and aesthetically pleasing walkable environment.	High
Airport Terminal Renovation	To provide a nice terminal showcasing the Camilla Community.	To make the City of Camilla Airport Terminal a marketing and business development tool for the city.	Medium
Improve Gateways to the City	To design and/or improve the gateways to Camilla with signage and landscape design.	Enhance the entry points into the city.	Medium
Downtown Redevelopment	Develop a plan to make Downtown Camilla more attractive, viable, and active to attract both local citizens and out of town guests for business and entertainment engagement.	To make the downtown an urban centerpiece of quality of life for the city/county.	High

Implementation Strategy

Enhance & Feature our Quality of Place

Project	Description	Objective	Priority
Explore other Community Best Practices	Researching similar successful and vibrant communities that continue to grow and thrive. They should be comparable to Camilla in size, location and form of government, including a rural environment and agriculture base.	To research what other communities are doing and have done to be successful.	High
Establish a Recreation Strategy in Collaboration with Mitchell County	To inventory city owned facilities and property for potential upgrades, development, or repurposing.	To determine and define the city's role in providing greater recreation opportunities.	High
Arts Program	Community-based organizations offering programs for community members to create artwork through collaboration and interactions with others.	To be a support system for Community Arts Initiatives.	High
Parks Master Plan	A Master Plan to guide every phase of an enhanced park system, to include design, programming, maintenance, etc.	Identify and enhance current and future green space and determine best use for each.	High
Community Event Offerings	Community events are sponsored by public or private agencies or individuals.	To determine the level of interest and the types of events to offer in the community.	High
Business Roundtable Discussions	An open line of communication between business owners, community leaders and city leadership to discuss the local business atmosphere.	To create an avenue for communication with Business Owners.	High
Youth Leadership Development/Your Advisory Board	Project centers around the importance of youth input related to policies affecting the youth of Camilla.	To mentor the future leaders of our community.	High
Community Center	Develop a dedicated community meeting space for social, educational, or recreational activities.	To take a comprehensive look at all underutilized city-owned facilities and determine the feasibility of utilizing for a community center(s).	High
Housing Strategy	A strategy describing the approach Camilla plans to take to increase housing options throughout the community.	To grow the availability of housing options.	High

Implementation Strategy

Provide Quality City Services

Project	Description	Objective	Priority
Competitive Broadband Services	Ensuring access to competitive broadband service.	To maintain and improve the delivery and quality of high-speed internet and telecommunications to our citizens and businesses.	High
Utility Education Program	To increase customers understanding of city services and issues related to them.	Communicate and create an awareness program for city utility customers about utility bill calculation.	High
Improve the City's Use of Technology	To modernize and expand the use of technology to enhance efficiency in city operations; leverage technology to improve service.	Evaluate opportunities to better use technology to improve city operations.	High
Energy Efficiency Program	A program that encourages consumers to utilize energy-efficient education, products, and resources to improve energy-efficiency.	To provide city utility customers options to improve energy efficiency.	High
Free Wi-Fi Access	Free public access points throughout the city for simple internet access.	To provide free Wi-Fi access in the downtown corridor and public parks.	High
Create an Urban Services Map	A map detailing a defined area in which the city provides or proposes to provide public services.	To provide potential businesses, private investors and city staff information to improve infrastructure.	High

Measuring Success

Measuring Progress

Measuring progress is a hallmark of successful economic development planning. Performance measures were chosen carefully and strategically to best articulate the overall implementation strategies while keeping in mind the guiding principles.

Tracking progress allows for continued improvement and accountability while meeting the standards directed by the guiding principles and the community leaders. This information will be used to make adjustments as needed.

There are additional measures tied to individual projects making up the Implementation Strategies, these are maintained in the Action Plan Matrix. The individual project measures are monitored and revised by Team Leaders and City Leadership on a regular basis.

**Detailed Performance Measures are found in the Implementation Worksheet (Attachment D)*

*Performance Measures	Source
------------------------------	---------------

Strengthen our Marketing & Communication Strategies

Number of Facebook Likes/Followers	Social Media Analytics
Number of Website Visits	Website Analytics
Number of Newsletter Subscribers	City of Camilla

Reinvigorate our Built Environment

Vacant & Blighted Properties Identified and Improved	City of Camilla P&Z
Reliable Water and Wastewater Systems in Place	City of Camilla Utilities
Miles of Sidewalks Repaired	City of Camilla Utilities

Enhance & Feature our Quality of Place

Number of Events each year	Main Street Program
Creation of a Recreation Strategy	City of Camilla
Number of annual Citizens Academy sessions & attendees	City of Camilla

Provide Quality City Services

Number of Favorable Customer Service Surveys	City Utility Customers
Establishment of Energy Efficiency Program	City of Camilla Utilities
Number of free Wi-Fi access points downtown	Main Street Program

In Closing

Through Edge Development Economic Development training and strategic planning, you have a clear direction for taking action, an approach for measuring progress and success, and a strategy to make changes as you proceed. The community has stepped forward and worked together to create a forward thinking action plan to GROW Camilla TOWARD TOMORROW.



Camilla leadership and staff are committed to leading the implementation, measuring the progress and adjusting the strategies as needed.

Project teams will continue meeting to fulfill their commitment to the plan. Each team will work to ensure their project achieves success.

ECG Edge Development team will check in with city leadership to provide advice and counsel as needed to ensure a successful economic development groundwork has been established.

The community has come together, building a plan of action to improve the built environment, ensure city services are prepared for the future, enhance the quality of life for its citizens, and tell their story to attract new investment to GROW Camilla TOWARD TOMORROW.



camillaga.net

@cityofcamilla

@mainstreetcamilla



camillageorgia.com

@camilla.chamber



MITCHELL COUNTY
Development Authority

growmitchell.com

@growmitchell

Attachment A

Economic Data Trends & Analysis
Retail Market Analysis

Contents

Region Definitions.....	2
Employment.....	3
Labor Force Summary.....	3
Commuter Inflow-Outflow	4
Employment Trends	6
Employment Fair Share Comparison	7
Unemployment Rate	8
Wage Trends.....	9
Average Wages per Worker by Industry (2021 Q1).....	10
Employment by Industry Mix (2021 Q1)	11
Average and Median Wages per Worker by Occupation (2020).....	12
Employment by Occupation Mix (2020).....	13
Housing.....	14
Current Housing Market.....	14
Housing Fair Share Comparison.....	15
Income & Poverty Rates.....	16
Income Projections.....	16
Household Income Distribution.....	18
Education.....	19
Educational Attainment.....	19
Graduation Attainment	19
Four-Year High School Graduation Rates (2020).....	19
Population.....	20
Demographic Profile.....	20
Historical Population	22
Population Projections	22
Age Projections.....	25

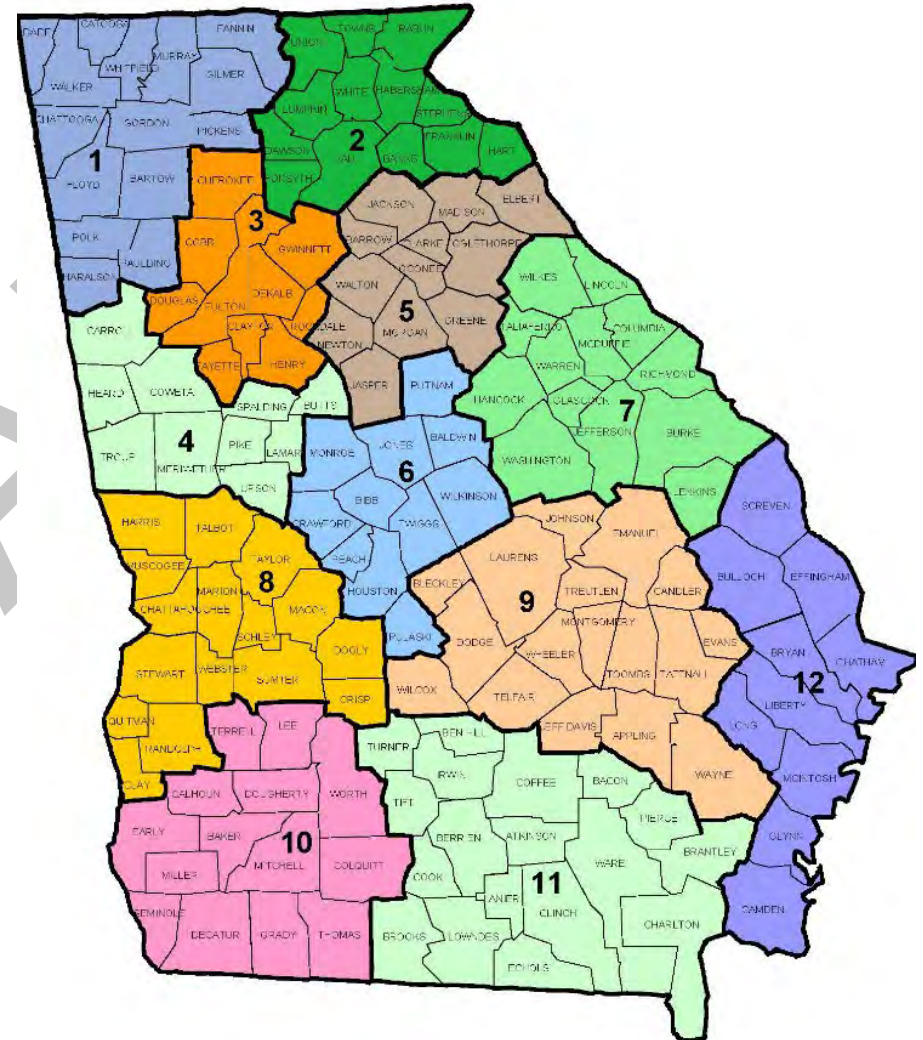
Region Definitions

Region 10 refers to the State Service Delivery Region in Georgia to which Mitchell County belongs. Other counties in Region 10 beside Mitchell include Baker, Early, Seminole, Decatur, Grady, Thomas, Colquitt, Worth, Dougherty, Lee, Miller, Calhoun and Terrell.

The **Mitchell County Region** refers to Mitchell and its contiguous surrounding counties, including Baker, Colquitt, Decatur, Dougherty, Grady, Thomas, and Worth counties.

STATE SERVICE DELIVERY REGIONS


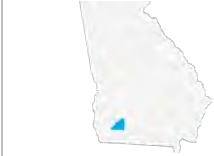
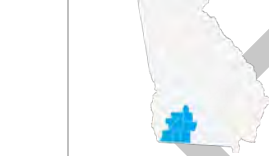



Amended Effective July 1, 2005



Employment

Labor Force Summary

Camilla has a higher labor force participation rate for people 16 years and older than Mitchell County, the Mitchell County Region, or Region 10. The city's prime-age labor force participation rate is also higher than Mitchell County's, the Mitchell County Region's, and Region 10's. Camilla's labor force participation rate for veterans is comparatively high. Average commute times in and around Camilla - Mitchell County are lower than the state and national average commute times.

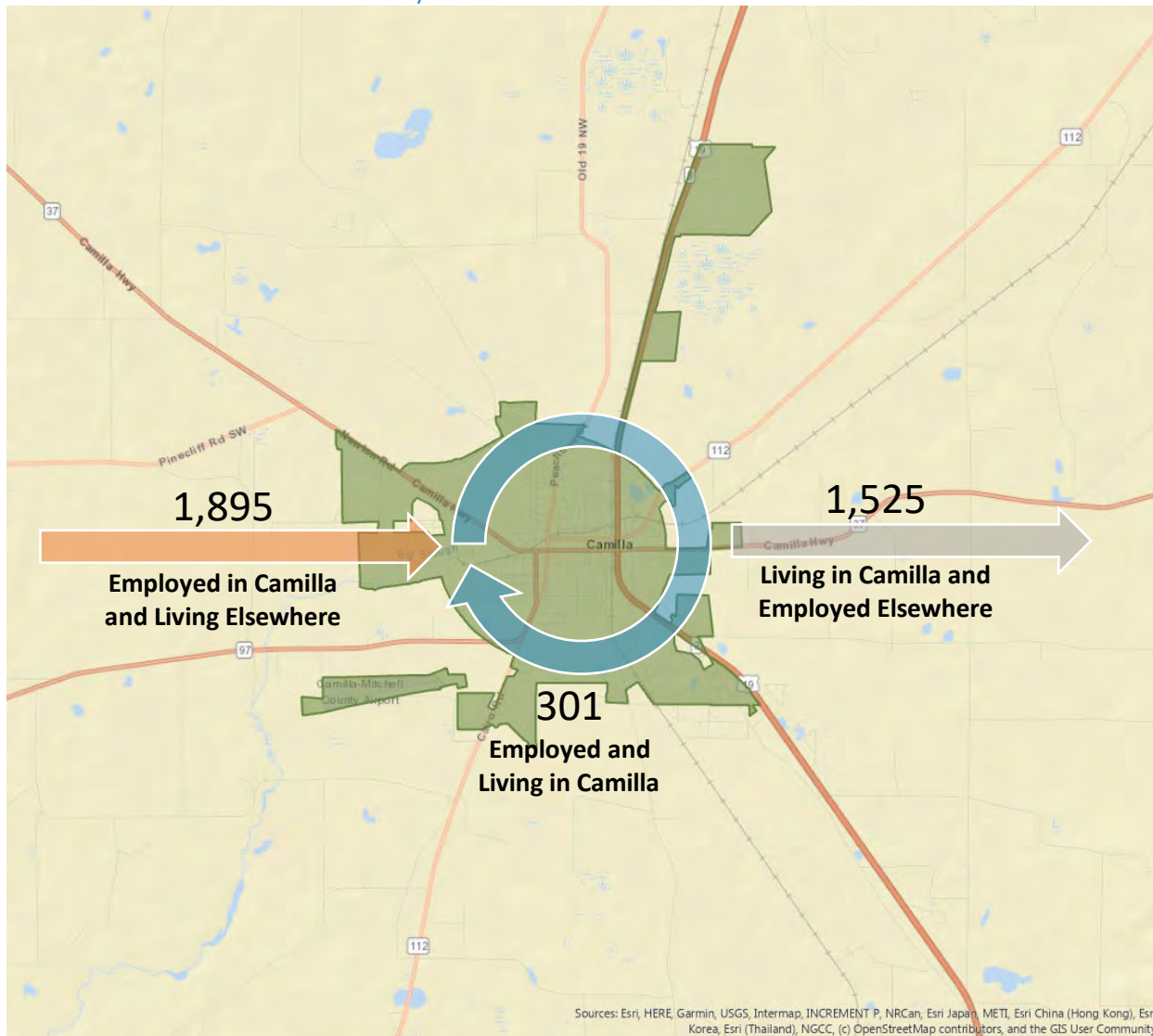
Labor Force Summary (2019)	 Camilla		 Mitchell County		 Mitchell County Region		 Region 10		 Georgia		 United States	
	Count	Rate (%)	Count	Rate (%)	Count	Rate (%)	Count	Rate (%)	Count	Rate (%)	Count	Rate (%)
Labor Force Participation (civilian population 16 years and over)	2,337	60.0%	9,551	54.2%	123,766	57.1%	153,448	56.6%	5,125,182	63.0%	163,555,585	63.2%
Prime-Age Labor Force Participation (civilian population 25-54)	1,452	79.6%	5,998	68.3%	78,251	76.1%	97,947	75.8%	3,392,727	80.9%	104,634,905	82.1%
Armed Forces Labor Force	0	0.0%	0	0.0%	522	0.2%	661	0.2%	49,356	0.6%	1,073,907	0.4%
Veterans, Age 18-64	176	6.2%	729	5.4%	9,114	5.6%	11,655	5.7%	370,348	5.7%	9,143,042	4.6%
Veterans Labor Force Participation, Age 18-64	150	85.2%	484	66.4%	6,347	69.6%	8,088	69.4%	280,362	75.7%	7,003,778	76.6%
Average Commute Time (minutes)	22.9		23.3		21.5		21.8		28.8		26.9	

U.S. Census Bureau American Community Survey 5-Year Estimates 2015-2019; JobsEQ

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Commuter Inflow-Outflow – City of Camilla

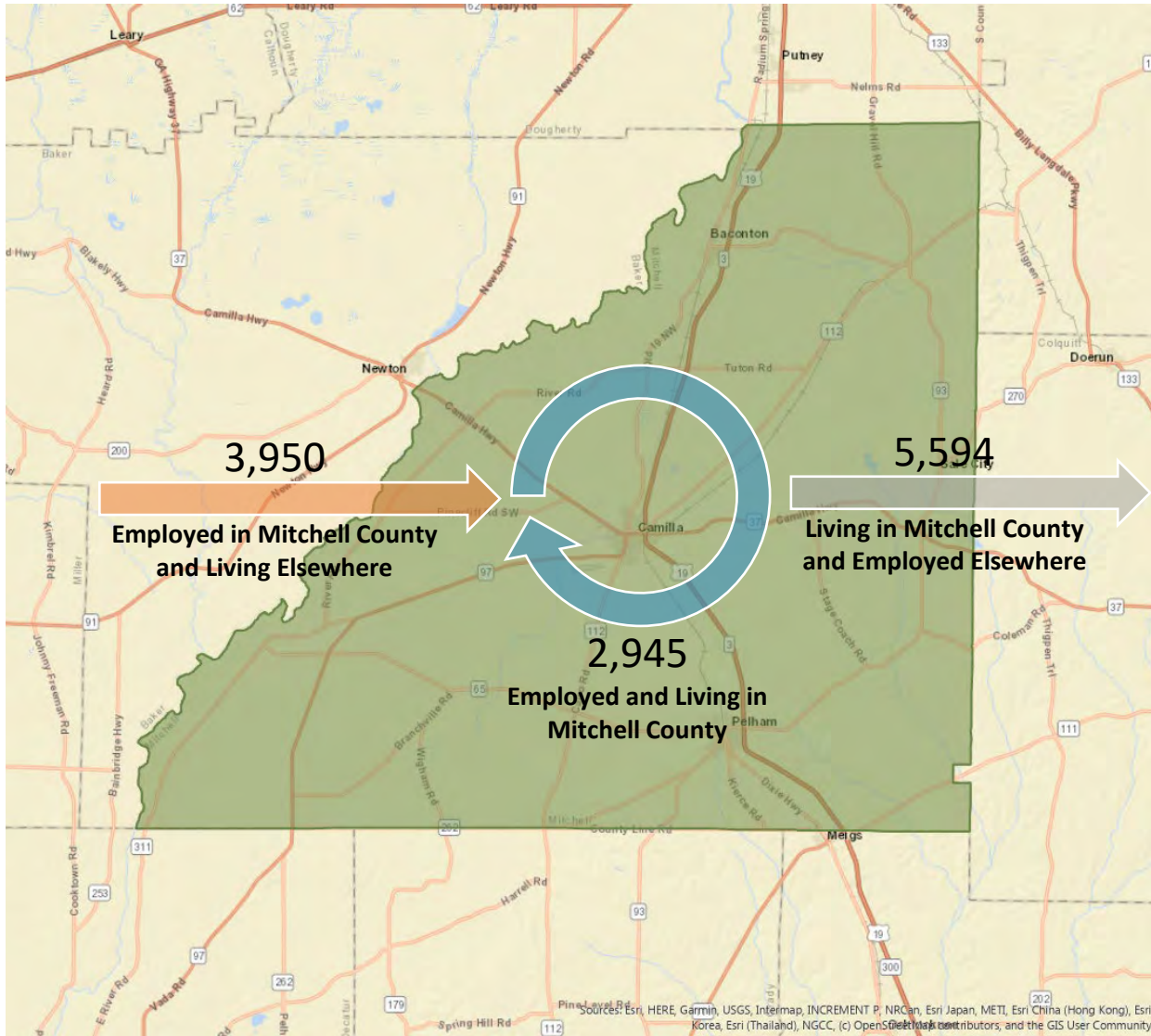


U.S. Census Bureau OnTheMap 2018

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Commuter Inflow-Outflow – Mitchell County



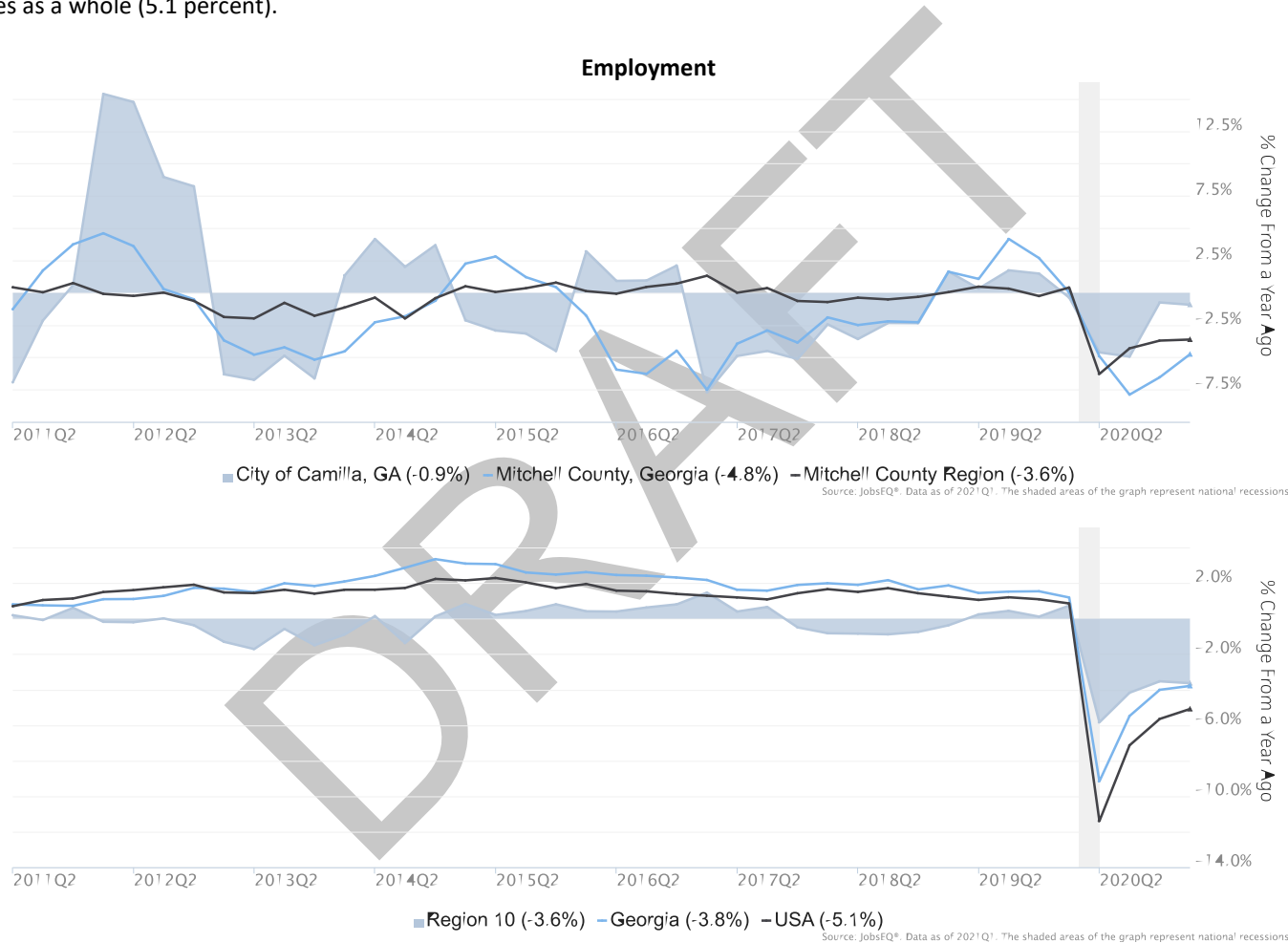
U.S. Census Bureau OnTheMap 2018

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Employment Trends

As of 2021 Q1, total employment for the City of Camilla was 2,306 (based on a four-quarter moving average). Over the year ending 2021 Q1, employment declined 0.9 percent in the city, 4.8 percent in the county, 3.6 percent in the Mitchell County Region, and 3.6 percent in Region 10. All of these declines were less pronounced than the employment decline in the United States as a whole (5.1 percent).



U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages; JobsEQ

Economic Data Trends & Analysis (Updated 2021)

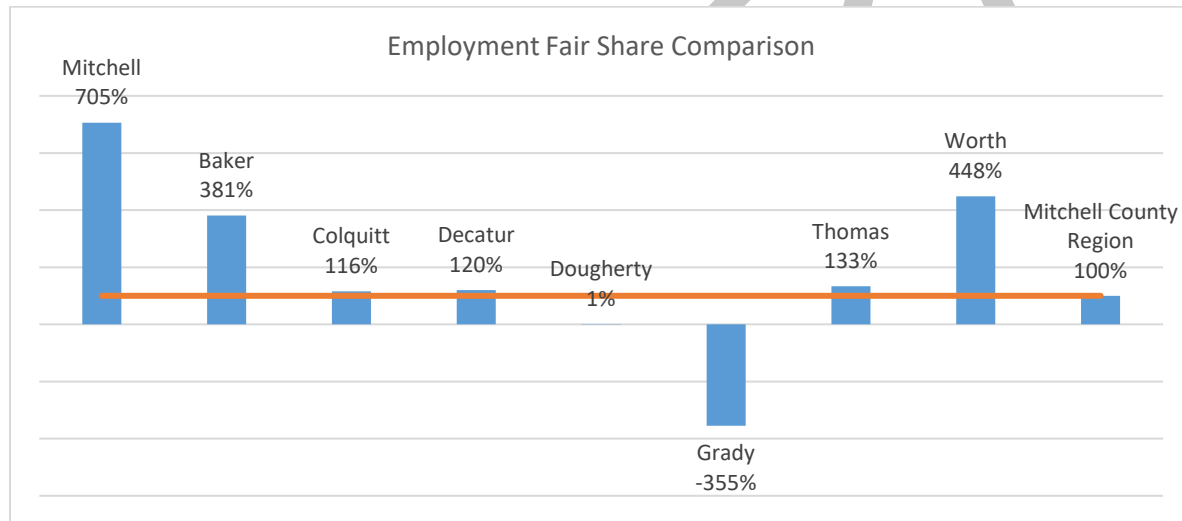
Camilla, Georgia

Employment Fair Share Comparison

Mitchell County experienced over seven times its fair share of regional job losses between 2010 and 2019. This means that the Mitchell County Region as a whole has experienced a slight decline in the total number of jobs but Mitchell County itself has experienced an even more dramatic decline in the total number of jobs. A metric known as percentage of fair share is shown in the equation below and is used to gauge whether a part of a county is receiving its fair share of employment growth within a larger region (such as a multi-county area). Since the overall regional change in jobs has been negative, a high percentage of fair share is a negative indicator of job market health. Here, the region is the Mitchell County Region, or Mitchell County and its surrounding counties: Baker, Colquitt, Decatur, Dougherty, Grady, Thomas, and Worth.

$$\text{percentage of fair share} = \frac{\text{county \% employment growth (2010 - 2019)}}{\text{regional \% employment growth (2010 - 2019)}}$$

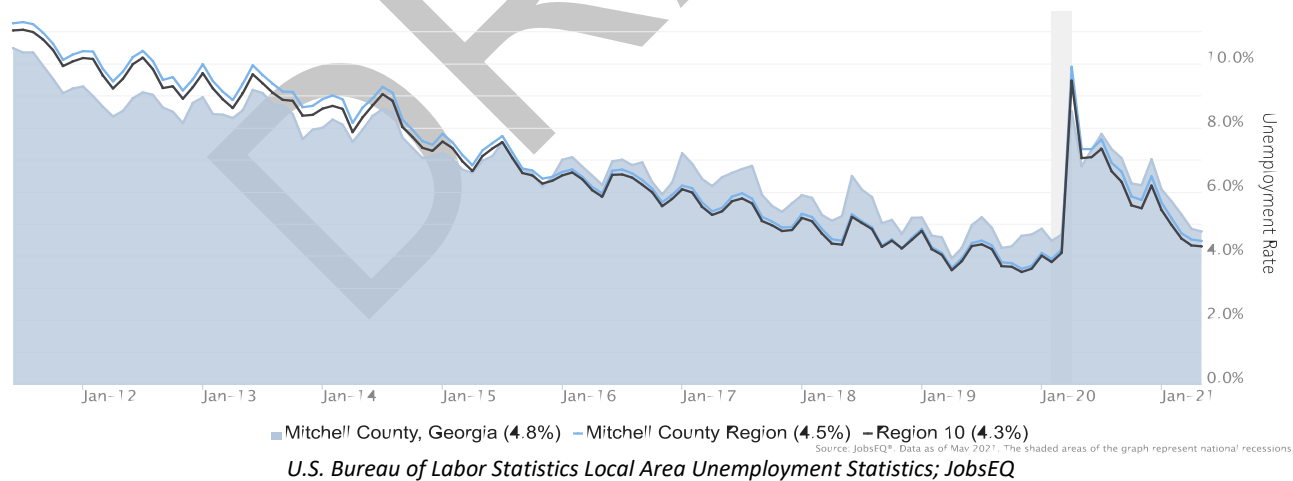
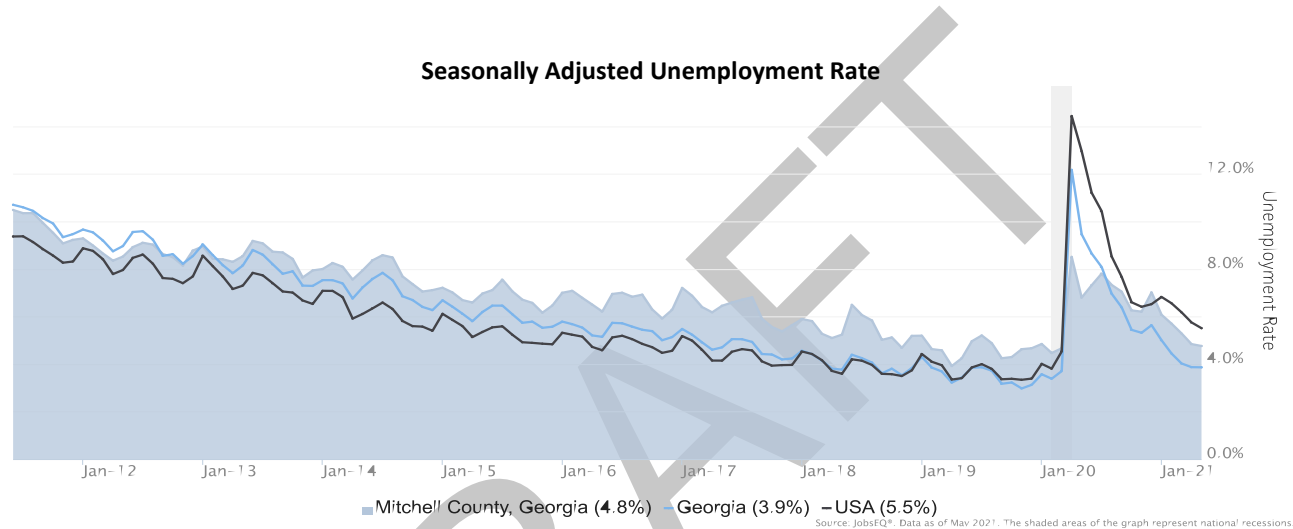
County	Employment (2010)	Employment (2019)	Employment 2010-2019 % Change	Percentage of Fair Share of Employment Decline
Mitchell	8,519	7,557	-11.3%	705%
Baker	604	567	-6.1%	381%
Colquitt	16,612	16,303	-1.9%	116%
Decatur	9,864	9,674	-1.9%	120%
Dougherty	50,864	50,859	0.0%	1%
Grady	6,400	6,764	5.7%	-355%
Thomas	21,835	21,370	-2.1%	133%
Worth	4,162	3,864	-7.2%	448%
Mitchell County Region	118,861	116,958	-1.6%	100%



U.S. Census Bureau American Community Survey; JobsEQ. Calculations by ECG.

Unemployment Rate

The unemployment rate for Mitchell County was 4.8 percent as of May 2021. The country unemployment rate was lower than the national rate of 5.5 percent but higher than the state rate of 3.9 percent. One year earlier, in May 2020, the unemployment rate in Mitchell County was 6.8%.









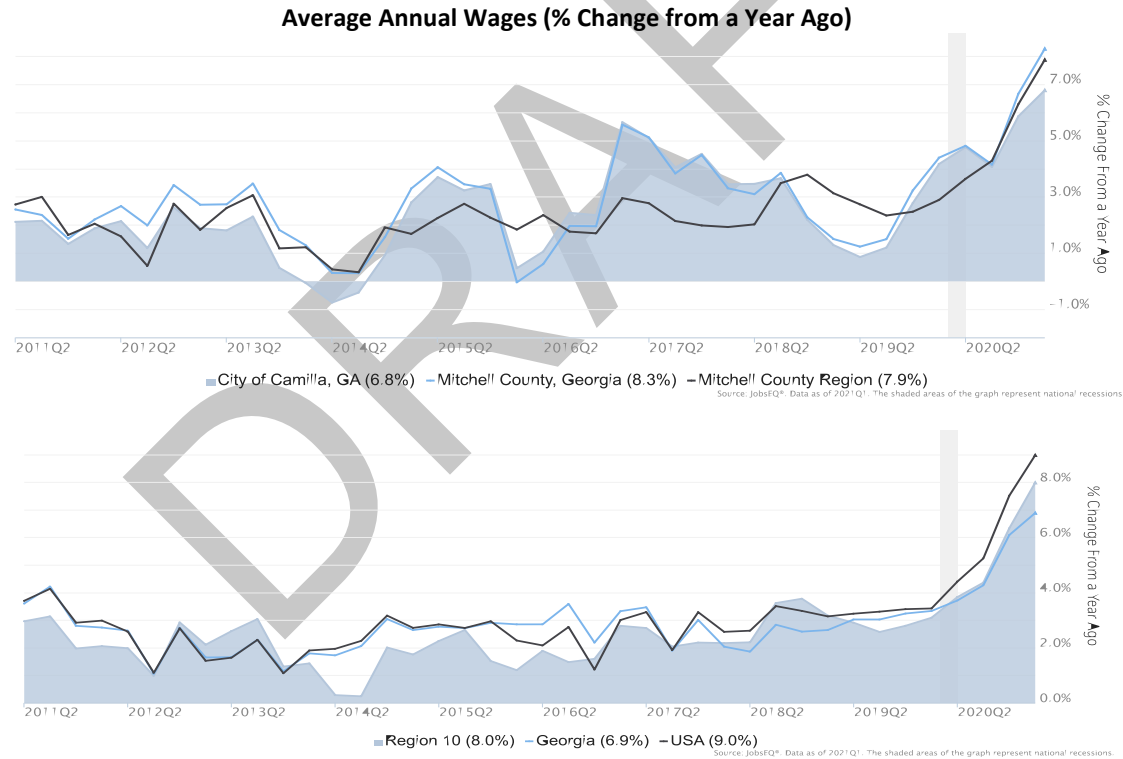
Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Wage Trends

The average worker in the City of Camilla earned annual wages of \$36,809 as of 2021 Q1. Average annual wages per worker increased 6.8% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$57,673 in the state and \$63,393 in the nation as of 2021 Q1.

Annual Average Wages (2021 Q1)					
					
City of Camilla	Mitchell County	Mitchell County Region	Region 10	Georgia	United States
\$36,809	\$39,609	\$43,538	\$43,342	\$57,673	\$63,393



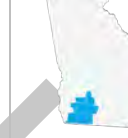





U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages; JobsEQ

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Average Wages per Worker by Industry (2021 Q1)






Industry (NAICS)	 City of Camilla	 Mitchell County	 Mitchell County Region	 Region 10	 Georgia	 United States
Total - All Industries	\$36,809	\$39,609	\$43,538	\$43,342	\$57,673	\$63,393
Agriculture, Forestry, Fishing and Hunting (11)	\$146,449	\$71,255	\$49,317	\$51,561	\$46,006	\$41,799
Mining, Quarrying, and Oil and Gas Extraction (21)	n/a	\$52,801	\$54,010	\$53,370	\$69,755	\$106,783
Utilities (22)	\$67,498	\$67,498	\$76,483	\$75,829	\$106,167	\$105,203
Construction (23)	\$46,457	\$45,873	\$47,843	\$47,469	\$61,095	\$63,153
Manufacturing (31)	\$38,720	\$39,274	\$54,074	\$54,518	\$60,252	\$73,754
Wholesale Trade (42)	\$49,773	\$49,694	\$59,052	\$59,086	\$82,409	\$84,750
Retail Trade (44)	\$25,185	\$25,170	\$28,643	\$29,253	\$35,012	\$37,490
Transportation and Warehousing (48)	\$43,268	\$45,217	\$48,039	\$44,843	\$54,523	\$55,075
Information (51)	\$36,520	\$38,065	\$41,097	\$41,878	\$104,964	\$131,158
Finance and Insurance (52)	\$50,678	\$51,652	\$70,679	\$69,537	\$102,181	\$119,621
Real Estate and Rental and Leasing (53)	\$48,187	\$46,447	\$42,460	\$42,484	\$63,737	\$64,874
Professional, Scientific, and Technical Services (54)	\$39,998	\$39,690	\$54,685	\$53,389	\$92,083	\$104,488
Management of Companies and Enterprises (55)	n/a	n/a	\$70,980	\$72,471	\$132,949	\$131,931
Administrative and Support and Waste Management and Remediation Services (56)	\$20,934	\$20,083	\$30,267	\$30,515	\$42,620	\$45,963
Educational Services (61)	\$34,511	\$35,670	\$40,775	\$40,058	\$51,635	\$56,860
Health Care and Social Assistance (62)	\$36,552	\$36,187	\$52,677	\$51,258	\$57,375	\$57,497
Arts, Entertainment, and Recreation (71)	\$11,585	\$14,468	\$21,146	\$21,358	\$40,141	\$44,774
Accommodation and Food Services (72)	\$18,976	\$19,445	\$18,172	\$17,842	\$19,991	\$23,340
Other Services (except Public Administration) (81)	\$21,956	\$20,818	\$24,950	\$25,593	\$32,906	\$37,485
Public Administration (92)	\$36,818	\$37,028	\$50,844	\$48,444	\$59,349	\$71,303
Unclassified (99)	\$40,833	\$40,831	\$45,314	\$44,984	\$77,327	\$68,926

U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages; JobsEQ

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Employment by Industry Mix (2021 Q1)

Industry (NAICS)										
	Mitchell County	Mitchell County Region	Region 10	Georgia	United States					
	Empl	5 Year % Change in Empl	Empl	5 Year % Change in Empl	Empl	5 Year % Change in Empl	Empl	5 Year % Change in Empl	Empl	5 Year % Change in Empl
Total - All Industries	7,157	-12.1%	112,482	-2.6%	132,817	-2.7%	4,731,030	3.4%	150,340,244	-0.2%
Agriculture, Forestry, Fishing and Hunting (11)	607	-15.4%	4,980	-3.2%	6,245	-6.9%	39,632	-7.7%	1,921,787	-8.1%
Mining, Quarrying, and Oil and Gas Extraction (21)	8	6034.7%	369	9.7%	382	8.7%	5,276	7.0%	538,361	-17.9%
Utilities (22)	40	87.8%	373	60.7%	445	50.5%	19,674	-3.9%	802,028	-1.8%
Construction (23)	223	30.5%	4,396	-0.5%	5,628	-0.4%	261,772	15.0%	8,709,022	9.1%
Manufacturing (31)	1,980	-20.5%	13,418	2.1%	15,021	1.0%	395,533	1.0%	12,464,904	-0.8%
Wholesale Trade (42)	189	-11.2%	4,250	2.4%	5,461	-1.6%	210,259	-4.5%	5,724,888	-3.6%
Retail Trade (44)	765	-7.4%	13,588	-0.3%	15,861	-0.1%	508,778	1.1%	15,741,782	-3.2%
Transportation and Warehousing (48)	221	1.5%	3,914	10.6%	5,129	10.9%	272,746	14.3%	7,427,281	16.3%
Information (51)	27	99.1%	1,273	6.4%	1,380	7.5%	118,243	2.3%	2,964,823	-2.8%
Finance and Insurance (52)	132	-14.8%	2,961	4.3%	3,557	4.1%	180,501	5.5%	6,339,258	5.0%
Real Estate and Rental and Leasing (53)	144	103.9%	1,211	10.0%	1,391	10.4%	81,382	8.7%	2,619,402	3.1%
Professional, Scientific, and Technical Services (54)	135	-47.0%	2,803	-35.4%	3,267	-34.2%	315,995	7.9%	10,817,815	8.7%
Management of Companies and Enterprises (55)	0	n/a	587	22.5%	629	11.6%	87,219	29.3%	2,323,416	5.1%
Administrative and Support and Waste Management and Remediation Services (56)	153	4.6%	7,837	1.7%	9,485	4.3%	375,518	8.2%	9,435,383	-0.7%
Educational Services (61)	569	-17.5%	9,915	-9.3%	11,992	-9.4%	386,087	-0.8%	12,497,374	-4.2%
Health Care and Social Assistance (62)	746	-7.3%	17,823	-1.9%	20,506	-1.9%	570,752	4.7%	22,401,126	4.8%
Arts, Entertainment, and Recreation (71)	16	-19.3%	724	-1.7%	823	-2.6%	55,507	-1.5%	2,238,388	-19.0%
Accommodation and Food Services (72)	264	5.4%	8,848	0.6%	9,885	2.4%	392,793	-4.4%	11,397,107	-13.6%
Other Services (except Public Administration) (81)	229	-14.5%	5,271	-12.3%	6,361	-10.7%	207,319	1.4%	6,536,402	-4.3%
Public Administration (92)	702	-11.2%	7,842	-6.2%	9,240	-7.1%	233,698	-0.2%	7,298,266	1.6%
Unclassified (99)	6	35.5%	100	-51.0%	130	-42.3%	12,347	-29.4%	141,431	-41.1%



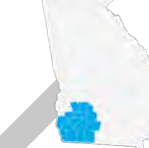


U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages; JobsEQ

Note that employment numbers are for 2021 Q1 and the five year historical change in employment between 2016 Q1 and 2021 Q1.

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Average and Median Wages per Worker by Occupation (2020)

Occupation (SOC)	 Mitchell County		 Mitchell County Region		 Region 10		 Georgia		 United States	
	Average	Median	Average	Median	Average	Median	Average	Median	Average	Median
Total - All Occupations	\$37,600	\$29,800	\$43,600	\$33,200	\$43,300	\$33,100	\$51,800	\$38,700	\$56,800	\$42,500
Management Occupations (11-0000)	\$68,500	\$56,500	\$80,800	\$68,100	\$79,800	\$67,100	\$110,100	\$94,700	\$120,800	\$104,900
Business and Financial Operations Occupations (13-0000)	\$56,900	\$50,300	\$65,300	\$60,000	\$65,000	\$59,700	\$76,500	\$68,400	\$81,000	\$72,800
Computer and Mathematical Occupations (15-0000)	\$62,700	\$60,300	\$73,700	\$71,200	\$73,300	\$70,800	\$91,400	\$89,100	\$96,800	\$91,500
Architecture and Engineering Occupations (17-0000)	\$70,100	\$67,500	\$77,700	\$74,100	\$77,200	\$73,700	\$84,600	\$79,200	\$90,300	\$83,700
Life, Physical, and Social Science Occupations (19-0000)	\$61,600	\$57,100	\$69,800	\$63,900	\$69,600	\$63,600	\$73,700	\$66,100	\$80,000	\$70,900
Community and Social Service Occupations (21-0000)	\$39,800	\$36,700	\$44,600	\$40,200	\$44,100	\$39,600	\$48,300	\$43,300	\$52,200	\$47,600
Legal Occupations (23-0000)	\$85,300	\$64,200	\$98,500	\$65,700	\$98,400	\$66,000	\$107,400	\$78,900	\$115,900	\$89,700
Education, Training, and Library Occupations (25-0000)	\$41,600	\$40,900	\$46,100	\$45,600	\$45,800	\$45,400	\$51,500	\$48,600	\$59,200	\$51,700
Arts, Design, Entertainment, Sports, and Media Occupations (27-0000)	\$52,100	\$42,800	\$53,000	\$43,700	\$53,300	\$43,900	\$61,800	\$53,100	\$64,800	\$53,500
Healthcare Practitioners and Technical Occupations (29-0000)	\$64,300	\$52,900	\$76,300	\$58,000	\$75,700	\$57,700	\$83,600	\$65,000	\$86,900	\$70,800
Healthcare Support Occupations (31-0000)	\$23,800	\$21,700	\$27,400	\$24,200	\$27,300	\$24,200	\$31,800	\$27,000	\$32,300	\$29,900
Protective Service Occupations (33-0000)	\$36,600	\$33,900	\$38,200	\$34,900	\$37,600	\$34,400	\$41,500	\$36,900	\$52,200	\$43,700
Food Preparation and Serving Related Occupations (35-0000)	\$20,100	\$18,300	\$21,700	\$19,600	\$21,700	\$19,600	\$23,700	\$20,700	\$27,700	\$25,600
Building and Grounds Cleaning and Maintenance Occupations (37-0000)	\$25,800	\$23,000	\$26,800	\$24,000	\$26,700	\$23,900	\$28,600	\$26,300	\$33,100	\$30,300
Personal Care and Service Occupations (39-0000)	\$24,600	\$20,900	\$26,200	\$21,800	\$26,100	\$21,700	\$30,000	\$23,700	\$32,600	\$28,300
Sales and Related Occupations (41-0000)	\$30,400	\$22,700	\$33,800	\$24,000	\$33,900	\$24,000	\$42,700	\$29,100	\$46,700	\$32,100
Office and Administrative Support Occupations (43-0000)	\$32,600	\$29,600	\$34,200	\$30,800	\$34,200	\$30,800	\$39,200	\$36,100	\$42,400	\$39,000
Farming, Fishing, and Forestry Occupations (45-0000)	\$26,700	\$22,800	\$29,700	\$24,500	\$29,900	\$24,700	\$33,700	\$28,900	\$32,900	\$29,500
Construction and Extraction Occupations (47-0000)	\$37,600	\$34,600	\$40,600	\$36,900	\$40,200	\$36,400	\$45,100	\$41,500	\$53,400	\$48,300
Installation, Maintenance, and Repair Occupations (49-0000)	\$40,600	\$36,900	\$45,600	\$42,600	\$45,500	\$42,600	\$48,700	\$46,000	\$52,100	\$48,600
Production Occupations (51-0000)	\$31,100	\$28,200	\$36,800	\$32,800	\$37,000	\$33,000	\$37,500	\$33,900	\$41,700	\$37,400
Transportation and Material Moving Occupations (53-0000)	\$30,700	\$27,500	\$34,000	\$30,000	\$33,500	\$29,500	\$37,000	\$31,900	\$39,600	\$34,400

U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages; JobsEQ

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Employment by Occupation Mix (2020)



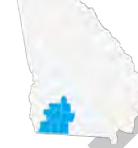


Occupation (SOC)	Mitchell County		Mitchell County Region		Region 10		Georgia		United States	
	Empl	5 Year % Change in Empl	Empl	5 Year % Change in Empl	Empl	5 Year % Change in Empl	Empl	5 Year % Change in Empl	Empl	5 Year % Change in Empl
Total - All Occupations	7,102	-14.0%	111,842	-4.2%	132,188	-3.9%	4,651,864	1.6%	148,015,702	-2.3%
Management Occupations (11-0000)	495	-10.0%	7,111	-1.8%	8,648	-2.5%	307,786	9.9%	10,008,633	5.3%
Business and Financial Operations Occupations (13-0000)	218	-16.4%	5,018	-1.0%	5,800	-1.8%	282,134	12.5%	8,741,962	10.1%
Computer and Mathematical Occupations (15-0000)	64	-18.1%	1,828	1.4%	2,088	2.3%	155,405	12.9%	4,716,922	11.4%
Architecture and Engineering Occupations (17-0000)	57	-7.7%	1,155	-24.0%	1,327	-20.6%	69,625	1.9%	2,574,111	1.9%
Life, Physical, and Social Science Occupations (19-0000)	50	-30.4%	816	-1.8%	921	-1.3%	34,161	9.5%	1,371,782	6.9%
Community and Social Service Occupations (21-0000)	107	-22.6%	1,821	-2.8%	2,301	-4.8%	67,649	3.3%	2,670,767	1.4%
Legal Occupations (23-0000)	35	-14.7%	717	-4.5%	821	-4.0%	39,248	10.0%	1,295,296	4.2%
Education, Training, and Library Occupations (25-0000)	436	-18.3%	7,438	-9.3%	9,110	-9.1%	278,511	-1.1%	8,216,880	-4.6%
Arts, Design, Entertainment, Sports, and Media Occupations (27-0000)	56	-8.7%	1,206	-5.3%	1,428	-5.1%	83,030	1.1%	2,604,418	-6.3%
Healthcare Practitioners and Technical Occupations (29-0000)	298	1.0%	7,862	-3.1%	8,903	-2.0%	254,803	7.1%	8,843,124	5.8%
Healthcare Support Occupations (31-0000)	171	-5.8%	4,638	0.8%	5,309	1.4%	148,706	7.8%	6,735,263	8.2%
Protective Service Occupations (33-0000)	296	-14.9%	2,839	-13.9%	3,612	-13.5%	105,905	-1.1%	3,200,083	-1.4%
Food Preparation and Serving Related Occupations (35-0000)	300	-5.6%	8,321	-8.0%	9,427	-6.7%	357,299	-9.5%	10,656,041	-17.1%
Building and Grounds Cleaning and Maintenance Occupations (37-0000)	221	-10.2%	3,692	0.2%	4,485	0.5%	144,342	-3.8%	4,802,600	-7.7%
Personal Care and Service Occupations (39-0000)	171	-19.7%	2,778	-12.9%	3,318	-11.6%	111,688	-5.5%	3,643,900	-11.8%
Sales and Related Occupations (41-0000)	579	-9.9%	11,379	-1.9%	13,198	-1.8%	477,915	-3.9%	14,124,683	-8.2%
Office and Administrative Support Occupations (43-0000)	613	-15.4%	13,000	-5.8%	15,184	-5.6%	586,040	-1.6%	18,882,794	-6.4%
Farming, Fishing, and Forestry Occupations (45-0000)	338	-12.1%	2,722	-6.9%	3,426	-7.9%	20,787	-2.9%	1,006,311	-0.5%
Construction and Extraction Occupations (47-0000)	183	11.9%	3,591	-5.5%	4,533	-4.8%	188,422	8.0%	6,920,499	1.5%
Installation, Maintenance, and Repair Occupations (49-0000)	304	-2.4%	4,425	-0.6%	5,333	1.0%	190,666	2.3%	5,699,096	-1.5%
Production Occupations (51-0000)	1,277	-22.4%	8,874	-2.6%	10,081	-3.2%	290,990	-2.4%	8,604,207	-6.9%
Transportation and Material Moving Occupations (53-0000)	834	-15.5%	10,609	0.8%	12,935	1.3%	456,753	7.6%	12,696,330	3.8%

U.S. Bureau of Labor Statistics Quarterly Census of Employment and Wages; JobsEQ

Note that employment numbers are for 2020 and the five-year historical change in employment between 2016 and 2020.

Housing

Current Housing Market

Housing Summary (2019)	 Camilla	 Mitchell County	 Mitchell County Region	 Georgia	 United States					
Total Housing Units	2,166	9,065	123,385	4,283,477	137,428,986					
Median House Value (owner-occupied units)	\$76,200	\$85,400	\$108,502	\$176,000	\$217,500					
Occupied Housing Units*	1,926	88.9%	7,982	88.1%	103,816	84.1%	3,758,798	87.8%	120,756,048	87.9%
Owner-Occupied Housing Units**	1,046	54.3%	4,964	62.2%	59,015	56.8%	2,377,773	63.3%	77,274,381	64.0%
Renter-Occupied Housing Units**	880	45.7%	3,018	37.8%	44,801	43.2%	1,381,025	36.7%	43,481,667	36.0%
Vacant Housing Units*	240	11.1%	1,083	11.9%	19,569	15.9%	524,679	12.2%	16,672,938	12.1%

U.S. Census Bureau American Community Survey 5-Year Estimates 2015-2019; JobsEQ

*Percentages reflect share of all housing units.

**Percentages reflect share of occupied housing units.

Housing Units	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	2,087	2,091	+4	+0.2%
Mitchell County	8,996	9,010	+14	+0.2%
Mitchell County Region	123,960	125,036	+1,076	+0.9%
Georgia	4,540,161	4,794,313	+254,152	+5.6%
United States	142,853,336	148,557,779	+5,704,443	+4.0%

ESRI 2021

Median Home Value	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	\$90,584	\$98,513	+\$7,929	+8.8%
Mitchell County	\$97,193	\$115,772	+\$18,579	+19.1%
Mitchell County Region	\$136,843	\$173,216	+\$36,373	+26.6%
Georgia	\$224,301	\$264,194	+\$39,893	+17.8%
United States	\$264,021	\$313,022	+\$49,001	+18.6%

ESRI 2021

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Average Home Value	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	\$132,261	\$149,948	+\$17,687	+13.4%
Mitchell County	\$132,749	\$151,552	+\$18,803	+14.2%
Mitchell County Region	\$183,118	\$221,323	+\$38,205	+20.9%
Georgia	\$284,687	\$326,490	+\$41,803	+14.7%
United States	\$359,180	\$415,954	+\$56,774	+15.8%

ESRI 2021

Housing Fair Share Comparison

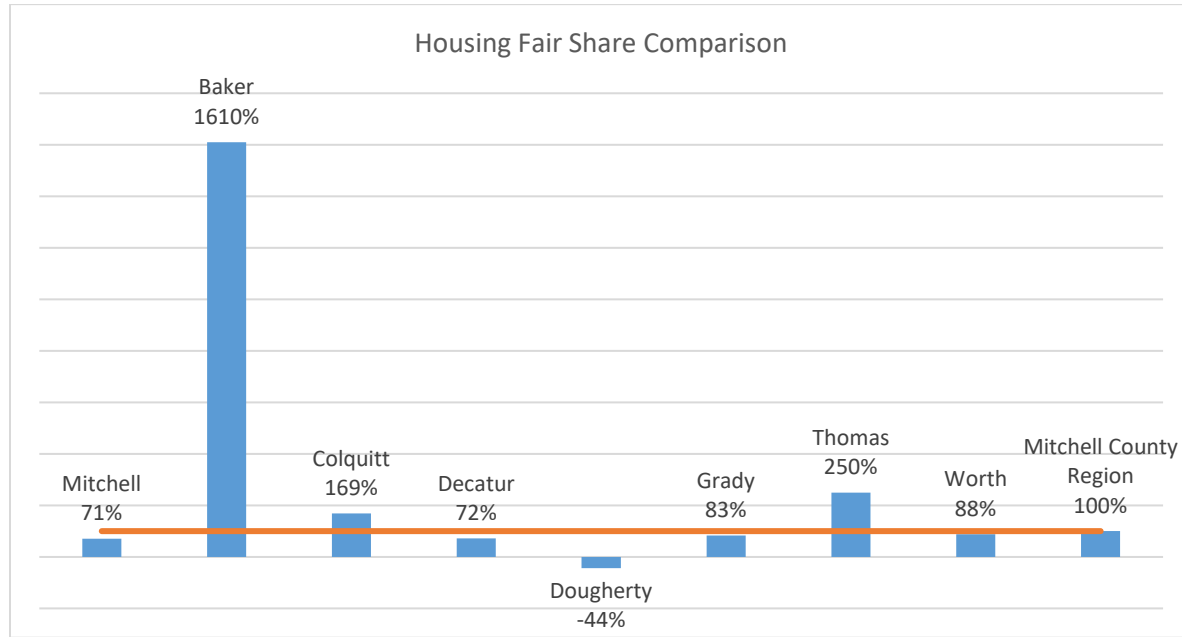
Mitchell County has received slightly less than its regional fair share of new housing units between 2010 and 2019 for the Mitchell County Region. While Baker County has relatively few total housing units, it has gained more than its regional fair share of new housing units between 2010 and 2019. A metric known as percentage of fair share is shown in the equation below and is used to gauge whether a part of a county is receiving its fair share of new housing units within a larger region (such as a multi-county area).

$$\text{percentage of fair share} = \frac{\text{county \% housing growth (2010 - 2019)}}{\text{regional \% housing growth (2010 - 2019)}}$$

County	Housing Units (2010)	Housing Units (2019)	Housing Units 2010-2019 % Change	Percent of Fair Share of Housing Unit Growth
Mitchell	9,000	9,065	0.7%	71%
Baker	1,652	1,924	16.5%	1,610%
Colquitt	18,334	18,650	1.7%	169%
Decatur	12,127	12,216	0.7%	72%
Dougherty	40,794	40,610	-0.5%	-44%
Grady	10,777	10,869	0.9%	83%
Thomas	20,199	20,715	2.6%	250%
Worth	9,253	9,336	0.9%	88%
Mitchell County Region	122,136	123,385	1.0%	100%

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia



U.S. Census Bureau American Community Survey; JobsEQ. Calculations by ECG.

Income & Poverty Rates

Income Summary (2019)	Camilla		Mitchell County		Mitchell County Region		Region 10		Georgia		United States	
	Median Household Income	\$34,143	\$38,116	\$40,593	\$42,197	\$58,700	\$62,843					
Per Capita Income	\$17,343	\$18,619	\$22,576	\$23,017	\$31,067	\$34,103						
Poverty Rate (of all people)	1,952	39.6%	4,592	23.1%	64,777	24.2%	78,582	23.6%	1,528,558	15.1%	42,510,843	13.4%
Households Receiving Food Stamps/SNAP	867	45.0%	2,285	28.6%	24,006	23.1%	28,670	22.2%	481,103	12.8%	14,171,567	11.7%

U.S. Census Bureau American Community Survey 5-Year Estimates 2015-2019; JobsEQ

Income Projections

Incomes are concentrated at the lower levels in Camilla and Mitchell County, and are projected to grow slightly in the next five years.

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Median Household Income	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	\$37,572	\$38,332	\$760	2.0%
Mitchell County	\$39,530	\$41,476	\$1,946	4.9%
Mitchell County Region	\$40,173	\$44,772	\$4,599	11.4%
Georgia	\$60,605	\$68,338	\$7,733	12.8%
United States	\$64,730	\$72,932	\$8,202	12.7%

ESRI 2021

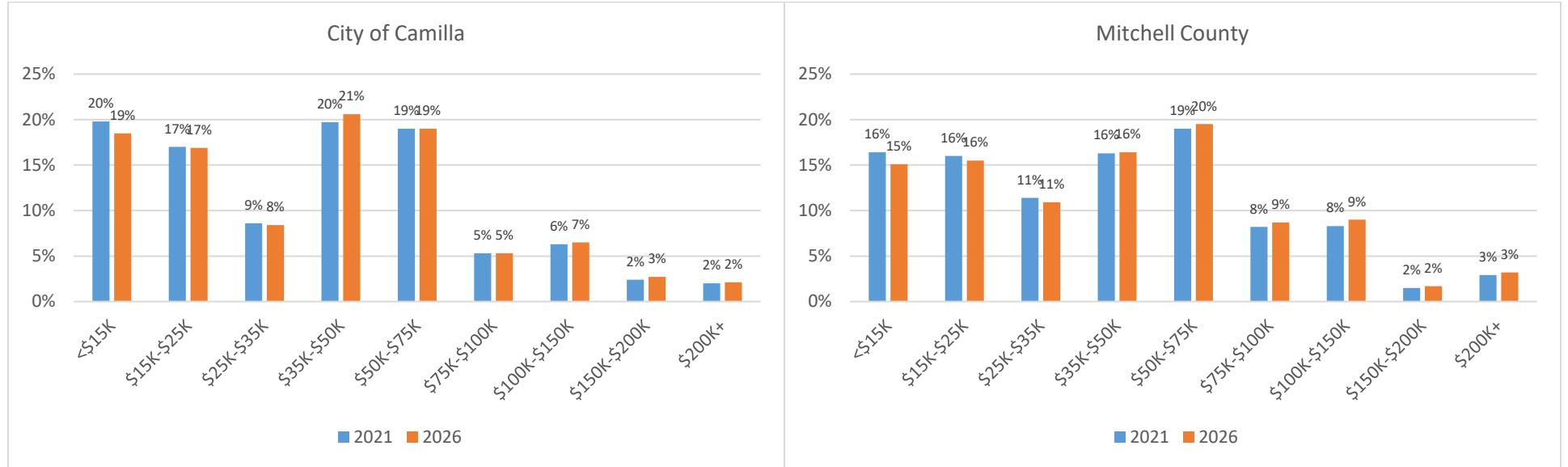
Average Household Income	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	\$51,116	\$54,372	\$3,256	6.4%
Mitchell County	\$56,829	\$61,557	\$4,728	8.3%
Mitchell County Region	\$58,567	\$65,668	\$7,101	12.1%
Georgia	\$86,247	\$97,570	\$11,323	13.1%
United States	\$92,435	\$103,679	\$11,244	12.2%

ESRI 2021

Per Capita Income	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	\$17,910	\$19,020	\$1,110	6.2%
Mitchell County	\$19,730	\$21,365	\$1,635	8.3%
Mitchell County Region	\$22,227	\$24,930	\$2,703	12.2%
Georgia	\$32,105	\$36,340	\$4,235	13.2%
United States	\$35,106	\$39,378	\$4,272	12.2%

ESRI 2021

Household Income Distribution



ESRI 2021

DRAFT

Education

Educational Attainment

Educational Attainment, Age 25-64 (2019)	Mitchell County		Mitchell County Region		Region 10		Georgia		United States	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
No High School Diploma	410	17.2%	2,473	21.2%	23,440	16.9%	28,166	16.2%	639,441	11.7%
High School Graduate	900	37.8%	4,471	38.3%	48,018	34.7%	59,405	34.1%	1,455,929	26.6%
Some College, No Degree	602	25.3%	2,626	22.5%	29,805	21.5%	38,465	22.1%	1,136,103	20.7%
Associate's Degree	214	9.0%	988	8.5%	13,262	9.6%	17,109	9.8%	456,129	8.3%
Bachelor's Degree	220	9.2%	843	7.2%	14,041	10.1%	18,356	10.5%	1,125,278	20.5%
Postgraduate Degree	38	1.6%	259	2.2%	9,896	7.1%	12,536	7.2%	668,914	12.2%

U.S. Census Bureau American Community Survey 5-Year Estimates 2015-2019; JobsEQ

Graduation Attainment

Four-Year High School Graduation Rates (2020)

School Name	Graduating Class Size	Total Graduated	Graduation Rate
All Mitchell County Schools	92	73	79.4%
All Georgia Public Schools	132,284	110,886	83.8%

Georgia Department of Education

School Name	Overall Graduation Rate	Economically Disadvantaged Graduation Rate
Mitchell County High School	84.9%	84.9%
All Mitchell County Schools	79.4%	79.4%

Georgia Department of Education



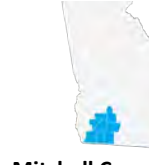



Note that the figures for overall graduation rates and economically disadvantaged graduation rates are the same.

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Population

Demographic Profile

Demographic Profile (2019)												
	Camilla		Mitchell County		Mitchell County Region		Region 10		Georgia		United States	
Population (2019)	5,126		22,244		277,199		346,223		10,403,847		324,697,795	
Male	2,177	42.5%	11,535	51.9%	133,031	48.0%	167,372	48.3%	5,062,096	48.7%	159,886,919	49.2%
Female	2,949	57.5%	10,709	48.1%	144,168	52.0%	178,851	51.7%	5,341,751	51.3%	164,810,876	50.8%
Age	Camilla		Mitchell County		Mitchell County Region		Region 10		Georgia		United States	
Median Age	36.2		39.0		38.0		38.4		36.7		38.1	
Under 18 Years	1,433	28.0%	5,115	23.0%	67,255	24.3%	83,870	24.2%	2,505,240	24.1%	73,429,392	22.6%
18 to 24 Years	447	8.7%	1,890	8.5%	26,136	9.4%	31,573	9.1%	1,010,328	9.7%	30,646,327	9.4%
25 to 34 Years	604	11.8%	2,933	13.2%	35,647	12.9%	44,212	12.8%	1,440,774	13.8%	45,030,415	13.9%
35 to 44 Years	711	13.9%	2,968	13.3%	32,807	11.8%	41,887	12.1%	1,374,134	13.2%	40,978,831	12.6%
45 to 54 Years	510	9.9%	2,881	13.0%	34,510	12.4%	43,478	12.6%	1,407,128	13.5%	42,072,620	13.0%
55 to 64 Years	559	10.9%	2,878	12.9%	35,498	12.8%	44,460	12.8%	1,259,758	12.1%	41,756,414	12.9%
65 to 74 Years	402	7.8%	2,067	9.3%	26,645	9.6%	33,552	9.7%	867,295	8.3%	29,542,266	9.1%
75 Years, and Over	460	9.0%	1,512	6.8%	18,701	6.7%	23,191	6.7%	539,190	5.2%	21,241,530	6.5%
Race and Ethnicity	Camilla		Mitchell County		Mitchell County Region		Region 10		Georgia		United States	
White	1,368	26.7%	10,929	49.1%	136,390	49.2%	177,159	51.2%	6,098,889	58.6%	235,377,662	72.5%
Black or African American	3,674	71.7%	10,342	46.5%	125,237	45.2%	150,363	43.4%	3,289,020	31.6%	41,234,642	12.7%
American Indian and Alaska Native	29	0.6%	76	0.3%	1,074	0.4%	1,174	0.3%	37,440	0.4%	2,750,143	0.8%
Asian	12	0.2%	44	0.2%	1,828	0.7%	2,981	0.9%	414,481	4.0%	17,924,209	5.5%
Native Hawaiian and Other Pacific Islander	12	0.2%	12	0.1%	112	0.0%	164	0.0%	6,233	0.1%	599,868	0.2%
Some Other Race	4	0.1%	200	0.9%	7,464	2.7%	7,934	2.3%	291,872	2.8%	16,047,369	4.9%
Two or More Races	27	0.5%	641	2.9%	5,094	1.8%	6,448	1.9%	265,912	2.6%	10,763,902	3.3%
Hispanic or Latino (of any race)	10	0.2%	1,019	4.6%	19,070	6.9%	20,872	6.0%	992,394	9.5%	58,479,370	18.0%

U.S. Census Bureau American Community Survey 5-Year Estimates 2015-2019; JobsEQ

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Population	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	4,915	4,807	-108	-2.2%
Mitchell County	22,474	21,905	-569	-2.5%
Mitchell County Region	282,021	278,901	-3,120	-1.1%
Georgia	10,815,378	11,392,648	577,270	5.3%
United States	333,934,112	345,887,495	11,953,383	3.6%

ESRI 2021

Households	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	1,799	1,758	-41	-2.3%
Mitchell County	7,753	7,557	-196	-2.5%
Mitchell County Region	106,583	105,481	-1,102	-1.0%
Georgia	4,013,721	4,231,600	217,879	5.4%
United States	126,470,675	131,047,364	4,576,689	3.6%

ESRI 2021

Families	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	1,253	1,218	-35	-2.8%
Mitchell County	5,447	5,282	-165	-3.0%
Mitchell County Region	71,539	70,381	-1,158	-1.6%
Georgia	2,704,444	2,837,494	133,050	4.9%
United States	82,824,624	85,505,391	2,680,767	3.2%

ESRI 2021

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

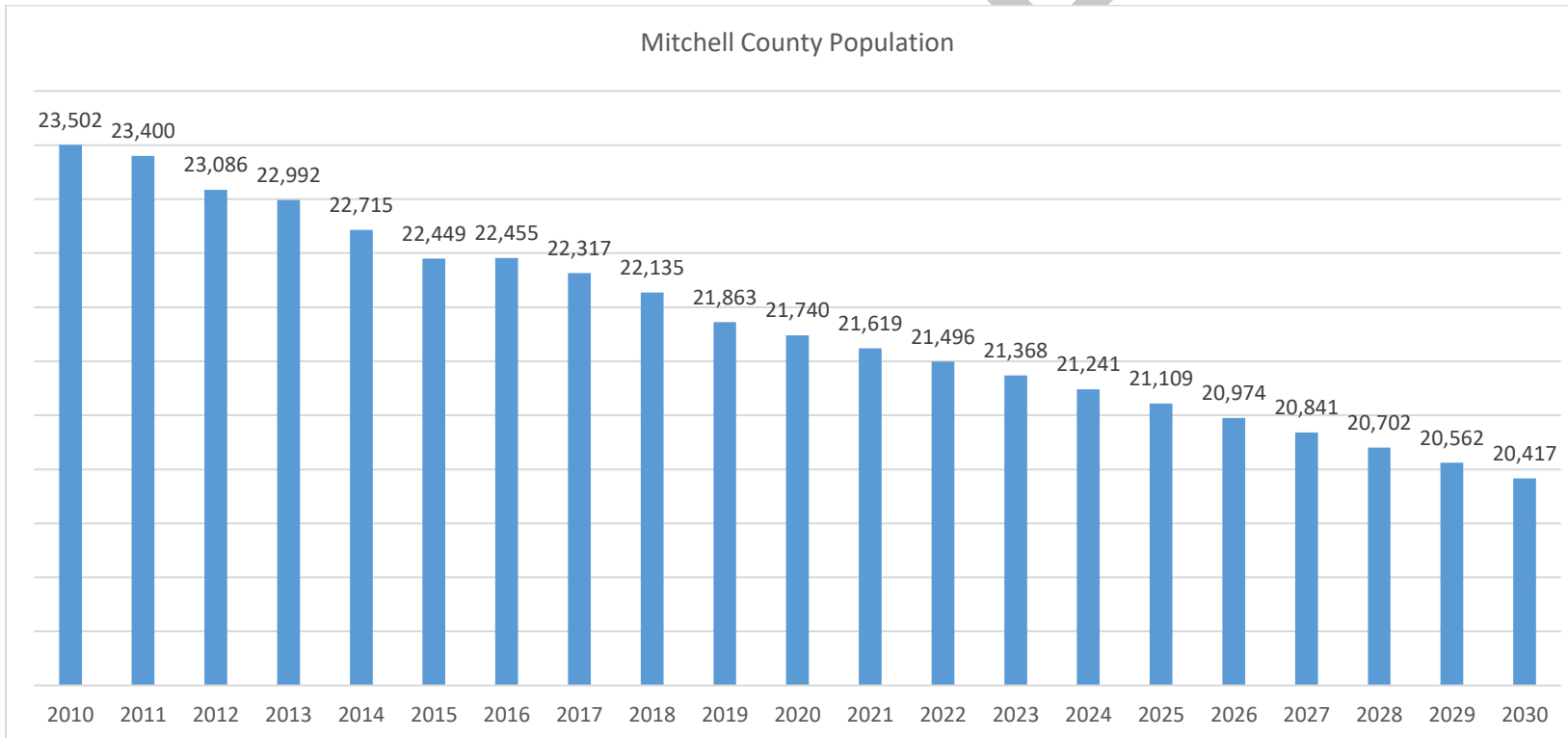
Historical Population

Population Growth	Mitchell County	Mitchell County Region	Region 10	Georgia	United States
Population (2020)	21,740	272,847	341,489	10,738,374	330,580,828
Population (2010)	23,502	286,357	356,837	9,711,881	309,321,664
Population Change (2010-2020)	-1,762	-13,510	-15,348	1,026,493	21,259,164
Population % Change (2010-2020)	-7.5%	-4.7%	-4.3%	10.6%	6.9%

U.S. Census Bureau 2010; JobsEQ 2020

Population Projections

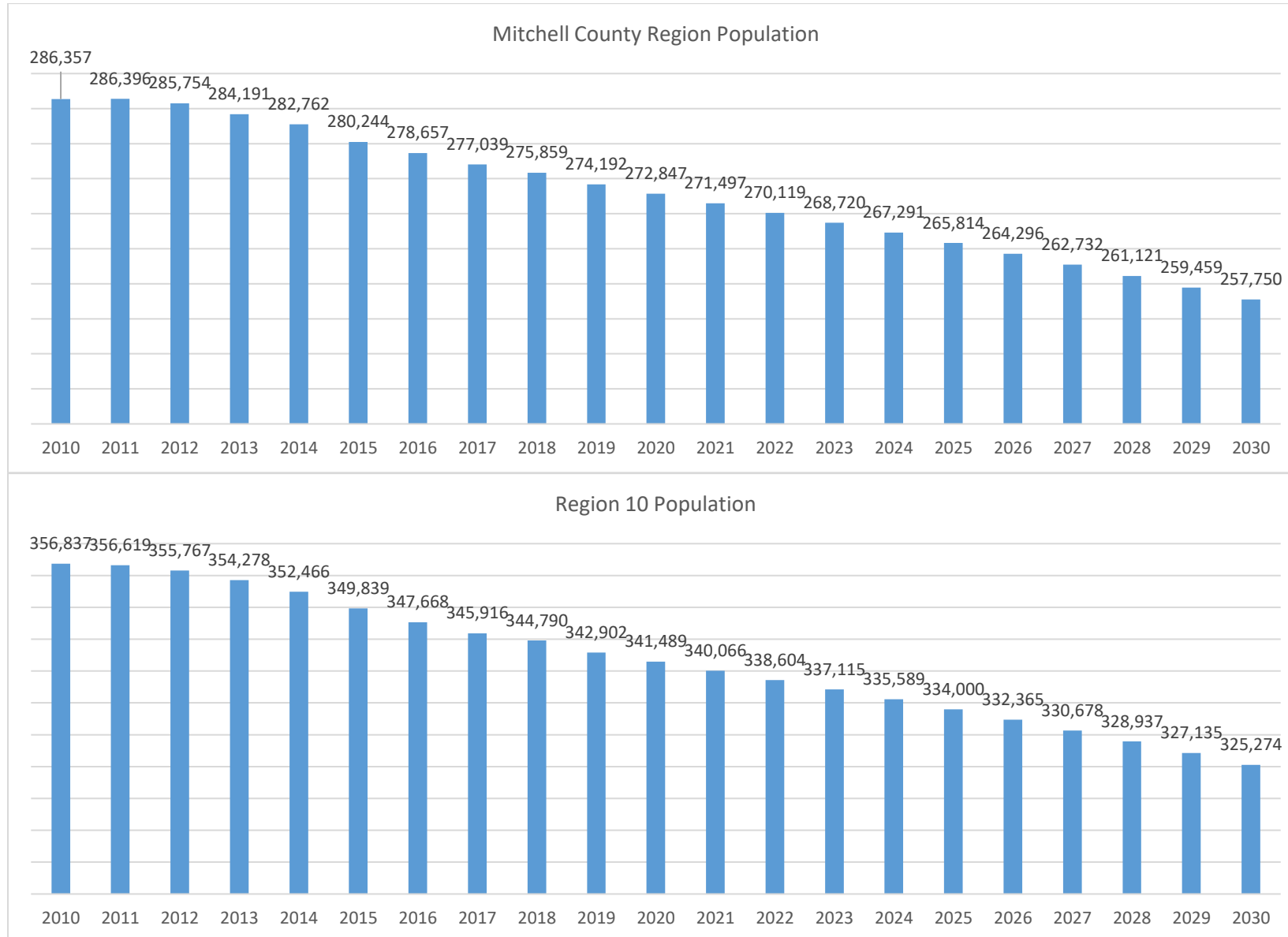
The populations of Mitchell County, the Mitchell County Region, and Region 10 are all projected to decline between 2020 and 2030, while the population of Georgia is expected to grow considerably in the same period.



U.S. Census Bureau 2010-2019; JobsEQ 2020-2030

Economic Data Trends & Analysis (Updated 2021)

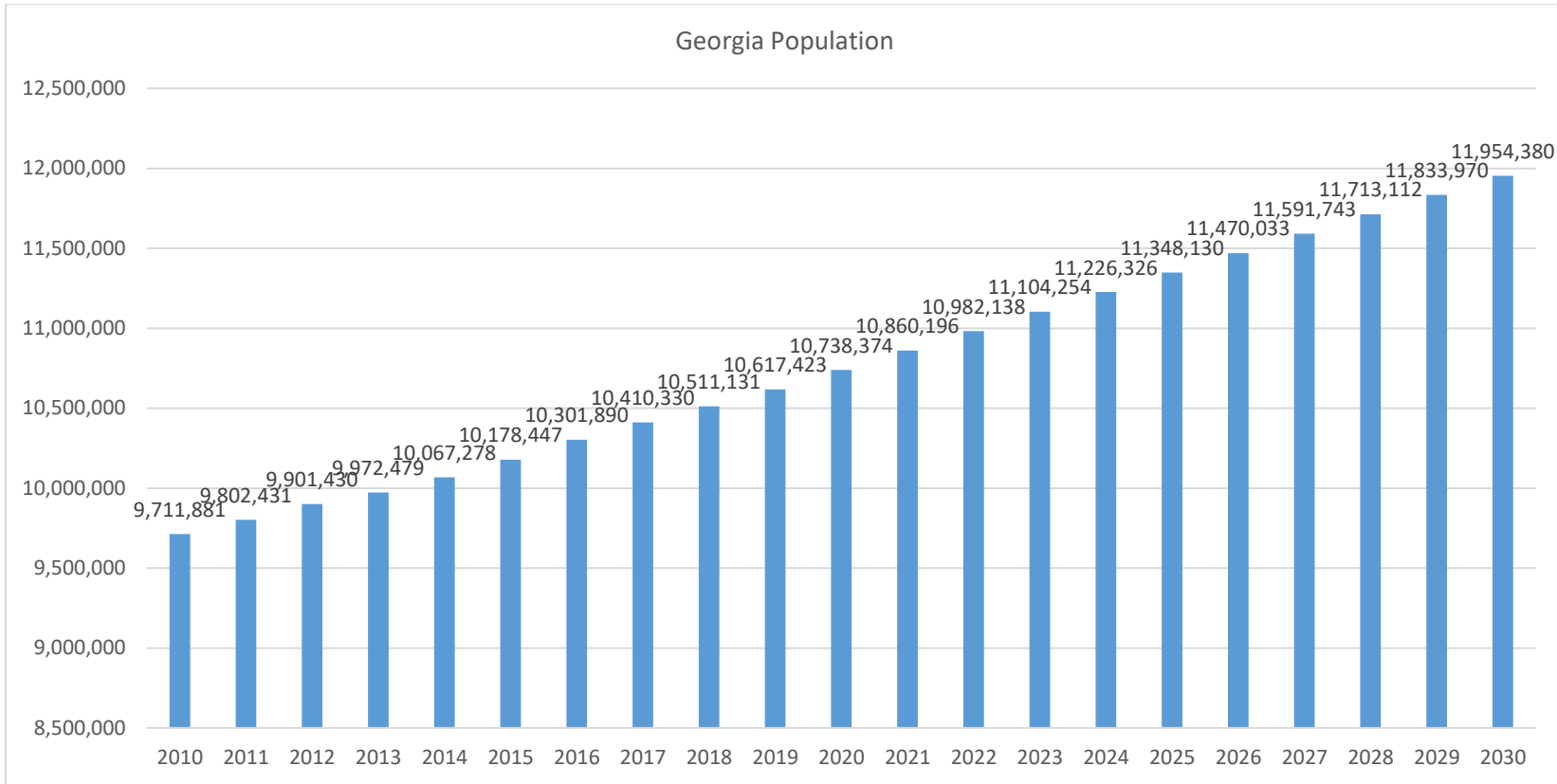
Camilla, Georgia



U.S. Census Bureau 2010-2019; JobsEQ 2020-2030

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia



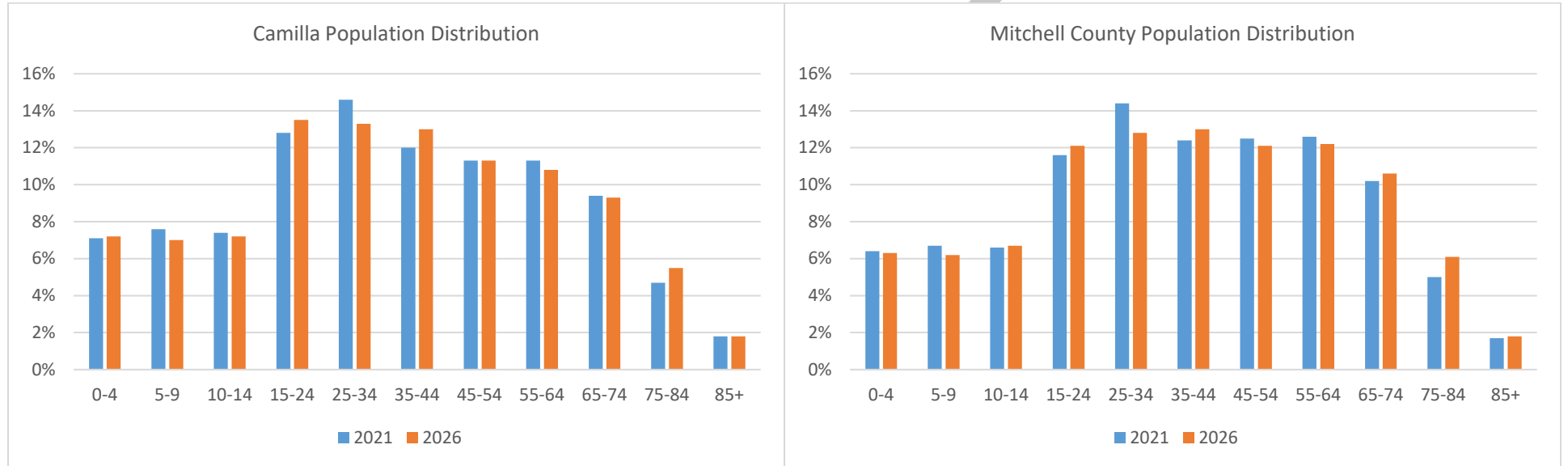
U.S. Census Bureau 2010-2019; JobsEQ 2020-2030

Economic Data Trends & Analysis (Updated 2021)

Camilla, Georgia

Age Projections

In Camilla and Mitchell County, the 15-24, 35-44, and 75-84 age groups are expected to grow as a share of the population between 2021 and 2026, while the 25-34 age group is expected to shrink. Other age groups will stay roughly constant as a percentage of the population. The median age is expected to increase slightly in the next five years.



ESRI 2021

Median Age	2021	2026 (proj.)	Projected Change 2021-2026	Projected % Change 2021-2026
City of Camilla	35.4	36.4	1.0	2.8%
Mitchell County	38.3	39.4	1.1	2.9%
Mitchell County Region	37.9	39.0	1.1	2.9%
Georgia	37.2	37.9	0.7	1.9%
United States	38.8	39.5	0.7	1.8%

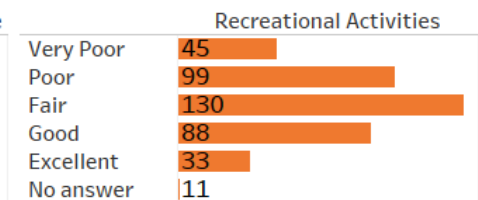
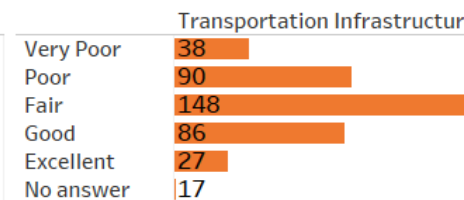
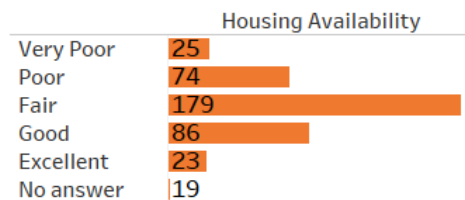
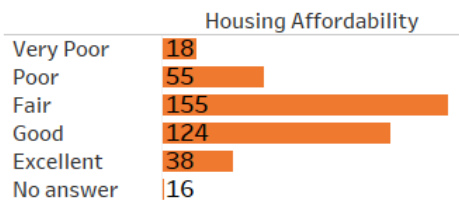
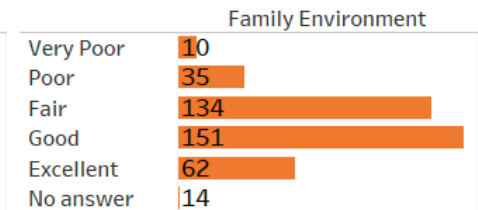
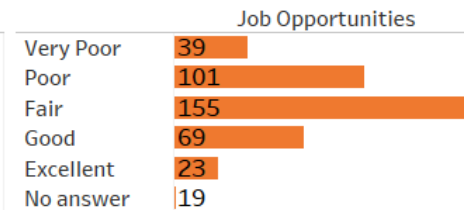
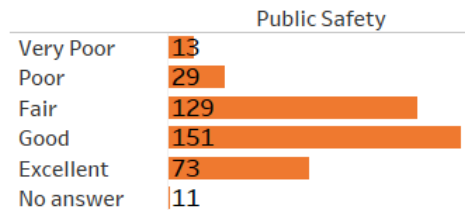
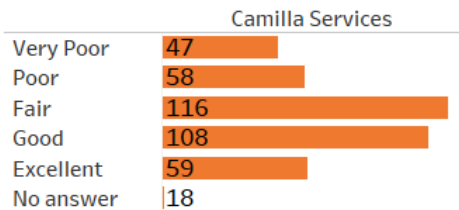
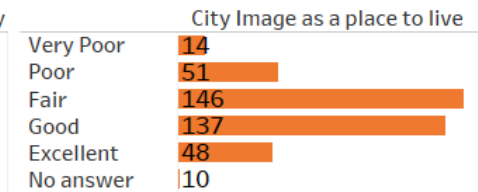
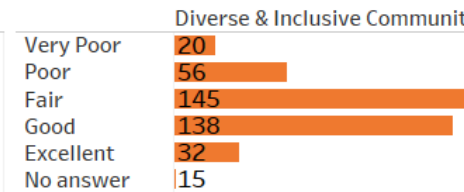
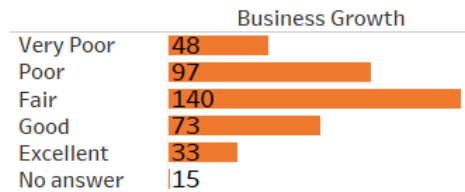
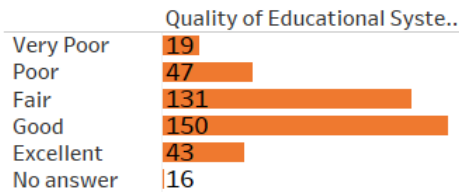
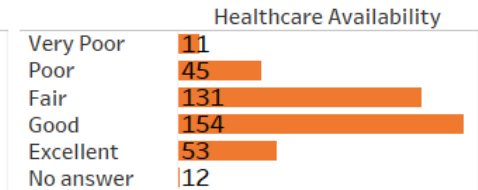
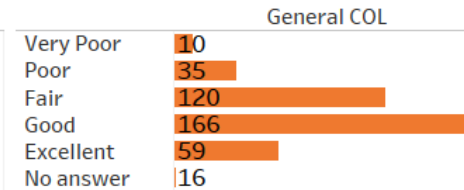
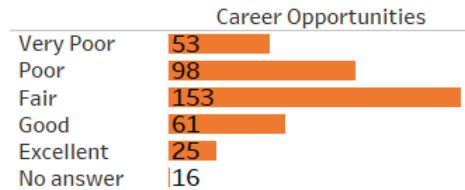
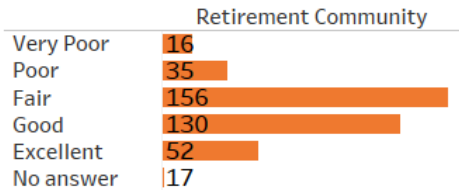
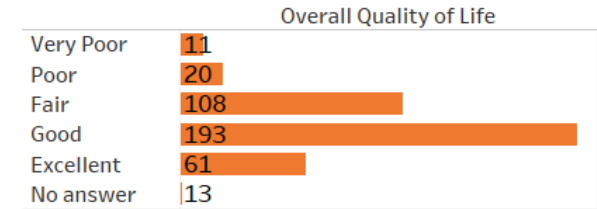
ESRI 2021

Attachment B
Community Survey Data & Analysis

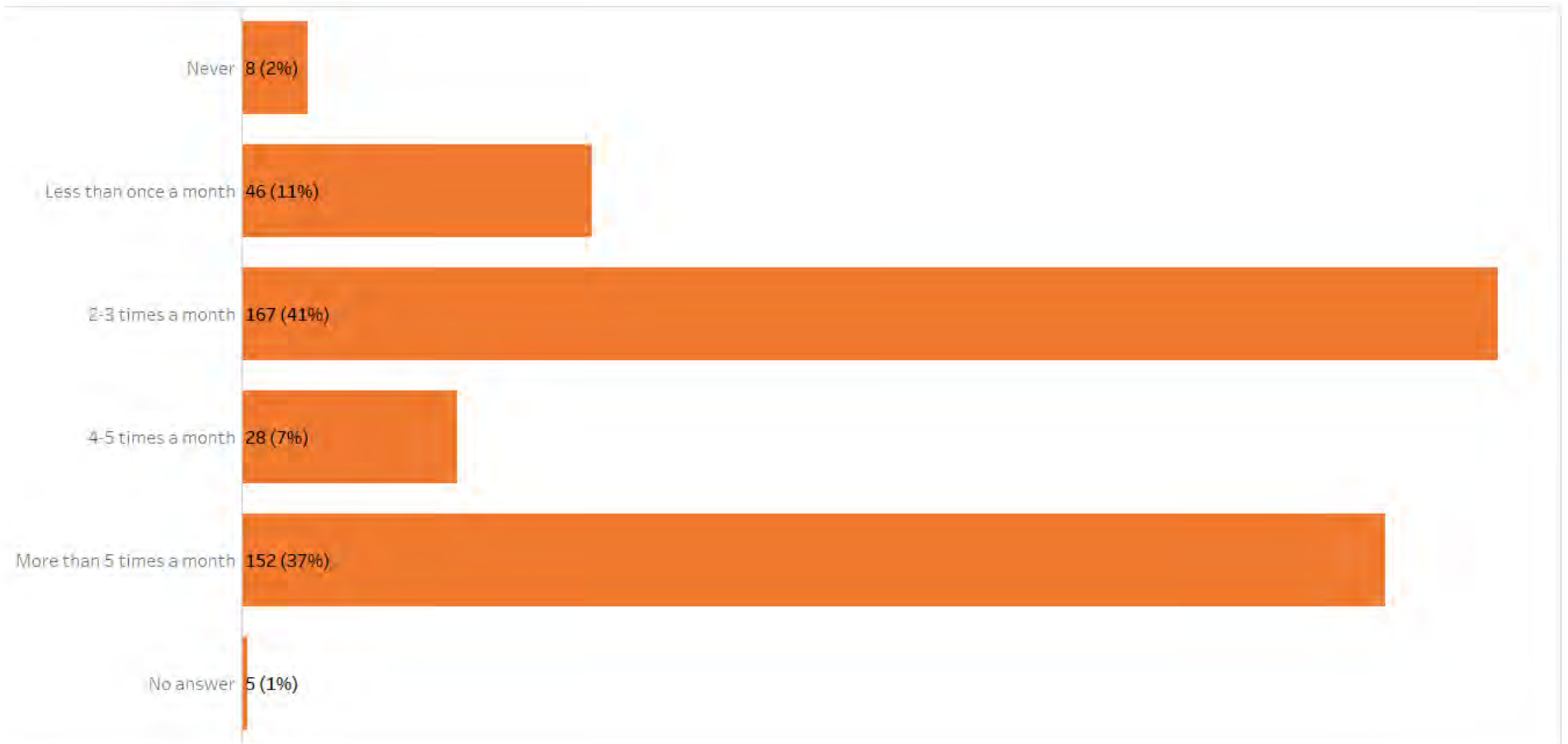
Community Survey

Camilla, Mitchell County, Georgia

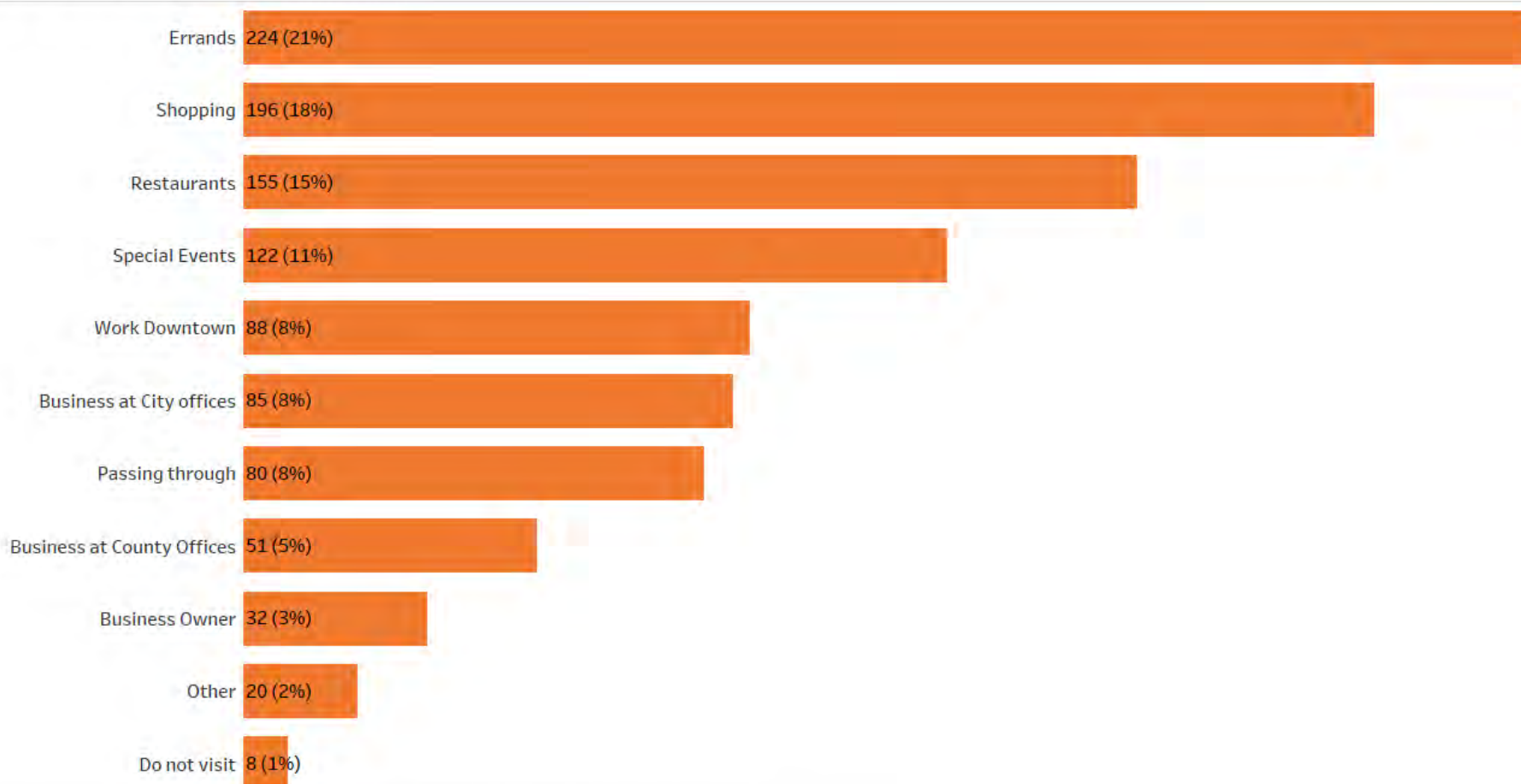
Q1. How would you rate Camilla / Mitchell County in the following areas?



Q2. Monthly visits to downtown

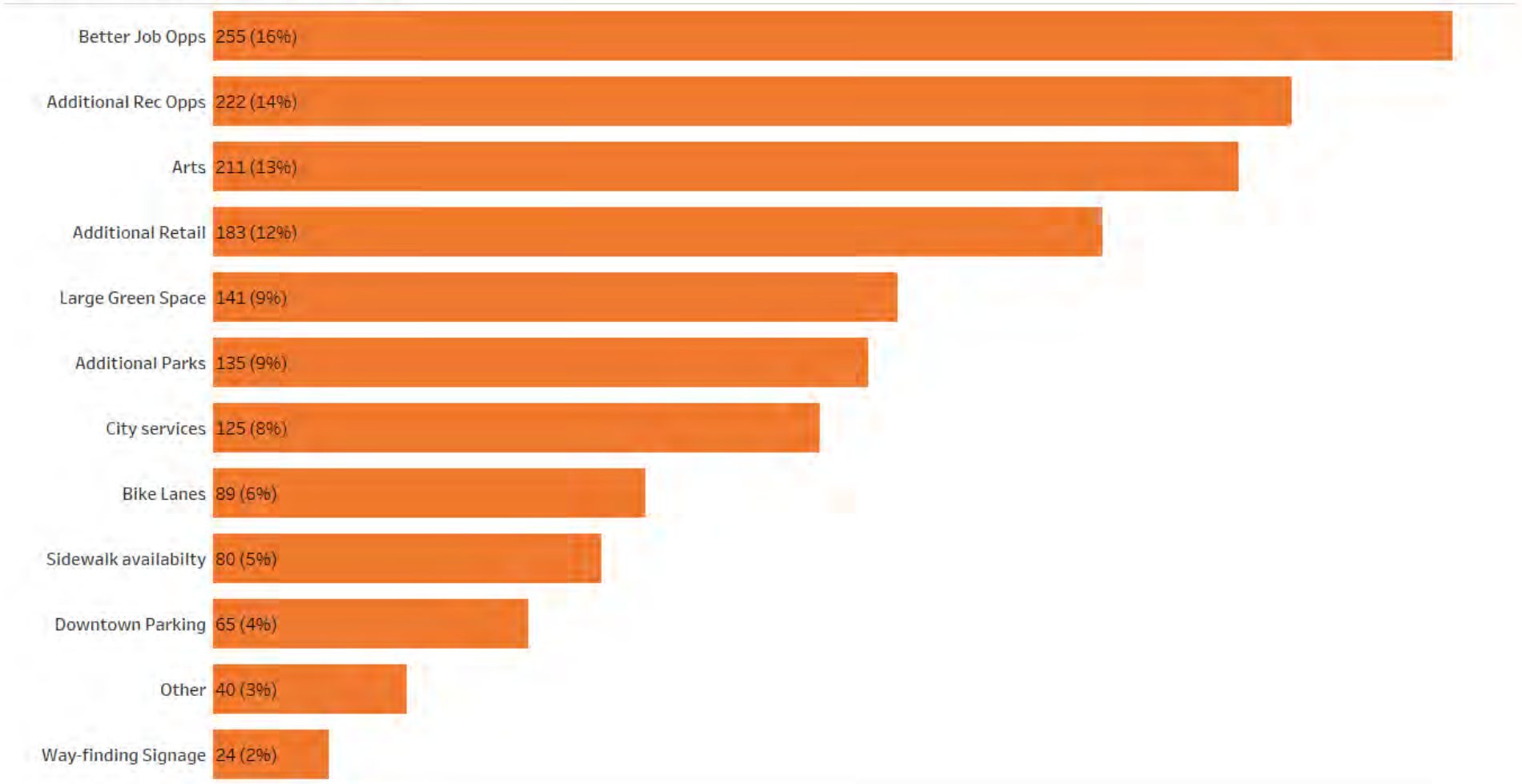


Q3. What brings you downtown?

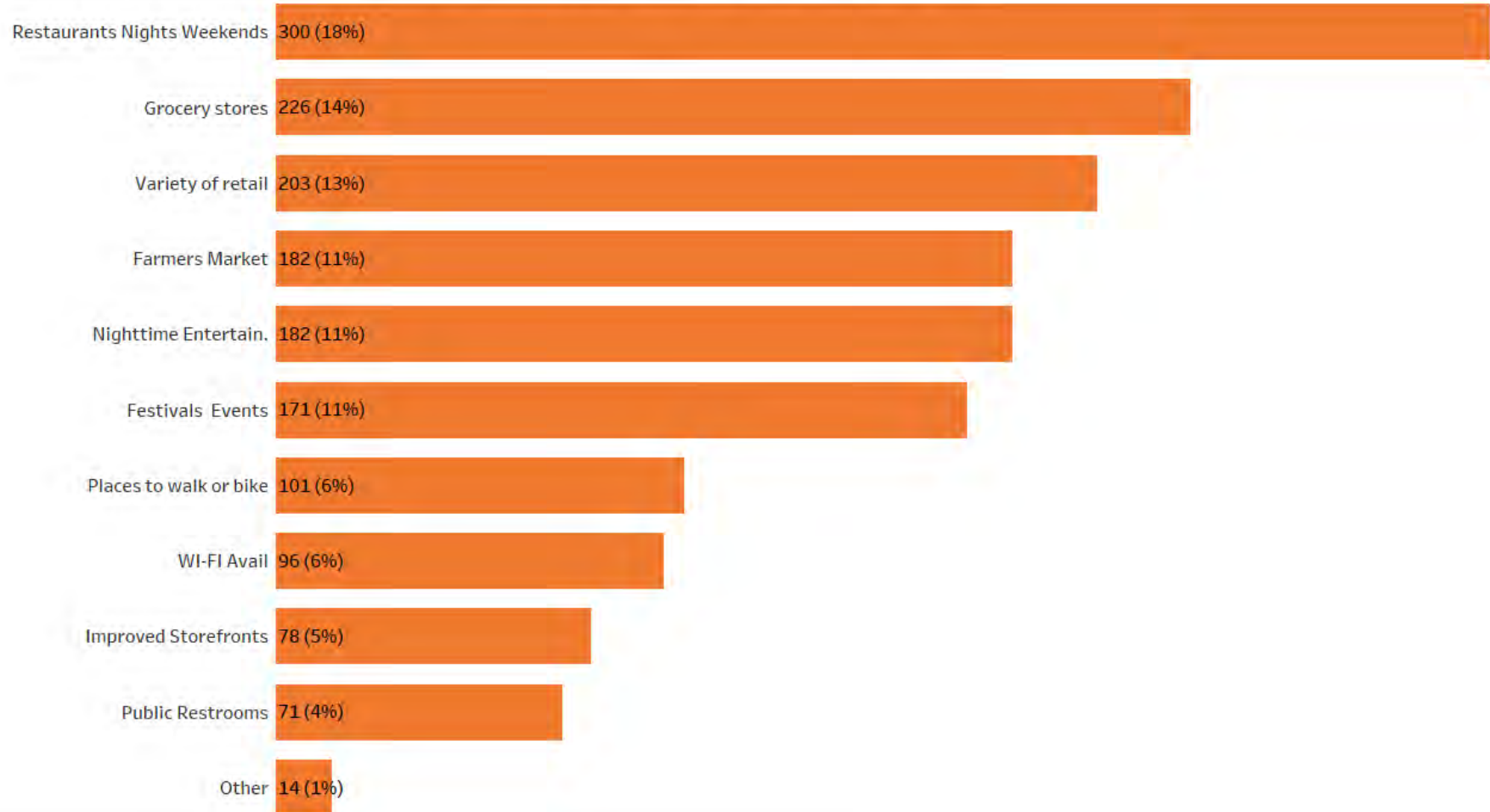


Note: Percentages do not sum to 100% since respondents were able to choose more than one response

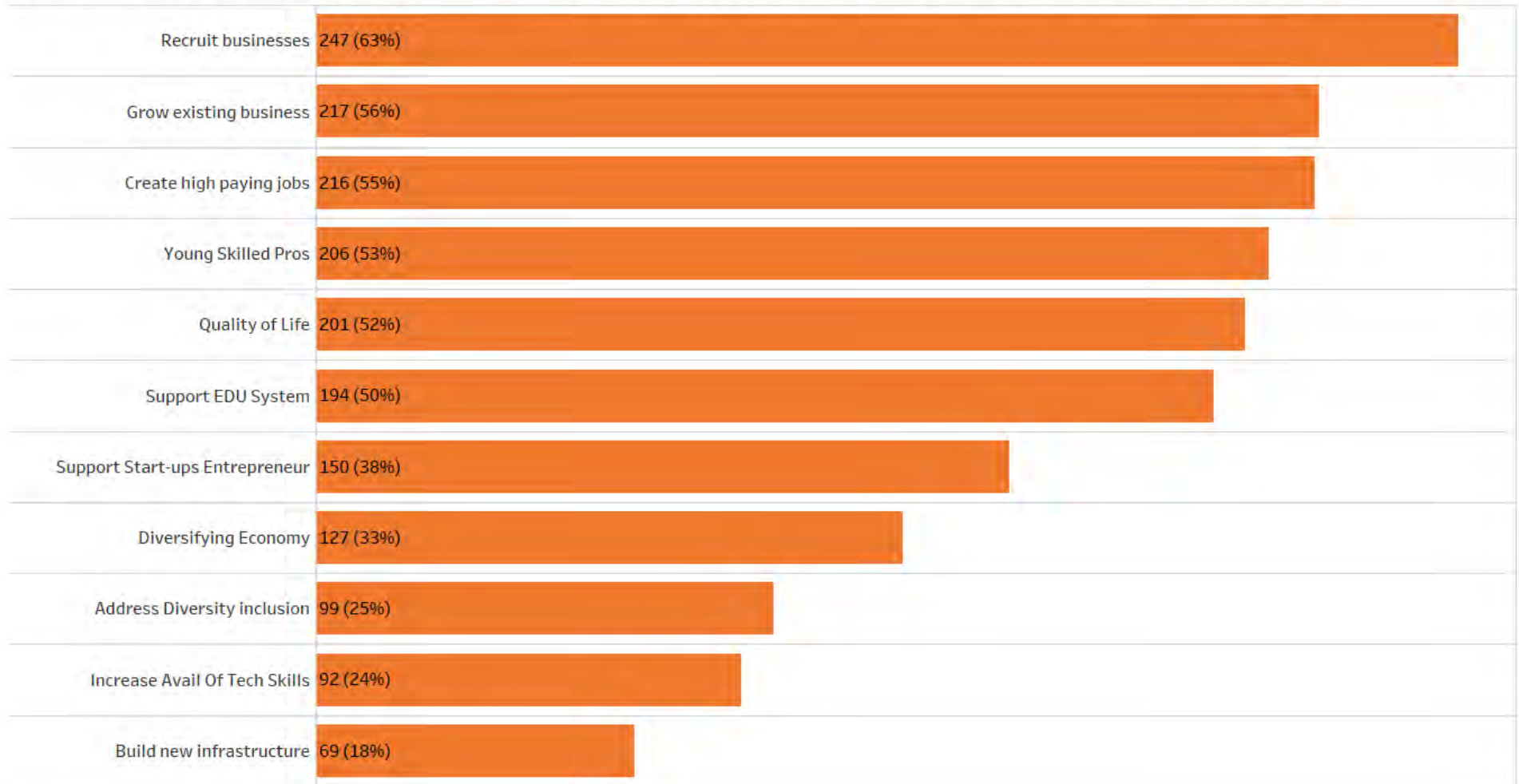
Q4. How can Camilla be improved?



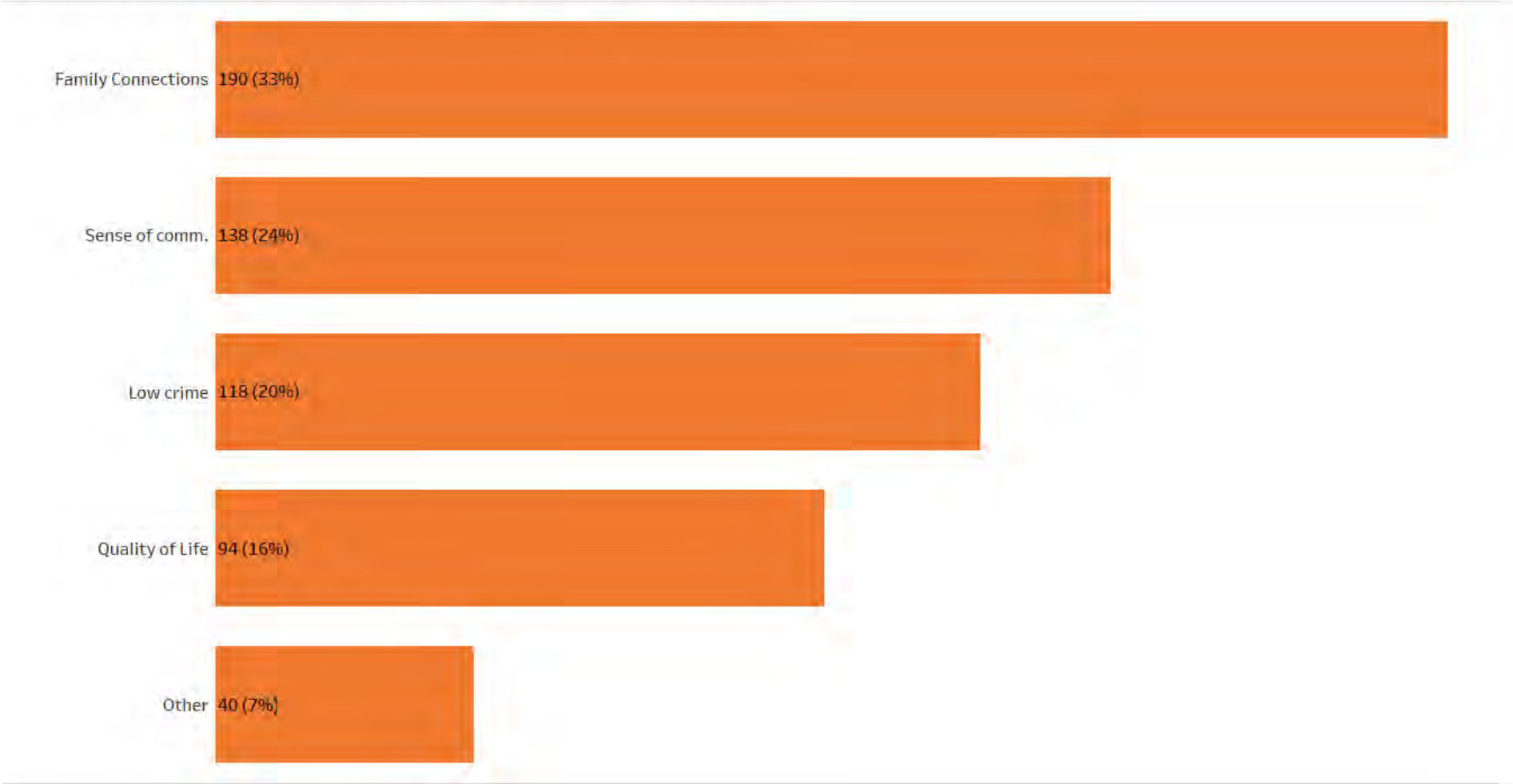
Q5. What could downtown Camilla offer that would make you visit more often?



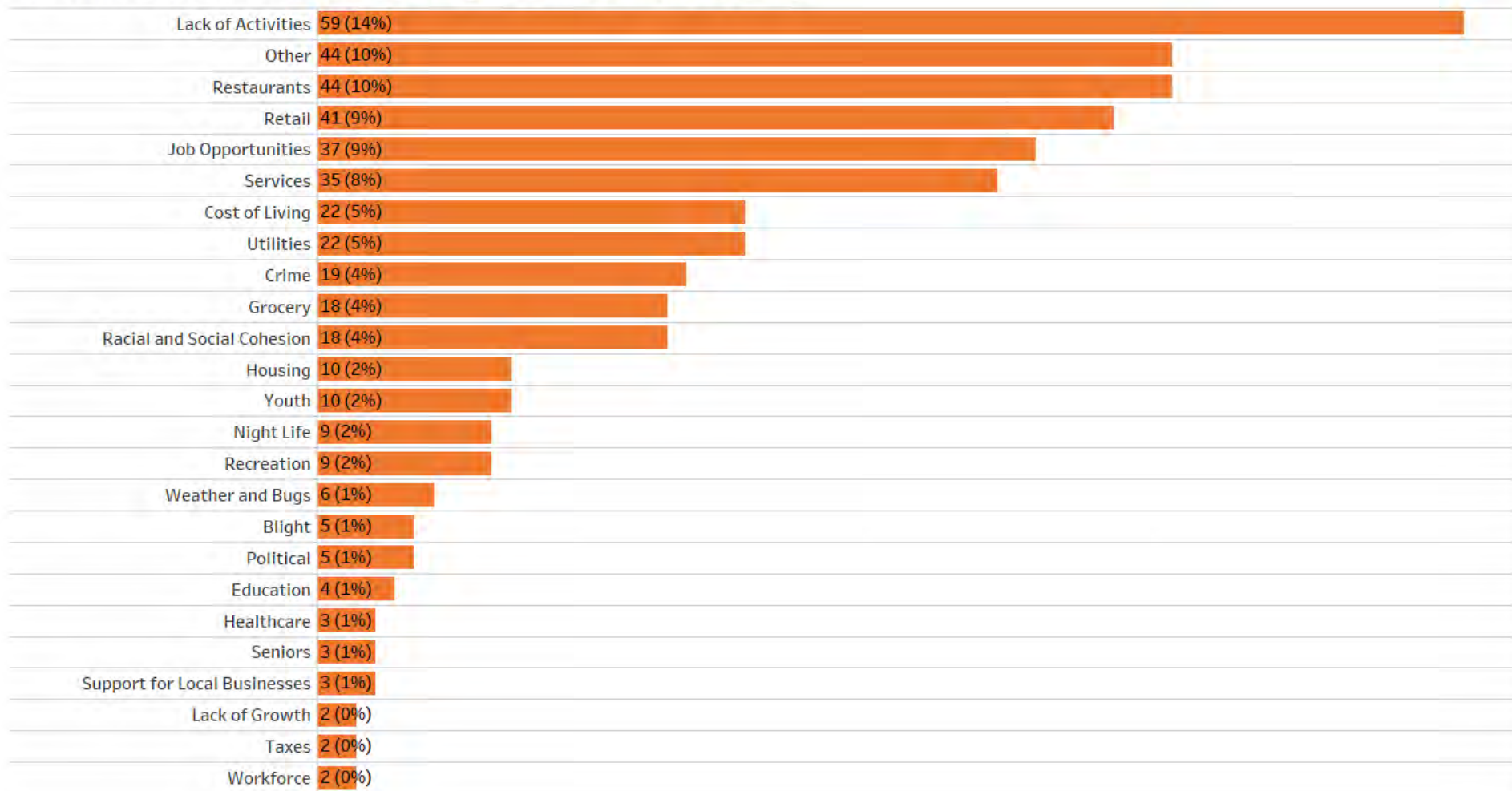
Q6. What should be the City of Camilla/Mitchell County's top economic development priorities? (Choose top 5)



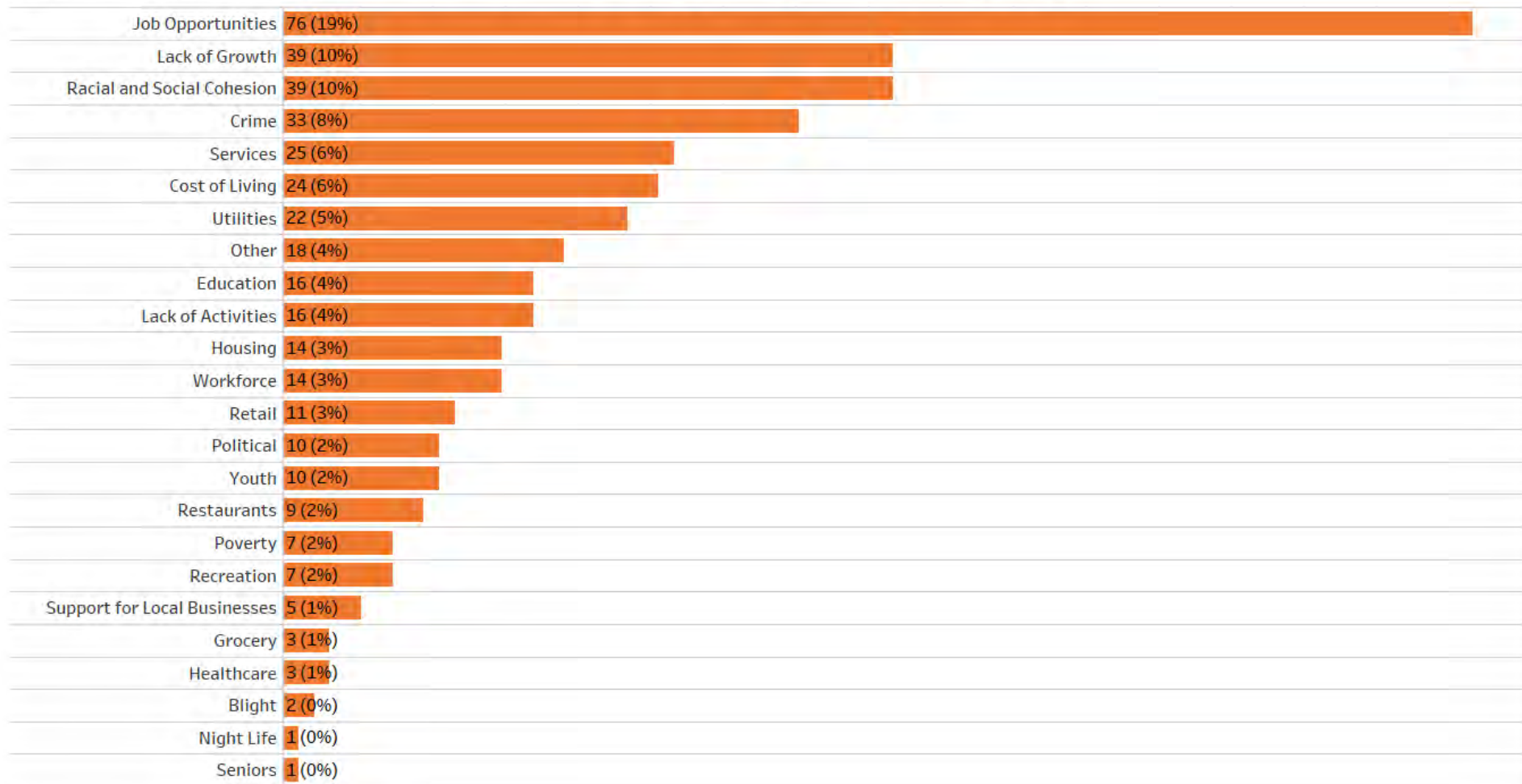
Q7. What do you like most about living in Camilla/Mitchell County?



Q8. What do you like least about living in Camilla/Mitchell County?

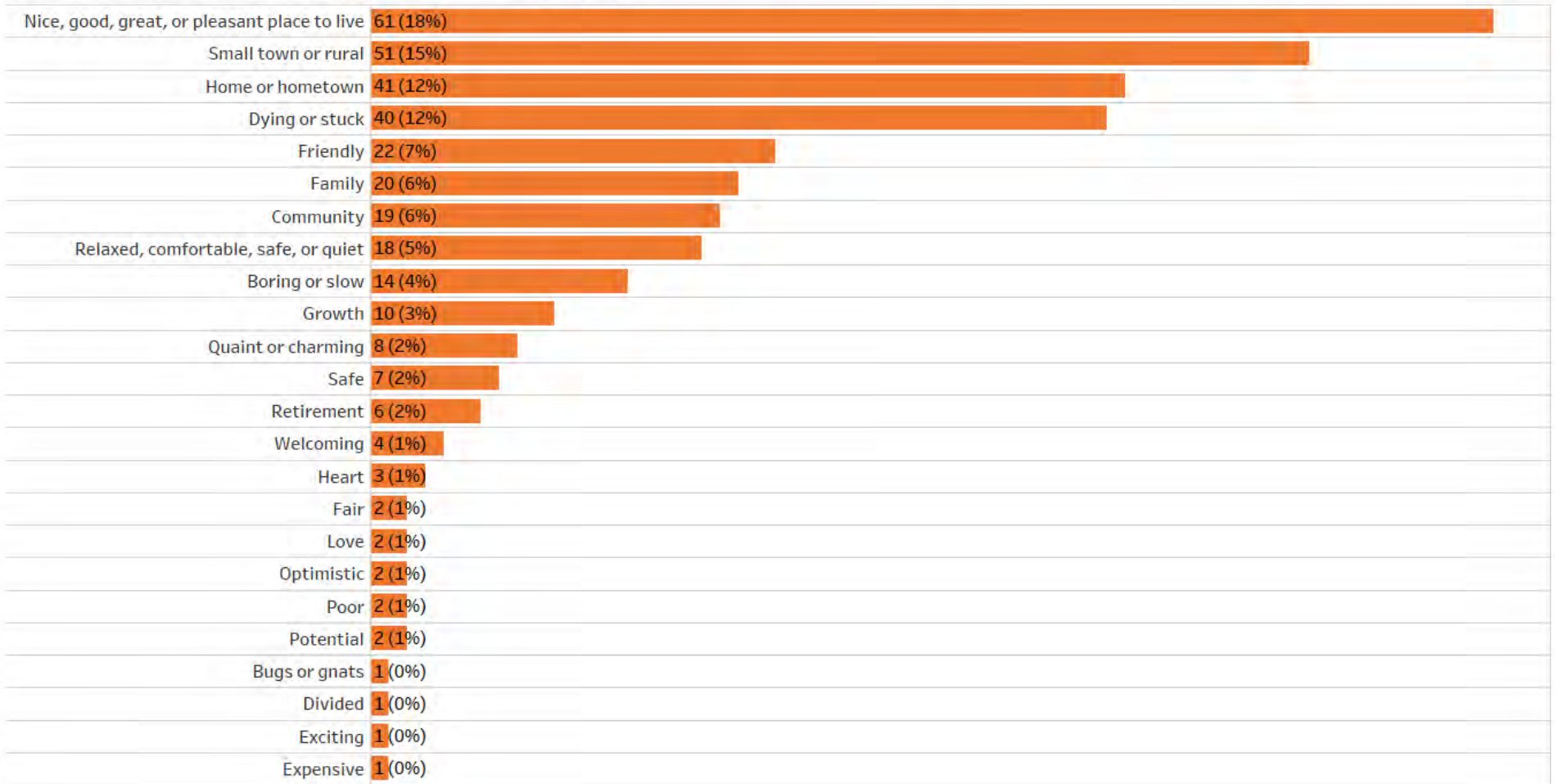


Q9. What would you say is the most critical issue facing Camilla/Mitchell County today?

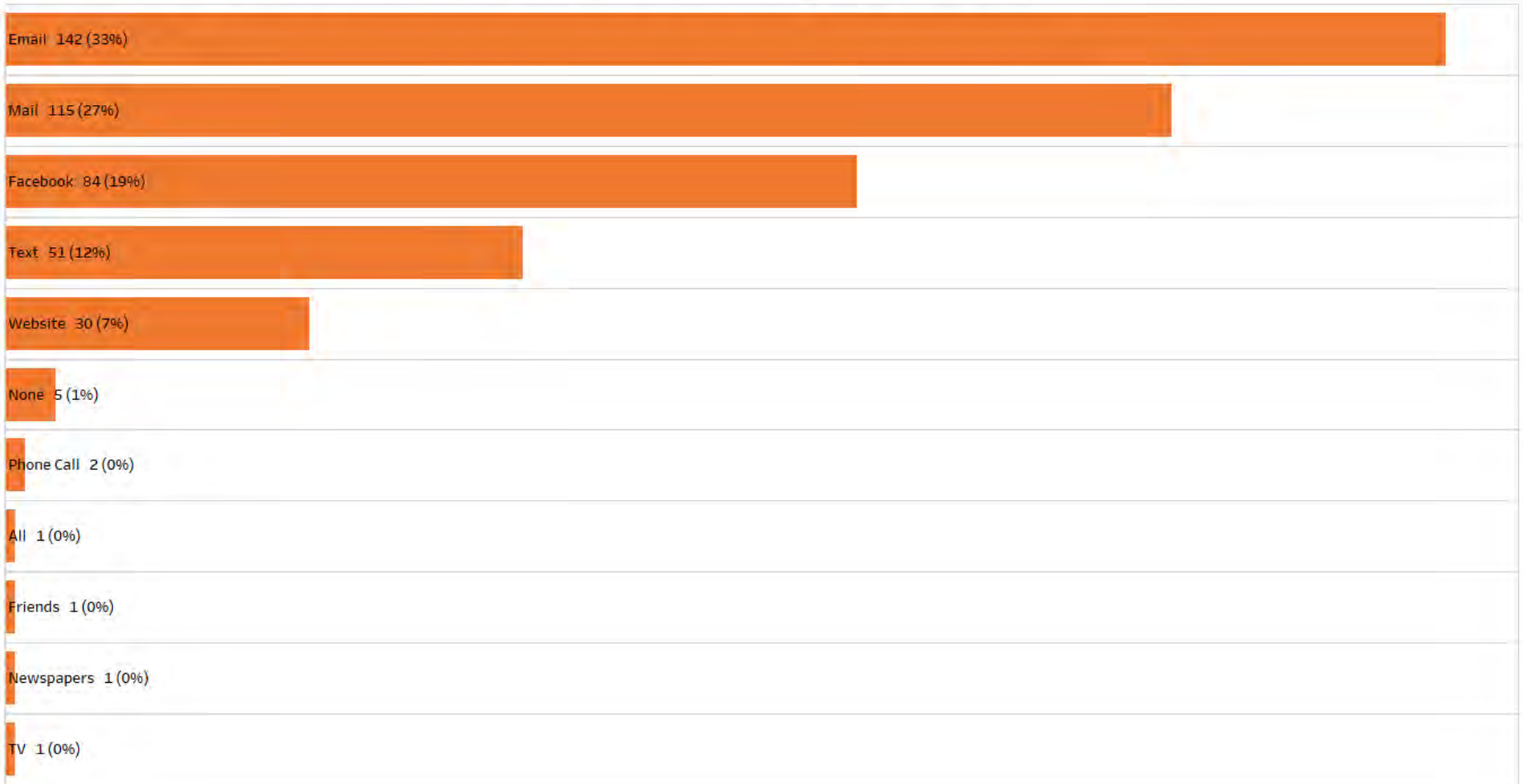


Community Survey
Camilla, Mitchell County, Georgia

Q10. From your perspective, the word or phrase that best describes Camilla is:
(all responses with 2+ instances displayed below excluding "N/a")



Q11. What is your preferred communication method to receive city related information?



Attachment C

S.W.O.T. Analysis

(Strengths, Weaknesses, Opportunities, Threats)

S.W.O.T. ANALYSIS - The S.W.O.T. Analysis was conducted during the first session of Edge Development Strategic Planning with the following results and conclusions categorized for ease of organization.

STRENGTHS

Business Environment:

- Transportation Network – Highway & Rail
- Airport with 5,001 ft. Runway
- Ethanol Plant – Largest Industrial Customer in the State
- Environmentally Friendly (Embrace Technology)
- Access to extensive Regional Labor Draw
- State Tax Exemption on Agriculture/Agricultural Products/Equipment

City Government:

- Progressive City Council
- City of Camilla and Mitchell County Working Relationship is Good

City Services:

- The City is Fiscally Responsible
- Public Works Department
 - Electric Utility - Responsiveness / High Voltage/ No Limitations / Capacity / Competitive Rates
 - Gas Utility - Large Service Area (no limitations) / Capacity / North-South Location
 - Adequate Water
 - Internet Access - High Speed Telecommunications
- Public Safety - Low Crime Rate / Emergency Response / Preparedness / Regional Radio System / Competitive ISO Score
- Permitting Process - Business Friendly / Fast Track Permitting
- City Taxes
- City-owned Recreational Facilities - Baseball Field & Football Field

Community:

- Location
- The Downtown Corridor
- Agriculture – High-tech Farming
- Faith Based Community
- Community Pride – Small Town Feel – Family Connections
- Community Events (Historical Tennis Event/Competition) – Bringing people from around the state
- Camera Ready Community
- Local Hospital

S.W.O.T. ANALYSIS - The S.W.O.T. Analysis was conducted during the first session of Edge Development Strategic Planning with the following results and conclusions categorized for ease of organization.

Education:

- Education availability – k-12 (Technical School within the County School System), opportunities that are presented to students (kids are graduating with skills for a career path)
- Both Public and Private Education Opportunities
- Close proximity to a number of Colleges (Medical College in Moultrie, GA) and Universities

Recreation:

- Natural Resources – Flint River, Weather (Outdoor Activities – A Sportsman Paradise)

DRAFT

S.W.O.T. ANALYSIS - The S.W.O.T. Analysis was conducted during the first session of Edge Development Strategic Planning with the following results and conclusions categorized for ease of organization.

WEAKNESSES

Business Environment:

- Lack of Property under Public Control for Development
- High Prices of Developable Property
- Private Investment/Funding
- Lack of Retail and Restaurants
- Downtown
- Airport Terminal needs to be updated and modernized
- Hotels

City Services:

- Cities use of Technology
- Lack of Marketing Efforts of the City
- Utilities – Wastewater (in need of updates/improvements)

Recreation/Entertainment:

- There are recreational facilities with no events in place to utilize fully
- County Recreational Facilities
- Family oriented parks
- Entertainment Venues (Youth, Family & Adult)

Education:

- No Local Higher Education

Community:

- Communication
- Lack of Volunteerism, community involvement and support
- Lack of Accountability
- Perception of lack of inclusion
- Losing population – Youth are not staying after high school and not returning after college
- Lack of Economic & Community Development Knowledge & Understanding (City & County)

Housing:

- Blighted Property / Dilapidated Housing
- Limited Housing Opportunities (Single Family, Multi-Family, Affordable, Rental/Owner-Occupied)

S.W.O.T. ANALYSIS - The S.W.O.T. Analysis was conducted during the first session of Edge Development Strategic Planning with the following results and conclusions categorized for ease of organization.

County Services

- County 911 Dispatching

DRAFT

S.W.O.T. ANALYSIS - The S.W.O.T. Analysis was conducted during the first session of Edge Development Strategic Planning with the following results and conclusions categorized for ease of organization.

OPPORTUNITIES

Business Environment:

- Property under public control
- Georgia Grown/Georgia Made Identification & Designation
- Land Bank Possibility
- Gateway to the City
- Airport Use – Marketing the City/County/Community at the Airport
- Support and grow small and new business
- Downtown Development – Diverse Business Opportunities
- Better Utilize the Local Development Authorities
- Untapped Agriculture Community

City Services:

- Marketing the City
- Expansion of Gas Customers
- Improve the use of Technology within the City Operations
- Citizens Academy

Community:

- Environmentally Friendly
- Communication
- Utilization of the Television Station
- House of Hope – Parent University
- Operation Turnaround
- Youth Leadership & Development
- Leadership Be the Example
- Continue to improve community cohesiveness
- Provide an environment promoting a sense of belonging
- Improve Community Pride – more cohesiveness in the community
- Community Engagement
- Telling the Camilla Story (Electronically, Visually and Verbally)
- Take advantage of the Mitchell County Collaborative (Already in place)

Education:

- Education
- Utilization of the High School Broadcasting Program to grow their knowledge and promote the community
- Co-op Opportunities (Youth)

S.W.O.T. ANALYSIS - The S.W.O.T. Analysis was conducted during the first session of Edge Development Strategic Planning with the following results and conclusions categorized for ease of organization.

Recreation/Events:

- Inclusive Recreational Activities
- Identify Environmental Opportunities
- County Recreation Improvement
- Events – Increase to attract outside investment
- Agritourism Trail Opportunities

DRAFT

S.W.O.T. ANALYSIS - The S.W.O.T. Analysis was conducted during the first session of Edge Development Strategic Planning with the following results and conclusions categorized for ease of organization.

THREATS

Business Environment:

- Online Purchases
- Workforce is in Surrounding Cities & Counties
- Lack of Downtown Development
- Lack of Downtown Business Diversity
- Loss of Industry
- Lack of Skilled Labor
- Lack of Product Development

Community:

- Population Decline
- Overall Youth Development

DRAFT

Attachment D

Implementation Worksheet

(Project, Team, Performance Measure, Timelines)

1. Strengthen our Marketing and Communications Strategies to be transparent and beneficial for all.

Project	Description	Objective	Performance Measurement	Team Leader	Team	Resource	Challenges to Complete Project	Target Dates	Priority
Develop a Communication Plan	A detailed plan for delivering the city's strategic message to current and potential citizens and businesses.	Create multiple strategies to communicate the cities plans.	New & Returning Visitors to Website and Social Media Channels; Document Downloads	Mayor Owens	Corey Morgan, Cheryl Ford, Don Gray, Paige Gilchrist	City Staff	Staff Resources, Funding	12/31/2021	High
Update Website	Updating our current website to a more modern website in terms of features, appearance, and content.	To improve website content, build our brand, improve first impressions, and increase traffic to the website.	New & Returning Visitors to the Website					Initial Update Complete - ongoing	
Update Social Media	This project centers around updating and enhancing the city's presence on social media platforms.	To increase engagement and raise the city's profile on social media.	New & Returning Visitors to social media accounts UPDATE: Gained more than 300 organic followers in the past year. Our popularity has increased from 2 to almost a 4 rating.					Initial Change has been completed - ongoing	
Add Informational Documents to the website	This project is designed to identify documents that can be posted on the city's website that increases knowledge of city initiatives.	To create links to documents embedded in the city's website that inform the general public of valuable information.	Number of Document Downloads					Initial Change has been completed - ongoing	
Tell the Camilla Story (electronically, visually, verbally, physically)	A campaign utilizing every public platform owned by the city and beyond. Telling the Camilla story is an ongoing process. Campaign includes print media, an extended video for the website and local/regional television programming/advertising, and highlighting the character of our city when citizens/visitors explore our town.	To create a sense of pride for our citizens and a general sense of awe for our visitors.	Includes tracking the number of views of the Camilla Story video, tracking the number of visitors to the city, and tracking specific "clicks" on links/tabs on our social media/website page dedicated to the "Camilla Story."					Completed - ongoing updates	
Create a Community Newsletter	A periodic informative newsletter for community distribution.	To keep the local community informed about local events and pertinent administrative/legislative decisions.	Number of Document Downloads. Interaction based on newsletter content.					12/31/2021	
Create a Community Calendar of Events	A periodic informative community calendar for community distribution.	To keep the local community informed about local events and pertinent administrative/legislative decisions.	Number of Document Downloads. Interaction based on newsletter content.					12/31/2021	
Determine how to capture Emails for communicating with customers (NO. 1 way to contact based on Survey)	City's ability to capture customer email addresses for direct communication opportunities.	To create a process that encourages customers to voluntarily share their email addresses.	Number of Emails Collected for communication purposes.					12/31/2021	
Consider using FB Ads to Boost Posts, Amplifying Message	Purchasing FB Ads, boosting posts, etc. to amplify social media messaging	To grow audience and engagement from Facebook followers for specific posts.	New & Returning Visitors to Social media accounts					12/31/2021	
Develop a Marketing Plan	A strategy the city will implement to market the city and community to current and potential citizens and businesses.	Raise the profile of the city and community to grow our economy to meet the needs of our citizens and businesses. Evaluate current city brand.	New public access subscribers, Video Views and downloads, use of city facilities,	Mayor Owens	Corey Morgan, Cheryl Ford, Don Gray, Paige Gilchrist	City Staff, Video Contractors, City Infrastructure, downtown businesses	City Resources, Funding, local Business Participation	6/30/2020	High
Develop Programming for Public Access Channel UPDATE: In the process of updating our equipment to support current video requirements.	Public access is one of cable television's most significant prospects. With programming created by the City of Camilla and by local citizens, we have an opportunity to discover local issues and culture.	To get local citizens involved with city events and to also utilize the channel as a communications tool that augments our communications plan.	Growth percentage in terms of new cable customers, quarterly percentage change related to requests for local programming from the local community, and periodic surveys that rate the effectiveness of local programming.					12/31/2021	
Develop Videos for the website	Additional platform to showcase videos created for social media and local television programming. Ideal videos for the city's official website would include Mayor messages, archived City Council Meetings, videos related to upcoming special events, and telling the Camilla story.	To expand the marketing capability of the city. Again, the website in this context is merely an extension of more robust city marketing tools.	The number of views per video will serve as a gauge of effectiveness at virtually no cost to the city.					Initial Completed Ongoing	
Tell the Camilla Story (electronically, visually, verbally, physically)	Campaign utilizing every public platform owned by the city and beyond. Telling the Camilla story would be an ongoing process.	To create a sense of pride for our citizens and a general sense of awe for our visitors.	Camilla Story Video likes and views					Initial Completed Ongoing	
Market the cities assets (Airport, fast-track permitting, etc. - inducements for economic development)	Marketing campaign designed to enhance the real and perceived value of current city-owned infrastructure and standard operating procedures.	To promote the increased use of city-owned resources and administrative procedures as value-added resources for current citizens/businesses with a parallel external campaign that highlights our assets for future economic development.	Increased use and interest of city resources.					Plan in place by end of 2021 Ongoing	
Promote Georgia Grown, Georgia Made	Promoting people, places and products that are Made/Grown in Georgia.	To encourage local businesses to seek "Georgia Made & Georgia Grown" certification and then market the certification to potential consumers.	The number of new "Georgia Made & Georgia Grown" applications and certifications.					Plan in place by end of 2021 Ongoing	
Review Current Brand - Rebrand, Update if needed UPDATE: The city designed a new logo/seal and also because a Purple Heart City	Evaluates the current city logo and the intangible brand of the city.	Enhance the brand of the city.	Citizen Survey Completions					New Logo/Seal is Completed	

Market the Downtown UPDATE: We have had a number of new businesses - the DDA has been reconstituted - working on Façade grants.	Creation of a marketing project that highlights the benefits of visiting/shopping downtown.	To work closely with all relevant stakeholders to increase consumer traffic downtown with a similar goal of marketing downtown as a way to encourage new residents/businesses.	Increased foot traffic and sales in downtown businesses					Ongoing - End of 2021	
Market the City Services (ex. Sponsor Events - Brought to you by the City of Camilla) - Tagging the videos with Brought to you by Camilla Energy (for an energy related video) - will do this more throughout the community.	Marketing campaign that highlights Camilla's unique designation as a full-service city.	To use various marketing tools to illustrate to our customers/future customers that Camilla is comprised of many parts but with only one goal - excellent service.	Number of events sponsored by the city and quality surveys after events/work orders are completed.					Ongoing - End of 2021	
Citizens Academy Plan	An educational platform to develop and nurture informed citizens and businesses regarding city practices and governance.	To educate the citizens about what we do and how we do it.	Academy Creation and Participation	Mayor Owens	Corey Morgan, Vicki Hicks, Jacquelyn White	City Staff, Contractors (possibly)	Staff Resources, Funding	Spring 2022	High
	UPDATE: A group sat in on Thomas County Classes for 8 weeks. We have created a curriculum and need to identify speakers.	Additional Information : To give citizens a better understanding of the role/function of city government. The classes will provide a fun and interactive way to educate and develop positive relations with our citizens. It is an ongoing process to build community cooperation, understanding, and goodwill.							
Tourism	Tourism encourages cultural and physical pursuits, while providing support to the local economy.	To identify new tourism and funding opportunities while supporting existing events and festivals.	Tourism Study Completed	Don Gray	Bryant Campbell, Paige Gilchrist, Jennifer Burnum	Georgia Department of Tourism, Georgia Department of Aquaculture/ Agritourism	Staff Resources, Funding	October 2022	Medium
	Additional Information: Tourism is an untapped revenue for Camilla, Mitchell County, GA. Events, festivals, and private hunting plantations are current opportunities. UPDATES: • Georgia Department of Tourism and Ag-Tourism Georgia have been contacted and asked to provide a study on possible tourism opportunities and possible funding avenues. • Currently constructing a Splash Pad in the city • Activity in the downtown after 5:00 has increased.								
Fast Track Permitting	Providing an expedient permitting process to ensure permitting is not an impediment for getting a project off the ground.	To brand and promote our fast-track permitting – code inspection program to current and potential citizens, businesses and contactors.	The creation of a name for branding purposes and the inclusion of detailed information in other areas of the strategic plan, such as the communication and marketing plans. Also, include educational components for the Citizens Academy, Website, Social Media and city video productions.	Keith Lodge	Don Gray, Paige Gilchrist, Keith Lodge	Website - links to application forms. City Staff Mayor Owens video production team	Staff Resources, Funding	March 2022	High

2. Reinvigorate our Built Environment to be a catalyst for future redevelopment and new development.

Project	Description	Objective	Performance Measurement	Team Leader	Team	Resource	Challenges to complete project	Target Dates	Priority
Update the City Water System	Update of water system wells at Fuller St., Industrial St., and County Farm. Monitoring of the system will be updated with the addition of Supervisory Control & Data Acquisition (SCADA) at the wells. A LOOP System will be included in critical areas to boost fire hydrant pressure.	To improve efficiency, increase capacity, provide quality and reliable water.	Reliable well operations, notification of potential problems at the well sites remotely, and a more reliable water system by adding the loop system.	Mike Atkinson	Steve Sykes, Vernon Twitty	GEFEA Loans, Grants, Operating Budgets, SPLOST Funding	Fiber Installation	Spring 2025	High
Update the City Wastewater System	To make major improvements at the Wastewater Plant, rehabilitate the 20 lift stations, and replace any defective piping throughout the system.	To improve efficiency, increase capacity, provide quality and reliable water.	A highly functioning wastewater plant this is able to handle the incoming flow without any EPD violations. Reliable functioning lift stations and monitoring capabilities to reduce the number of customer complaints resulting from current failing stations. Fewer Complaints during heavy rain events due to the removal of Inflow & infiltration issues from the system.	Mike Atkinson	Steve Sykes, Vernon Twitty	GEFEA Loans, Grants, Operating Budgets, SPLOST Funding	Fiber Installation	Spring 2025	High
	Additional Information: Installing a solid separator, efficient influent pumps and controls, cleaning sediment ponds, new aerators, repairing pond liners, upgrading electrical structures, and installing of Supervisory Control & Data Acquisition (SCADA) to monitor the plant remotely.								
Re-Activate the Downtown Development Authority (DDA)	Hold elections and have the newly elected members meet and become activated with the Department of Community Affairs.	To have the DDA active and participating in the growing, improvement, and betterment of Downtown Camilla.	District & Property Owners verified. To have an Active DDA	Don Gray	Steve Sykes, Vernon Twitty	City of Camilla Staff	Lack of participation of Downtown Business and Property Owners.	5/30/2020 COMPLETED	High
	Additional Information: Send out notice/election ballots to property owners or businesses in the DDA District. Update: Elections were held, an attorney was hired and meetings have started. DDA Board Certifications are in progress.						<ul style="list-style-type: none"> Education of newly elected DDA Board Members Property and Business Owner Participation 		
Camilla Development Authority (CDA)	To have an active CDA in support of the city of Camilla's Master Plan.	To provide staff support to the CDA	Community Projects being completed	Steve Sykes	Danny Palmer, Don Gray		Education of Development Authority's functions	On-Going	High
	Additional Information: The CDA covers area's outside the DDA area and provides project assistance ins support of the Camilla Master Plan. UPDATE: Provided assistance for the Renovation of the House of Hope. The Camilla Department of Corrections donated the labor and the CDA funded the materials for the project. The city appointed members to the CDA Board.								
Inventory Vacant and Blighted Properties	Identify and make assessment record of all dilapidated or poor condition residential properties located in the city limits of Camilla, and "grade" properties from high priority to low priority, based on condition and/or lack of maintenance of said property.	After making assessment of properties, our goal is to address and enforce abatement of building and code violations for targeted properties; either by repair or demolition, to ensure public health and safety; as well as preserving the value of real property for that location, as well as neighboring properties.	The Demo/Repair Log will be a continuance "fluid" document. Meaning, that properties will be placed on, and removed from the document as needed. Each property will have its own time line for abatement assigned to it based on the severity of safety issues and/or degree of building and code violations. Our goal will be to address blighted properties as soon as possible.	Keith Lodge	Bryant Campbell, Ventera Pollard	Planning & Zoning Staff, Concerned Citizens, Fire Department, Police Department/Legal (Title Searches)	Costs of renovations, Legal issues, convincing owners to make changes	On-Going	High
	UPDATE: 50 properties identified as blighted. The goal is to address 10 per year. There have been some hindrances due to the COVID Pandemic and the surge in building material costs.							Sept 30, 2021 for first 10 Set a goal each year of number of properties to address.	High
Inventory & Prepare a Sidewalk Master Plan	Create a list of current sidewalks including identification of any safety concerns or any existing ADA issues that need to be corrected and identify where new sidewalks are needed.	To create a safe, walkable and aesthetically pleasing walkable environment	Creation of a Camilla Sidewalk Masterplan	Mike Atkinson	Venterra Pollard, Ondrea Peoples	Operational annual budgets, SPLOST funding	Potential Budget Constraints	End of 2021	High

	<p>UPDATE:</p> <ul style="list-style-type: none"> • Sidewalk Map was completed Summer 2020 • GA Safe Sidewalk completed repairs in November 2020 • Areas needing repair were marked and measure March-April 2020 • 20% of TSPLOST dollars are allocated to sidewalk improvement, construction to begin October 2021 • A list of 1 Mile of new sidewalk was provided for consideration in the TSPLOST project 2021 								
Airport Terminal Renovation	To provide a nice terminal showcasing the Camilla Community.	To make the City of Camilla Airport Terminal a marketing and business development tool for the city.	Provide a method onsite that users can make comments about their experience at the airport.	Mike Atkinson	Bryant Campbell, Carla Beasley	State/Federal Aviation Funds that are available and City of Camilla match the funding		Fiscal Year 2023	Medium
	<p>Additional Detail : The new/renovated terminal will include the following: Meeting Room(s), Lounge Area with accessible computer and Wi-Fi, Restroom/Shower Facilities, Office Space and vending opportunities.</p>								
Improve Gateways to the City	To design and/or improve the gateways to Camilla with signage and landscape design.	Enhance the entry points into the city.	Gateway Improvements	Johnny Hendricks	Venterra Pollard, Don Gray, Mike Atkinson	GDOT, City Zoning and Planning Department, Public Works Department	Private owners of property, GDOT Guidelines and approvals needed, and deciding the order of importance for each gateway.	December 2021	Medium
	<p>Additional Information: The city will review each entry point into the city for improvement opportunities, encourage any necessary cleanup needed and address any issues that are identified.</p> <p>UPDATE: Main Gateway along US-19 - A design has been approved. Currently waiting on estimate from Architect for two signs at two different locations. Private Property owners have provided permission to place the signs.</p> <p>A local sign company is providing design ideas for Camilla parks to be added for uniformity throughout the park system - creating additional branding opportunity for the city.</p>								
Downtown Redevelopment	Develop a plan to make Downtown Camilla more attractive, viable, and active to attract both local citizens and out of town guests for business and entertainment engagement.	To make the downtown an urban centerpiece of quality of life for the city/county.	Plan for Downtown Entertainment and new downtown business growth.	Don Gray	Vernon Twitty, Danny Palmer	Camilla City Council, Downtown Development Authority, Camilla Development Authority, ECG, DCA, RDC, City of Camilla Planning & Zoning Department.	Property & Business Owner Buy-in	On-Going	High
	<p>Additional Information : This project will involve downtown building improvements, identifying an entertainment center point or points. Possibly with the downtown layout, designate an entertainment district, consider downtown sound system, investigate possibilities of event alcohol sale changes to city ordinances and recruit needed new retail businesses.</p>								

3. Enhance and Feature our Quality of Place									
Project	Description	Objective	Performance Measurement	Team Leader	Team	Resource	Challenges to complete project	Target Dates	Priority
Explore other Community Best Practices	Researching similar successful and vibrant communities that continue to grow and thrive. They should be comparable to Camilla in size, location and form of government, including a rural environment and agriculture base.	To research what other communities are doing and have done to be successful.	Community Support and Participation. Are we drawing outside community participation? Are we being inclusive? Are we telling our story? Continue visiting other successful communities to learn new ideas.	Paige Gilchrist	Annie Doris Willingham	The community stakeholders and leadership as well as target communities to visit.	Participation in field trips to other successful communities.	6/30/2020 Initial Project Completed	High
	UPDATE: <ul style="list-style-type: none"> Visited the City of Bainbridge to discover their process for success. Key Point - They had a plan in place and they continue to use the plan. Standout Points - Public restrooms in the downtown, team environment with open lines of communication, key community partners, passion, and enthusiasm. 	Additional Detail: To research and identify projects that other communities have completed and have proven to be vibrant and successful and would enhance our own community, a community with public and private education possibilities, a project that is inclusive, and a project that promotes sense of pride and community involvement using "Best Practices". Projects should be financially stable with transparent actions based on fairness, equality and trust.							
Establish a Recreation Strategy in Collaboration with Mitchell County	Inventory city owned properties for upgrades, development or repurposing: Parks, Indoor/Outdoor Activities, Walking/Biking Trails, and Venue/Green Spaces.	To determine and define the city's role in providing greater recreation opportunities.	Quarterly evaluation and progress reports; level of citizen engagement; advisory board feedback, ability to establish community and stakeholder partnerships.	Cheryl Ford	Bryant Campbell, Venterra Pollard, Corey Morgan	City owned land and buildings for potential redevelopment/repurposing, SPLOST earmarked for Recreation (Current and future), Mitchell County, city funding, grants, and community partnerships/sponsorships.	Funding: feasibility study team; conceptual plan renderings; site and planning consultants; landscaping consultants; structural assessments; architectural consultants. Competing City priorities.	December 2021	High
	Additional Detail: Recreational activities are a vital part of community life, providing outlets for social, physical/mental health, and well being. The quality of facilities is a key factor to encourage the community to be more active. Updates: <ul style="list-style-type: none"> A new Splash Park is currently under construction - SPLOST dollars The city is renovating Toombs Park Boys & Girls Club property (currently out for Bids) will be renovated as the Camilla Event Center 	Additional Detail: The city's role to enhance and feature our 'quality of place' from a recreational perspective is to provide and promote a livable and healthy city. City officials will need to determine and define the city's level of participation (funding, maintenance, staff resources, single-source provider, and other factors). Updates: Establish a recreation advisory board with city/county leadership and community partners to stimulate and encourage communication to determine which programs will offer consistency with the interest and desires of the community at-large and inclusive of all age groups. Potential for Recreational Authority.						Feasibility Study to be completed Dec. 2021.	
Arts Program	Community-based organizations offering programs for community members to create artwork through collaboration and interactions with others.	To be a support system for Community Arts Initiatives		Lisa Ferguson	Annie Doris Willingham, Jennifer Burnum	Community Organizations, City Staff, and Community Stakeholders	Funding, Community and city staff time and priorities	On-Going	High
Improve communication concerning upcoming arts events.		To take full advantage of all communications outlets available; social media, local radio, newspaper, mail outs, digital billboard, local access TV; post flyers on entrances to City Hall; coordinate with schools and other entities to communicate events; connect with churches and church music programs.	Identify attendance then increase attendance at all events; survey attendees about where they heard about the event to improve communication avenues.			Staff time to coordinate marketing; funding for advertising/mail outs	Getting people to pay attention to our message; getting content for local access TV		
Create a comprehensive calendar of arts events from each entity.		Coordinate with schools, churches, FRAC, Chamber of Commerce, Arts Gallery, Flint River Dance Arts and other organizations to compile comprehensive calendar of events.	Produce and maintain community calendar monthly.						
To enhance and grow arts programming in Camilla, including visual arts, theatre, dance and music. Update: Conducted a Youth Arts Event - very well attended, inclusive, and successful. Also utilized the high school's culinary arts program as servers for the event.									
Parks Master Plan	A Master Plan to guide every phase of an enhanced park system, to include design, programming, maintenance, etc.	Identify and enhance current and future green space and determine best use for each.	Quarterly evaluation and progress reports. Public perception and participation.	Cheryl Ford	Danny Palmer, Venterra Pollard	Internal Study Team, Professional Guidance, City properties, SPLOST dollars, city funds, grants, and	City's Vision, funding, competing city priorities and staff availability	February 2022	High
	Additional Detail: <ul style="list-style-type: none"> Identify current and future green space. Provide clear directive on how to meet the demands for park priorities through park development. Identify best and highest use of property based on public feedback, practicality, and funding availability. Enhance current parks to meet community needs (Morrell Park - downtown anchor and focal point - public restrooms and amphitheater construction; Stippling Green Space - seating/picnic accommodations). 						Additional Target Date Information: <ul style="list-style-type: none"> Identification and proposed use of existing properties - November 2021 Presentation of Results - January 2022 Secure Services of Master Park Plan Consultant - February 2022 		

Community Event Offerings	Community events are sponsored by public or private agencies or individuals	Determine the level of interest and the types of events to offer in the community.	The number of participants in the survey.	Don Gray	Venterra Pollard, Corey Morgan	Survey Data, City Staff	Worldwide Pandemic	7/1/2022	High
	Additional Information : To identify what type of events are needed and wanted. Survey the community to ascertain interest and types of events in the community. Examples Include: Family Events and Concert Facilities								
Business Roundtable Discussion	An open line of communication between business owners, community leaders and city leadership to discuss the local business atmosphere.	To Create an avenue for communication with Business Owners	Meeting attendance and local event support.	Paige Gilchrist	Annie Doris Willingham, Johnny Hendricks, Jennifer Burnum	Small Business Development Center, Department of Labor, Economic Development Partners, etc.	Business Proprietor participation	9/1/2021	High
Youth Leadership Development/Your Advisory Board	Project centers around the importance of youth input related to policies affecting the youth of Camilla.	To mentor the future leaders of our community	Data related to Youth Board recruitment, Board surveys and Board attendance.	Mayor Owens	Corey Morgan, Vicki Hicks, Jacquelyn White, Ondrea Peoples	Availability of city leaders, supplies, and administration.	Funding and getting kids and their parents interested in the program	Spring 2022	High
	Additional Information : Advise the city council on items pertaining to youth and how to get kids involved in city government. Can we get them involved in the legislative process. Could also include related events throughout the region/state in addition to local governing activities. Review other active and successful Youth Leadership Programs. Boys & Girls Club in Camilla - review all city owned properties currently being utilized for improvements. Educate as to what the club really is. Perhaps institute Mentorship Program.	Additional Information : The goal is to seek the participation of youth stakeholders and give them an active voice in city government related to the direction of the city. A parallel objective is to create and cultivate future leaders of the city. Also the city is to take a comprehensive look at all city-owned recreation/leisure facilities and determine the feasibility of renovations coupled with exploring the possibility of a more robust partnership with the Boys & Girls Club -- further enhancing youth leadership resources and capabilities.	Additional Information : Include the rate of property inspections and tracking the number of local policy changes needed in response to the property inspections.					Currently in the process of reviewing properties for the Boys & Girls Club facilities.	
Community Center	Develop a dedicated community meeting space for social, educational, or recreational activities.	To take a comprehensive look at all underutilized city-owned facilities and determine feasibility of utilizing for a community center(s).	Rate of property inspections and track the number of local policy changes needed in response to the property inspections.	Mayor Owens	Venterra Pollard, Corey Morgan	City personnel, city-owned properties	Funding, city staff availability	October 2021 for the first.	High
Housing Strategy	A strategy describing the approach Camilla plans to take to increase housing options throughout the community.	To grow the availability of housing options.	Track the number of developments/housing units.	Mayor Owens	Danny Palmer, Venterra Pollard, Carla Beasley	Workforce Housing Study, Zoning Compatibility	Zoning Compatibility, Housing Market, Private Developers	3/30/2020	High
	Updates: City would like to develop a "Workforce Housing" Plan that encourages private investment. Quail Valley - Project of updating 48 units in a dilapidated property by a private developer - projected completion date July 2021. Other private investment could follow based on success of Quail Valley project.	Additional Information: Create the economic environment that promotes and attracts developers of working-class housing -- housing that is designed primarily for active growing families and single professionals. An effective workforce housing initiative creates a natural demand for multi-family, starter, and senior citizen housing.						Phase 1 Housing Plan - July 31, 2021 Ongoing Process	

4. Provide Quality City Services that meet the needs of Today and Tomorrow

Project	Description	Objective	Performance Measurement	Team Leader	Team	Resource	Challenges to complete project	Target Dates	Priority
Competitive Broadband Services	To ensure that Camilla has and maintains access to competitive broadband service for residents & businesses into the future	To maintain and improve the delivery and quality of high-speed internet and telecommunications to our citizens and businesses.	Improved Broadband Services	Lisa Ferguson	Jamie Sullivan, Steve Sykes	City Staff, SGGSA, CNS, and Consultants	Staff resources, funding, and ability to acquire data	12/31/2021 On-Going	High
Inventory current providers; AT&T, Mediacom, CNS to determine the tiers/levels of services provided			Completion of inventories by July 31, 2020						
Inventory the need for broadband service from existing businesses			Completion of inventories by July 31, 2020						
Request data on bandwidth and usage from CNS/SGGSA			Receive data by July 31, 2020						
Perform a study of available CNS info and make a recommendation concerning broadband (consisting of a strategy document and deliverables)			Completion of a study of available CNS Info by 12/31/2020						
Reassess one year later to determine if need has changed			Completion of reassessment by 12/31/2021						
Utility Education Program	To increase customers understanding of city services and issues related to them.	Communicate and create an awareness program for city utility customers about utility bill calculation.	On-time Bill Payment, Production and disbursement of marketing materials	Lisa Ferguson	Corey Morgan, Reverend James Edwards	City Staff and Leadership	Customer Participation, Staff Resources	8/30/2020 Ongoing	High
Create short (90 second) videos on topics related to customer bills and tie into overall communication plan.		To provide information in useful quantities in a clear concise manner.	Production of four to five 90 second videos on utility related topics						
Hold a town hall meeting for target groups of customers		Find out what customers want and need to know	Customer Engagement Numbers						
Develop education content based on town hall results; tie into overall communication plan		To develop education content which fits the needs of our customers	Production of educational marketing information						
<i>UPDATE:</i> Customer Service staff is currently providing some training on the utility bill. A payment kiosk has been added with no fees to use. Also created a preliminary marketing video - will need to have updates due to new billing system.									
Improve the City's Use of Technology	To modernize and expand the use of technology to enhance efficiency in city operations; to leverage technology to improve service	Evaluate opportunities to use technology to improve city operations; implement core technologies to improve internal processes	Individual project completion and update schedule in place.	Lisa Ferguson	Jamie Sullivan, Cheryl Ford	City Staff, Software Vendor, Budget Funding		12/3/2021	High
Redesign/relaunch website		Redesign city website and implement new technologies to improve communication.	Launched new website by 9/30/2020				Transfer of domain ownership from the City of Thomasville	9/30/2020 - Completed	
Replace/enhance core financial software		Implement core financial software, enhance workflow, and implement electronic creation and processing of paper documents where possible.	New Software went live in the spring 2021 with complete implementation by 12/31/2021				Staff resources and complexity of conversion of data	12/31/2021	
Replace/enhance billing software		Implement core billing software and implement process improvements to enhance customer service.	Go live scheduled for July 2021with complete implementation by 12/31/2021				Staff resources, complexity or conversion of data, and uncertainty with respect to SGGSA and billing for CNS	12/31/2021	
Implement Document Management & Records Retention System		Implement document management system with records retention capability to safeguard both permanent and temporary records as they relate to the state of Georgia approved retention schedule.	Complete implementation by 12/31/2022 including scanning and indexing existing documents. Also, include a workflow plan for processing new documents as they become available especially large format documents				Staff resources, funding	12/31/2022	
Implement GIS capability on a limited basis		Partner with SWGRC or other entity to enhance our use of mapping technology with respect to utilities and city assets.	Begin using mapping technology to enhance work order information tracking by 12/31/2022				Staff resources	12/31/2024	
Implement app for Sensus Smart Meter system		Partner with Exceleton to implement app technology for Sensus Smart Meter System					Staff resources, funding, and customer integration	12/31/2022	
Expansion of SCADA monitoring for water/sewer system		Integrate upgraded control panels into infrastructure sites to provide improved monitoring capability for water/sewer facilities	Complete implementation as infrastructure projects proceed.				Staff resources	12/31/2025	
Investigate other uses of technology to improve city services		To continue review and integration of new technology to improve city service delivery.					Staff resources	12/31/2021	
Other Projects : • "See-Click-Fix" type technology for reporting issues • Smart Streetlights • Parking Space Locator • Where to find charging stations • Smart Traffic Lights							Staff resources and customer integration	12/31/2025	
Energy Efficiency Program	A program that encourages consumers to utilize energy-efficient education, products, and resources to improve energy efficiencies.	To provide city utility customers options to improve energy efficiency.	Number of customers enrolling in energy-efficient programs Track customer overall utility bill reductions	Mayor Owens	Reverend James Edwards, Annie Doris Willingham	City Staff	Marketing Dollars, Staff Resources	12/31/2021	High

Free Wi-Fi Access	Free public access points throughout the city for simple internet access.	To provide free Wi-Fi access in the downtown corridor and public parks.		Jamie Sullivan	Corey Morgan	City Staff	Staff resources	3/30/2020	High
	UPDATE: <ul style="list-style-type: none"> • Identified 8 areas for implementation • 3 areas completed (Boys & Girls Club, The Depot, Toombs Park) • Also put in CC TV in each of these locations - to help parents feel safe about their kids there using it. 							Completed	
Create an Urban Services Map	A map detailing a defined area in which the city provides or proposes to provide public services.	To provide potential businesses, private investors and city staff information to improve infrastructure.	Map Completion and Maintenance Plan established	Steve Sykes	Keith Lodge, Jamie Sullivan	City Staff	Staff resources and location of underground infrastructure	12/31/2021	High
	UPDATE: A current and proposed overall utilities service map has been created with the exception of some underground infrastructure. This is an ongoing process.								

DRAFT

Implementation Worksheet Teams	Team Leader	Team Members
1. Strengthen our Marketing and Communications Strategies to be transparent and beneficial for all.		
Develop a Communication Plan	Mayor Owens	Corey Morgan, Cheryl Ford, Don Gray, Paige Gilchrist
Develop a Marketing Plan	Mayor Owens	Corey Morgan, Cheryl Ford, Don Gray, Paige Gilchrist
Citizens Academy Plan	Mayor Owens	Corey Morgan, Vicki Hicks, Jacquelyn White
Tourism	Don Gray	Bryant Campbell, Paige Gilchrist, Jennifer Burnum
Fast Track Permitting	Keith Lodge	Don Gray, Paige Gilchrist, Keith Lodge
2. Reinvigorate our Built Environment to be a catalyst for future redevelopment and new development.		
Update the City Water System	Mike Atkinson	Steve Sykes, Vernon Twitty
Update the City Sewer System	Mike Atkinson	Steve Sykes, Vernon Twitty
Re-Activate the Downtown Development Authority (DDA)	Don Gray	Steve Sykes, Vernon Twitty
Camilla Development Authority (CDA)	Steve Sykes	Danny Palmer, Don Gray
Inventory Vacant and Blighted Properties	Keith Lodge	Bryant Campbell, Venterra Pollard
Inventory & Prepare a Sidewalk Master Plan	Mike Atkinson	Venterra Pollard, Ondrea Peoples
Airport Terminal Renovation	Mike Atkinson	Bryant Campbell, Carla Beasley
Improve Gateways to the City	Johnny Hendricks	Venterra Pollard, Don Gray, Mike Atkinson
Downtown Redevelopment	Don Gray	Vernon Twitty, Danny Palmer
3. Enhance and Feature our Quality of Place		
Explore other Community Best Practices	Paige Gilchrist	Annie Doris Willingham
Establish a Recreation Strategy	Cheryl Ford	Bryant Campbell, Venterra Pollard, Corey Morgan
Arts Program	Lisa Ferguson	Annie Doris Willingham, Jennifer Burnum
Parks Master Plan	Cheryl Ford	Danny Palmer, Venterra Pollard
Community Event Offerings	Don Gray	Venterra Pollard, Corey Morgan
Business Roundtable Discussion	Paige Gilchrist	Annie Doris Willingham, Johnny Hendricks, Jennifer Burnum
Youth Leadership Development/Youth Advisory Board	Mayor Owens	Corey Morgan, Vicki Hicks, Jacquelyn White, Ondrea Peoples
Community Center	Mayor Owens	Venterra Pollard, Corey Morgan
Housing Strategy	Mayor Owens	Danny Palmer, Venterra Pollard, Carla Beasley
4. Provide Quality City Services that meet the needs of Today and Tomorrow		
Competitive Broadband Services	Lisa Ferguson	Jamie Sullivan, Steve Sykes
Utility Education Program	Lisa Ferguson	Corey Morgan, Reverend James Edwards
Improve the City's Use of Technology	Lisa Ferguson	Jamie Sullivan, Cheryl Ford
Energy Efficiency Program	Mayor Owens	Reverend James Edwards, Annie Doris Willingham
Free WiFi Access	Jamie Sullivan	Corey Morgan, Keith Lodge
Create an Urban Services Map	Steve Sykes	Keith Lodge, Jamie Sullivan