



City of St. Marys Master Plan (Revised 12/01/2017)  
Short Term Work Program (2018-2027)

Council Retreat	SM MP	Action Item		Priority	Potential Task Leader	Potential Funding Source
	2	Implement planned downtown improvements in accordance with the CIP.	Ongoing	C	PW & MS	General Fund, DOT, 319 Grant
	9	Expand the DDA façade grant program through matching funds.	Ongoing	C	DDA	General Fund, Grants
	20	Codify the recommendations from the JLUS study through creation of an overlay district within 3,000 feet of the Subbase.	Ongoing	C	CD	General Fund & Department of Defense (DOD) Grant
	21	Develop design standards for Midtown Renaissance commercial corridor and incorporate in zoning code.	Ongoing	C	CD	
	22	Add specific family friendly entertainment uses to appropriate zoning classifications.	Ongoing	C	CD	
	23	Incentivize infill residential development and allow for mixed use in downtown St. Marys.	Ongoing	C	CD	
	24	Create form based zoning in downtown St. Marys.	Ongoing	C	CD	
	25	Reduce minimum lot sizes in downtown.	Ongoing	C	CD	
	26	Create upper-story housing incentives in downtown.	Ongoing	C	CD	
	10	Continue to annually prioritize the many suggestions of the RSVP and include the most appropriate and financially feasible suggestions in its annual workplan.	Ongoing	C	MS & DDA	DDA
	27	Provide RV opportunities (storage and parks) as special use in defined areas.	Ongoing	C	CD	
	28	Perform a market study for the St. Marys Airport property to determine the highest and best use and to establish appropriate zoning.	Ongoing	C	CD & DASM	DOD Grant
	31	Utilize innovative planning, zoning and funding solutions to provide affordable, quality housing for eligible civilian and military households.	Ongoing	C	CD	General Fund
	37	Develop a long-term plan for Orange Hall that will ensure its restoration and continued operation.	Ongoing	C	City Council	General Fund, Charitable Donations
	38	The Police Department should develop strategies to strengthen the community outreach program.	Ongoing	C	MPD	General Fund

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	42	Apply for WaterFirst designation so that the City will be more competitive for grants and eligible for a discount on Georgia Environmental Finance Agency (GEFA) loans interest rates.	Ongoing	C	PW	W&S Fund
	47	Perform a financial assessment of the City's water and sewer debt to determine if refinancing is a viable option.	Ongoing	C	CMO	General Fund
	55	Acquire and permanently protect low-lying wetland areas as a flood storage areas.	Ongoing	C	CD	SW Utility
	56	Install green infrastructure (GI)/low impact development (LID) practices to address stormwater runoff quantity and quality.	Ongoing	C	PW & DDA	SW Utility
	60	Continue coordinated emergency management response with SUBASE Kings Bay and Camden County.	Ongoing	C	SMFD & SMPD	General Fund
	61	Use NOAA sea level study findings in future required updates to the Camden County Joint Comprehensive Plan	Ongoing	C	CD	General Fund
	62	Maximize benefits of the Community Rating System program to minimize impact of Federal Emergency Management Agency (FEMA) flood insurance rate increases on property owners by achieving a CRS rating of 5.	Ongoing	C	CD	General Fund
	63	Continue to implement the JLUS recommendations.	Ongoing	C	All Departments	General Fund
	64	Work with the Navy and local and State development authorities to enhance usage of the rail access as part of the Mill Site and airport property development while assuring that sufficient safety and traffic concerns are met.	Ongoing	C	CMO	General Fund
	65	Work with SUBASE Kings Bay and regional partners to cooperatively address additional traffic within the navigable channels.	Ongoing	C	City, Coast Guard, & USACOE	General Fund
	67	Ensure that development on the previous Mill Site and at the airport are coordinated with the SUBASE leadership.	Ongoing	C	CMO	General Fund
	72	Make public buildings, parks, and city facilities Wi-Fi enabled.	Ongoing	C	IT	General Fund
	73	Explore the option for joint ventures for technologies (consolidated IT) with other cities and Camden County.	Ongoing	C	CMO	General Fund
	74	Update the City's hardware and software for efficiency and security.	Ongoing	C	IT	General Fund
	75	Expand the City's GIS capabilities and services.	Ongoing	C	CD & CMO	General Fund
	81	Implement the Gateway landscaping plan for St. Marys Road at Exit 1.	Ongoing	C	CMO	LMIG
	82	Review and update 2005 Camden County Bicycle and Pedestrian Study.	Ongoing	C	CD & Bicycle Committee	General Fund, Grants

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	85	Identify and map all known City rights of way and easements.	Ongoing	C	CD	General Fund
	90	Perform gap and accessibility analysis to address and correct crossing safety issues at St. Marys Middle School.	Ongoing	C	GDOT & PW	General Fund/ SPLOST
	1	Establish a Comprehensive Resource Allocation and Capital Improvement Plan (CIP) to implement a prioritized Master Plan incorporating specified activities in the Master Plan. Plan should include all resources: financial, staff, consultant, citizen appointee utilization, equipment/facility use, maintenance and replacement.	Immediate	H	CD, PW, SMPD, Finance, HR, SMFD & CMO	General Fund
	1 15	Work to maximize docking opportunities along the St. Marys Waterfront, including the Gateway Marina project.	Immediate	H	DDA, CD & PW	Grants
	2 53	Consider adoption of a stormwater utility to fund needed stormwater improvements.	Short-Term	H	City Council	Reserves
	3 50	Improve communications with citizens through regular and meaningful updates to the website and Facebook, increased use of online services and expanded use of GIS. Develop alternative methods of reaching citizens without technology access.	Immediate	H	All Departments	General Fund
	4 44	Conduct a staffing needs assessment for all city departments.	Ongoing	H	HR	General Fund
	5	Master Plan Implementation	Immediate	H	All Departments	Multiple
	6 8	Create a plan to revitalize mid-town. This plan should include events and activities in this area to increase activity, create demand, and foster investment.	Short-Term	H	CD, DDA & DASM	DDA, General Fund, Grants
	7 57	Develop a prioritized CIP for making stormwater repairs recommended in the Resiliency Study and Stormwater Master Plan.	Immediate	H	PW	SW Utility
	9 45	Develop a plan to annex islands of unincorporated Camden County that currently receive City services at little to no cost.	Long-Term	H	CMO	General Fund
	10 59	Participate in a countywide resiliency plan that is consistent with the County Plan and National Incident Management System for disaster response, recovery and redevelopment.	Short-Term	H	SMPD, SMFD & CMO	CIG
	11 48	Work with Camden County, Kingsland, Woodbine, the JDA, and the Chamber of Commerce to effectively market the next SPLOST referendum.	Immediate	H	CMO	General Fund
	12 52	Develop and implement a transparent reporting apparatus and review process for St. Marys' boards and committees, which provides City Council and management a functional oversight system for tracking and auditing City priorities, policies, programs and projects.	Immediate	H	City Council	N/A
	13 40	Implement a comprehensive wayfinding signage plan.	Long-Term	H	CD	Grant
	14 43	Consider instituting Accident and Incident Recovery Fees for emergency response services performed by the City's Fire Department.	Immediate	H	CMO	General Fund

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	17	Evaluate and implement a partnership of the City of St. Marys and SUBASE Kings Bay to initiate limited gate opening and operation.	Immediate	H	CMO	TBD
	29	Implement a blight tax on properties to encourage compliance with property maintenance standards.	Immediate	H	CD	General Fund
	33	Seek grants for trails and other features that provide low-impact access to the coastal environment.	Immediate	H	CD	General Fund
	36	Adopt the Coastal Stormwater Supplement to reduce flooding and ensure that stormwater runoff does not cause pollution of the coastal marshlands.	Short-Term	H	CD	General Fund
	46	Update and modernize programming at the Senior Center to significantly increase the number of seniors served daily.	Immediate	H	Senior Center	General Fund
	71	Investigate a mobile farmers market program that utilizes a food truck to provide opportunities to purchase healthy foods in underserved areas.	Long-Term	H	CVB & MS	General Fund
	77	Consider the possibility of using city operated facilities and finding partners to house a supervised and structured community center for youth that can provide entertainment and life-skills training.	Short-Term	H	CD	General Fund
	80	Update design standards and development ordinances to address community interconnectivity as development occurs.	Immediate	H	CD	General Fund
	86	Identify funding for implementation of Tabby Trail.	Short-Term	H	CD & Bicycle Committee	Grant Fund
	88	Explore alternative funding sources and options with the County, the CRC, private transportation agencies (university, hospital, SUBASE, etc.), or private rideshare providers to provide alternative transportation in underserved areas.	Immediate	H	PSA & EVM	General Fund
	3	Streamline business licensing and permitting process.	Short-Term	M	CD	General Fund
	4	Consider and budget for business incentives including tax abatement, reduced/waived fees, etc.	Short-Term	M	DDA	General Fund, DDA, Grants
	5	Review and revise the existing permit and license fee structure, including alcohol licensing, to support new and existing restaurants.	Immediate	M	CD & CMO	General Fund

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	6	Incentivize the reuse or redevelopment of existing commercial/industrial buildings over the development of new properties, where appropriate.	Short-Term	M	CD, DDA & DASM	General Fund
	13	Work with the owner(s) of the Kings Bay Village to update and redevelop the site.	Long-Term	M	CD	General Fund
	14	Work with public and private entities to develop the aquaculture industry in St. Marys including identifying harvesting locations and support facilities including the Weed Street location.	Long-Term	M	DASM & Volunteers	Donations, Coastal Incentive Grant (CIG) grant
	18	Perform an evaluation of all relevant ordinance (signs, landscaping, tree, etc.) and determine if updates are needed to support the goals and visions of this plan.	Short-Term	M	CD	General Fund
	19	Adopt a formal landscaping ordinance to improve the aesthetics and stormwater design of new development and redevelopment.	Immediate	M	CD	General Fund
	30	Hire such personnel as may be needed to inspect and enforce ordinances and regulations implementing the plan.	Short-Term	M	CD	General Fund
	32	Support Georgia Initiative for Community Housing program by providing board member(s) to increase opportunities to implement housing initiatives and further affordable housing development.	Immediate	M	CD	General Fund
	35	Review and update the City's codes and development standards to ensure that future development does not adversely impact the environment.	Short-Term	M	CD	General Fund
	39	Create a Parks & Recreational Services Master Plan with the PSA and regional partners based on a regional market assessment that takes into account SUBASE programming and interest to expand youth activities.	Short-Term	M	CD, PSA, Camden County	General Fund
	41	Update Water, Sewer, and Stormwater Master plans. These plans should consider the built-out conditions that would potentially result from the proposed zoning ordinance updates.	Long-Term	M	PW	W&S Fund
	51	Explore options to correct the current connectivity issues in established areas including Brant Creek and Shadowlawn.	Short-Term	M	CD	General Fund
	54	Prioritize and install tide gates/flaps on stormwater outfalls below mean high tide	Short-Term	M	PW	SW Utility
	58	Expand current drainage system maintenance program.	Short-Term	M	PW	SW Utility
	69	Support efforts of the local hospital and nonprofit agencies working to increase mental health services in Camden County.	Long-Term	M	CD	General Fund
	70	Develop partnerships with regional health organizations to develop trail network.	Short-Term	M	DDA & CD	General Fund

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	76	Work with Kingsland, Camden County, and State officials to support construction of the planned technical college in Kingsland.	Short-Term	M	CD	SPLOST
	78	Modify existing golf cart ordinance to meet the goals outlined in the Multi-Modal Transportation Plan.	Short-Term	M	CD	General Fund
	79	Develop specific golf cart regulations and education materials that allow for use on designated streets.	Immediate	M	CD	General Fund
	87	Consider SR 40/Osborne Road improvements, including implementation of raised and landscaped median, improved bicycle and pedestrian facilities, wayfinding signage, and landscaping.	Short-Term	M	CD	General Fund, GDOT, FTA
	89	Coordinate with GDOT on safety and operational issues recommended in the Multi- Modal Transportation Study	Short-Term	M	CD	General Fund
	91	Upgrade crossings and access to Crooked River, Mary Lee Clark, and Sugar Mill Elementary Schools, as outlined in the Multi-Modal Transportation Study.	Long-Term	M	CD	General Fund /SPLOST
	92	Upgrade intersection of St. Marys Road and SR 40/Osborne Road to incorporate Gateway elements.	Short-Term	M	CD	General Fund/ SPLOST
	93	Consider local safety projects for submittal to GDOT for funding through the lump sum safety program.	Long-Term	M	CD	GDOT
	94	Consider participation in a multi-jurisdictional Camden County Long Range Transportation Plan.	Short-Term	M	CD	General Fund
	95	Adopt access management techniques (i.e. inter-parcel access roads, and corridor planning) to maintain Level of Service for limited access state routes (under SUBASE review), while providing property owners and City tax digest the highest and best use of property.	Short-Term	M	CD	General Fund
	7	Better utilize a revolving loan fund for economic development.	Long-Term	L	DDA & DASM	General Fund, DDA, Grants
	11	Identify what steps the City could take to recruit eco-tourism businesses to St. Marys.	Long-Term	L	MS & DDA	General Fund
	12	Develop partnerships to support historical tourism and related businesses.	Long-Term	L	DDA	General Fund
	16	Update the Economic Diversification of Camden County Strategic Report and consider development of a new countywide Comprehensive Economic Development Strategy.	Long-Term	L	CMO, Camden County, JDA	General Fund

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	34	Develop partnerships that enhance St. Marys heritage such as oral histories, pictures, etc. and find innovative ways to exhibit those projects to residents and visitors.	Long-Term	L	Volunteers, CVB	General Fund
	49	Consider the use of LED lighting to improve visibility in downtown neighborhoods and promote long-term cost savings and energy efficiency.	Long-Term	L	PW & City Council	General Fund
	66	Study feasibility of SUBASE fence line relocation to address Cumberland Harbor tower.	Long-Term	L	Joint Land Use Study Committee	DOD Grant
	68	Determine the feasibility of recruiting one or more grocery stores to underserved areas	Long-Term	L	DDA	General Fund