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Joint Comprehensive Plan 2007 - 2027

Prepared by:

Coastal Georgia Regional Development Center

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The CGRDC was pleased to have the opportunity to assist and support the community in developing the Camden County and the Cities of Kingsland, St. Marys and Woodbine Joint Comprehensive Plan. The partnership that has developed will benefit not only the County and respective Cities, but also the coastal Georgia region at-large.

Thank you one and all.

Introduction

Why should cities and counties plan?

While the answer seems intuitive, planning for the future growth and development of municipalities is imperative to sustaining healthy, vibrant and livable communities for current residents and for generations to come.

Land, unfortunately, is a non-renewable resource that we must protect and utilize judiciously. As renowned conservationist and planner, Edward T. McMahon contends, "Growth is inevitable and desirable, but destruction of community character is not. The question is not whether your part of the world is going to change. The question is how."

As such, in 1989 the state of Georgia General Assembly passed the Georgia Planning Act. The Act requires that each community and county in Georgia prepare and adopt a local Comprehensive Plan. The requirements for a Comprehensive Plan are established by the Georgia Department of Community Affairs (DCA), effective May 1, 2005. As part of the requirements for the Comprehensive Plan, DCA administers Rules for Local Comprehensive Planning for all Qualified Local Governments in the state. These rules provide guidance for local governments in attaining the state's identified goals for long-range planning. These goals include:

- Involve all segments of the community in developing a vision for the community's future;
- Generate local pride and enthusiasm about the future of the community;
- Engage the interest of citizens in implementing the plans; and
- Provide a guide to everyday decision-making for use by the local government officials and other community leaders.

The Comprehensive Plan is comprised of three main components: the Community Assessment, Community Participation Program, and Community Agenda. Camden County and the Cities of Kingsland, St. Marys and Woodbine submitted the Camden County Joint Community Assessment and Community Participation Plan in 2007. This document is the Community Agenda of the Joint Comprehensive Plan for Camden County and the Cities of Kingsland, St. Marys and Woodbine.

The purpose of the Community Agenda is to lay out a road map for the community's future, developed through a public process of involving community leaders, stakeholders and the public. As a living and evolving plan, the Community Agenda provides a guideline for decision-makers; but in no way is it intended to replace or duplicate local zoning or other legislative documents.

DCA defines the intent the Community Agenda as follows:

> *"The Community Agenda is the most important part of the plan, for it includes the community's Vision for the Future, key issues and opportunities it chooses to address during the planning period, and its implementation program for achieving this vision and addressing the identified issues and opportunities. The Community Agenda is intended to generate local pride and enthusiasm about the future of the community, thereby making citizens wish to ensure that the plan is implemented."*

The format of this document adheres to the outline proposed in the State Planning Recommendations, as well as Chapter 110-12-1-.05 of the Rules.

The Vision for the Future is established through the public involvement process. The Vision for the Future includes the Future Development Map (FDM) and Defining Narrative as it evolved from the Character Area Map in the Community Assessment.

A summary of the Issues and Opportunities as development through the Community Assessment follows the Vision for the Future. Through the public involvement process, these Issues and Opportunities were updated and attributed to community-wide objectives associated with the state's Quality Community Objectives (QCOs).

The Implementation Plan includes a Short-Term Work Program (STWP), Report of Accomplishments (ROA), Policies, Long-Range Activities, and Supplemental Plans.

The Community Agenda was prepared with public and stakeholder involvement as specified in the Community Participation Program for each community. The result is a concise, user-friendly document for decision-making by community leaders as they work toward achieving the desired future goals for Camden County and its municipalities.

Camden County Joint Comprehensive Plan Executive Summary

The Camden County Joint Comprehensive Plan Community Agenda Executive Summary provides a brief overview of the Vision for the Future for Camden County and the Cities of Kingsland, St. Marys and Woodbine, as well as the Implementation Program for each respective government to ensure that development occurs in a way that is both desirable and conducive to sustainability.

While this document represents a joint effort by Camden County and its municipalities, in order for each government to easily access relevant information regarding policies and strategies for growth, the Community Agenda is written in such a way that government officials, administrators, developers, and residents can examine each community's respective section separately—meaning each section stands independently. To this end, the Community Agenda document for the Camden County Joint Comprehensive Plan provides an overall picture for future growth and development for the four jurisdictions collectively; yet, each section is able to stand alone for review as desired.

Camden County

Projections released by the Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that Camden County can expect an increase in population from its 2000 size of 43,664 residents to 70,997 residents in 2030—just over 63 percent. However as large developments continue to locate in the County, these numbers are likely to be inaccurate or lower than actual population counts. Due to this disparity, planning for future growth and development remains critical.

Throughout the Community Agenda process, Camden County officials and residents participated in a series of public workshops designed to facilitate discussion about the community's vision for the future and their preferences to ensure development occurs at a pace and scale that accommodates their objectives. As Camden County is ideally situated along Georgia's coast and serves as a gateway to the state, sense of place is important. The benefit of maintaining sense of place is two-fold in that it retains the County's historical heritage and culture, while also promoting economic development.

Because residential growth abounds throughout the County, it is imperative that this trend is balanced with an appropriate mix of job opportunity. Camden County's Vision for the Future reflects these priorities.

Building on the Vision for the Future, Camden County's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Bayer Crop Area
- Conservation Areas
- Major Highway Gateway Areas
- Military Areas
- Rural Residential/Agricultural Areas
- Rural Village Areas
- Suburban Developing Areas

As part of the Defining Narrative as required by DCA's Local Planning Requirements, refined Issues and Opportunities are paired with FDM Designation Areas. Each FDM Designation Area includes a specific vision and description, as well as recommended implementation measures to achieve the vision for each area. The written descriptions, along with accompanying photographs, make it clear what types, forms, styles and patterns of development are to be encouraged in each area.

Following the description and Vision Statement for each Future Development Map Designation Area is a chart that provides the Quality Community Objectives (QCOs) that will be pursued in each area; the appropriate land uses to be encouraged in each area; related issues and opportunities; as well as corresponding implementation measures to achieve the desired development patterns in each area.

Additional Issues and Opportunities that are not specific to designated areas on the Future Development Map are grouped according to the Quality Community Objective that addresses these concerns. The four primary objectives are Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations. Similar to the Future Development Map Defining Narrative, the QCO Narrative includes a specific vision, policies, and recommended implementation measures to achieve the vision for each area.

Camden County's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, sense of place and balancing economic opportunity with residential growth are objectives identified by the community to enhance quality of life in Camden County.

- Specific implementation measures towards this end are as follows:
- Adopt architectural and corridor overlays for gateways and entrances to the County;
- Encourage development patterns that preserve greenspace by developing a conservation subdivision ordinance and linking together open space into a County-wide network;
- Develop incentives to promote housing affordability for all income levels; and
- Institute innovative funding mechanisms to meet future infrastructure and service needs.

City of Kingsland

Projections released by the Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of Kingsland can expect an increase in population from its 2000 size of 10,506 residents to 18,996 residents in 2030—an increase of 81 percent.

However, these numbers are likely to be lower than actual population counts due to the City's recent annexation of large tracts of land for residential development, such as the Villages of Kingsland. Due to this disparity, planning for future growth and development remains critical.

Throughout the Community Agenda process, Kingsland city officials and residents participated in a series of public workshops designed to facilitate discussion about the community's vision for the future and their preferences to ensure development occurs at a pace and scale that accommodates their objectives. The City of Kingsland is committed to maintaining a family-friendly environment that fosters growth but also manages a quality of life that residents desire. With the rapid growth occurring in this coastal community, it is imperative that the City's Vision for the Future reflect these priorities.

Building on the Vision for the Future, Kingsland's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Commercial Areas
- Conservation Areas
- Corridor/Gateway Areas
- Historic Areas
- Neighborhood Infill Areas
- Suburban Developing Areas

As with Camden County, the City of Kingsland's Future Development Map and Defining Narrative provide a comprehensive overview of Issues and Opportunities, desired growth patterns and associated implementation measures to ensure the community's vision is achieved in each FDM Designation Area.

Again, additional Issues and Opportunities that are not specific to designated areas on the Future Development Map are grouped according to the Quality Community Objective that addresses these concerns. The four primary objectives are Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

The City of Kingsland's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, Kingsland aspires to encourage opportunity and development within the City in such a way that growth and family-friendly values continue to coexist.

Specific implementation measures towards this end are as follows:

- Evaluate land development ordinances to ensure consistency with quality growth principles;
- Acquire property or require developers to provide pocket parks and new recreational areas;
- Continue downtown revitalization efforts;
- Participate in the drafting of the Coastal Greenway Plan; and
- Implement recommendations from the Rails to Trails Feasibility Study, Kingsland to Riceboro (2007), such as multi-use paths, etc.

City of St. Marys

Projections released by the Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of St. Marys can expect an increase in population from its 2000 size of 13,761 residents to 22,589 residents in 2030—a 64 percent increase. However as St. Marys continues to experience rapid growth, these numbers are likely to be inaccurate. Due to this disparity, planning for future growth and development remains critical.

Throughout the Community Agenda process, St. Marys city officials and residents participated in a series of public workshops designed to facilitate discussion about the community's vision for the future and their preferences to ensure development occurs at a pace and scale that accommodates their objectives. As one of the nation's oldest cities, St. Marys prides itself in its historic waterfront heritage. A small, coastal community, the City seeks to promote itself as a destination location with a reawakening awareness of the many opportunities available for tourism and economic growth. St. Marys' Vision for the Future reflects these priorities.

Building on the Vision for the Future, the City of St. Marys' Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Commercial Areas
- Conservation Areas
- Corridor/Gateway Areas
- Historic Areas
- Neighborhood Infill Areas
- Suburban Developing Areas

As with Camden County, the City of St. Marys' Future Development Map and Defining Narrative provide a comprehensive overview of Issues and Opportunities, desired growth patterns and associated implementation measures to ensure the community's vision is achieved in each FDM Designation Area.

Again, additional Issues and Opportunities that are not specific to designated areas on the Future Development Map are grouped according to the QCO that addresses these concerns. The four primary objectives are Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

The City of St. Marys' Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, St. Marys aspires to become a destination city that celebrates its heritage while promoting economic opportunity and growth.

Specific implementation measures towards this end are below:

- Update ordinances to permit mixed uses that are connected to neighborhoods and downtown;
- Draft a master plan focused on the "re-emerging spirit of St. Marys;"
- Develop as a destination location based on community assets, such as the waterfront, access to the National Seashore on Cumberland Island, restaurants and shops.;
- Implement bicycle trails, marsh walk trails and kayaking opportunities; and
- Create a museum to present the history of the City, including its on-going relationship with the U.S. Navy and Naval Submarine Base Kings Bay.

City of Woodbine

Projections released by the Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of Woodbine can expect an increase in population from its 2000 size of 1,218 residents to 1,980 residents in 2030—just over 62 percent. However, the City must prepare for future growth as several large developments are planned for the northern end of the Camden County.

Throughout the Community Agenda process, Woodbine officials and residents participated in a series of public workshops designed to facilitate discussion about the community's vision for the future and their preferences to ensure development occurs at a pace and scale that accommodates their objectives.

The City of Woodbine seeks to create an environment that capitalizes on its small town appeal by maintaining development patterns that encourage both walkability and innovative design. In addition, the City has already taken strides to create a unique opportunity for eco-tourism with its Riverwalk. These principles are reflected in the community's Vision for the Future.

Building on the Vision for the Future, Woodbine's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Commercial/Industrial Areas
- Conservation Areas
- Corridor/Gateway Areas
- Historic Areas
- Neighborhood Infill Areas
- Suburban Developing Areas

As with Camden County, the City of Woodbine's Future Development Map and Defining Narrative provide a comprehensive overview of Issues and Opportunities, desired growth patterns and associated implementation measures to ensure the community's vision is achieved in each FDM Designation Area.

Again, additional Issues and Opportunities that are not specific to designated areas on the Future Development Map are grouped according to the Quality Community Objective that addresses these concerns. The four primary objectives are Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

The City of Woodbine's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, Woodbine aspires to promote itself as a progressive, small town community with family-friendly values that encourage opportunity for residents of all ages.

Specific implementation measures towards this end include:

- Utilize incentive packages to promote Woodbine and attract business development;
- Identify niche market opportunities;
- Develop eco-tourism initiative, building off of the Riverwalk and other resources;
- Promote the Woodbine Community Center, Opry and Museum; and
- Developing Woodbine as a wireless community.

Camden County

Adopted October 2008

Vision for the Future

Camden County established a vision for its future through comprehensive public involvement. The public was given the chance to share their views on future development and quality of life issues through participation in a community visioning process. Feedback gathered through this process was interpreted by Coastal Georgia Regional Development Center staff and submitted to the public during a series of public workshops for review.

The following Vision Statement for future development and growth in Camden County was crafted:

Camden County is a welcoming and growing community with a commitment to purposely planning for future growth, promoting economic opportunity and preserving its natural amenities and historical heritage.

Our goals are to promote dynamic growth opportunities for all residents and prepare for future economic development while maintaining our sense of place and community.

Our priorities include: encouraging managed, quality growth that will both enhance and protect our natural and cultural amenities; sustaining a high quality of life while providing services and facilities to our citizens; promoting economic opportunities; and inviting civic participation.

CAMDEN COUNTY

Future Development Map Defining Narrative

The Future Development Map represents the boundaries of previously identified Character Areas and corridors throughout Camden County. These Character Areas were identified and designated during the Community Assessment phase of the Comprehensive Plan process. Camden County originally identified the following Character Areas:

- Conservation Areas/Greenspace
- Future Airport and Business Park
- Major Highway Gateway
- Military
- Rural Residential
- Scenic Corridor/Bike Route
- Suburban Area Developing
- Timberland/Forestry

The Future Development Map (FDM) Designation Areas found in the Community Agenda are iterations of the Community Assessment's Character Areas. The FDM Designation Areas have been updated based on public review and comments from a series of public workshops and now form the basis of the Future Development Map for Camden County.

The Defining Narrative includes a specific vision and description for each FDM Designation Area, as well as recommended implementation measures to achieve the vision for each area. The written descriptions for each Future Development Map Designation Area, along with accompanying photographs, make it clear what types, forms, styles and patterns of development are to be encouraged in each area.

Following the description and Vision Statement for each FDM Designation Area is a chart that provides the Quality Community Objectives (QCOs) that will be pursued in each area; the appropriate land uses to be encouraged in each area; related issues and opportunities; as well as corresponding implementation measures to achieve the desired development patterns in each area.

This information, along with the descriptions and Vision Statement are meant to help guide policies as they relate to land use, population growth, economic development, housing, natural and cultural resources, community facilities and services, intergovernmental coordination and transportation.

Community Issues and Opportunities

As part of the Future Development Map Defining Narrative, a list of the Issues and Opportunities was adapted from the Community Assessment (2007) of the Camden County Joint Comprehensive Plan. Over a series of three public workshops, this original list of issues and opportunities was refined, based on citizen input and local administrative knowledge.

As encouraged by the Georgia Department of Community Affairs, a community's Comprehensive Plan should also proactively address these concerns by outlining an action plan or provide potential solutions to these issues; such as recommended land use policies, development standards and community-based projects and programs.

Part 110-12-1-.05 of DCA's guidelines for developing the Community Agenda states:

> *This [Chapter] is the final, locally agreed upon, list of issues and opportunities the community intends to address…Each of these issues or opportunities must be followed-up with corresponding implementation measures in the Implementation Program.*

CGRDC staff incorporated the refined issues and opportunities into the appropriate FDM Designation Area, assigning policies and corresponding implementation measures to address these items as identified through the public participation process.

The Future Development Map for Camden County follows the FDM Defining Narrative. Please note that Defining Narrative headings correspond in color to the FDM Designation Areas identified on the map.

Future Development Map Designation

Bayer Crop Area

Vision: To promote economic development and encourage job opportunities in the County; while maintaining appropriate buffers and environmental protections, as the property is adjacent to both suburban developing areas and areas identified for conservation.	
Description/Location:	Located on Harrietts Bluff Road, just west of Cabin Bluff in unincorporated Camden County. The Bayer CropScience property is privately-owned and likely to remain used for industrial development.
Specific Land Uses: • Industrial • Appropriate Commercial • Distribution/Warehousing • Research and Development	**Quality Community Objectives:** • Appropriate Businesses • Employment Options

Issues & Opportunities	Policies	Implementation Measures
• Camden County lacks sufficient jobs and economic development opportunities. • The County's economy is too dependent upon one or two industries or economic sectors. • There is a vision for the County's future economic development as outlined in the Economic Diversification of Camden County study (2005).	• Explore additional opportunities and available tools to further job creation, business recruitment and retention, as well as small business development. • Consider the guidelines and recommendations as outlined in the Economic Diversification of Camden County study (2005).	• Continue to utilize all available tools and resources to enhance job opportunities, business recruitment and retention, and small business development. • Coordinate with and continue support of local development organizations, such as the Chamber of Commerce and the Camden County Joint Development Authority. • Follow the guidelines and recommendations as outlined in the Economic Diversification of Camden County study (2005).

Future Development Map Designation

Conservation Areas

Vision: To preserve and protect the County's natural and cultural resources, native wildlife, scenic views, and coastal features; to ensure that the natural character of Camden County can be enjoyed now and in the future, encouraging recreational use and promoting the County's sense of place.

Description/Location:	Natural features, views, coastal areas, floodplains, wetlands, watersheds, wildlife management areas, barrier islands, and other environmentally sensitive areas located throughout the County, including Cumberland and Little Cumberland Islands. Also, areas along U.S. Highway 17 that has significant natural, cultural or historic features. Areas designated as State Bike Route 95.

Specific Land Uses:	**Quality Community Objectives:**
• Active and Passive Recreation • Parks/Greenspace	• Regional Identity • Heritage Preservation • Open Space Preservation • Environmental Protection • Regional Cooperation • Transportation Alternatives

Issues & Opportunities	Policies	Implementation Measures
• Citizens are largely unaware of the natural resources within the County and their significance. • Local protection of natural, historic and cultural resources is inadequate. • The County lacks a trail network that is linked to neighboring jurisdictions. • Additional efforts are needed to minimize motor vehicle traffic impact on environmentally sensitive areas. • Rural scenery is disappearing in the County. • Coordination is needed with GDOT to develop regional bicycle and pedestrian networks.	• Consider partnership opportunities to identify and develop potential niche economic activities. • Promote opportunities to educate the public regarding natural and cultural resources, including wildlife. • Protect and promote natural and historic resources and viewsheds through implementing and enforcing appropriate ordinances. • Promote trail and other recreational opportunities, through open space and greenspace networks. • Protect any undisturbed marsh hammocks. • Promote use of conservation easements. • Encourage partnership with GDOT to implement services and safety facilities related to bike routes.	• Identify niche economic opportunities, such as heritage and eco-tourism, creating strategies for market development. • Identify and survey natural and cultural resources. • Enforce relevant local and state protection laws. • Create a zoning classification with standards to protect hammocks and marsh ecosystems. • Protect barrier islands through conservation easements or other restrictive covenants. • Connect regional networks of greenspace and trails available to pedestrians and bicyclists. • Adopt historic preservation ordinance to protect historic structures. • Coordinate with GDOT to provide 4-feet wide paved shoulders for bicyclists.

Future Development Map Designation

Major Highway Gateway Areas

Vision: To improve mobility and accessibility to the County while promoting environmentally conscious economic development.	
Description/Location:	Areas of developed or undeveloped land adjacent to the major thoroughfare (I-95) that provide access to the County. This includes Exit numbers 1, 3, 6, 7, 14 and 26.
Specific Land Uses: • Retail Commercial • Hotel/Restaurant Services • Distribution/Industrial • Signage	**Quality Community Objectives:** • Regional Identity • Appropriate Businesses • Regional Cooperation • Transportation Alternatives • Regional Solutions

Issues & Opportunities	Policies	Implementation Measures
• The County as a whole has little or no sense of place. • High intensity uses are concentrated along major corridors and/or activity centers that could support public transportation. • Traffic corridors are congested at peak hours.	• Consider adopting a corridor overlay district to facilitate quality design guidelines along entranceways and gateways into the community. • Investigate congestion mitigation techniques, identifying corridors to municipalities. • Facilitate improved connectivity by paving any unpaved roads and plan for new development along I-95.	• Adopt architectural and design overlay ordinances for important gateways and corridors into the community. • Require the preservation of existing trees in landscaped buffers. • Adopt and implement community appearance ordinances—landscaping guidelines, litter and design controls, corridor management, etc. • Promote areas around exists for services and as gateway to the County. • Link City centers to the highway corridor to encourage tourism to local downtown districts and waterfront areas. • Concentrate new development around commercial nodes at major intersections • Purchase right-of-way for new interchange along I-95.

Future Development Map Designation

Military Areas

Vision: To promote partnership and cooperation with Kings Bay SUBASE, planning for compatible land uses and the needs of transitioning military families.

Description/Location:	Naval Submarine Base Kings Bay located just north of the City of St. Marys.

Specific Land Uses: • Military Operations • On-Base Residential	**Quality Community Objectives:** • Regional Identity • Growth Preparedness • Regional Cooperation • Housing Opportunities

Issues & Opportunities	Policies	Implementation Measures
• The presence of Naval Submarine Base Kings Bay creates fluctuating population growth, based on fleet deployment and/or expansion. • As military families move in and out of the County, housing, employment and schools are impacted. • The County partners with Naval Submarine Base Kings Bay, planning for emergency and security service needs.	• Explore additional opportunities to coordinate with Naval Submarine Base Kings Bay for services and security needs, including working with the municipalities to coordinate on related base issues. • Promote cooperation by contacting appropriate staff when making decisions that may impact the Submarine Base.	• Develop and monitor compatible land uses around the Submarine Base. • Coordinate with Naval Submarine Base Kings Bay on efforts to provide privatized housing for military families. • Continue coordinated emergency planning efforts with the Submarine Base.

Future Development Map Designation

Rural Residential / Agricultural Areas

Vision: To preserve and protect the County's rural character, accommodating limited development with consideration to local practices of forestry and silviculture.

Description/Location:	Areas of undeveloped land likely to face development pressures for low density (one unit per two+ acres) residential development. Typically, these areas have low pedestrian orientation and accessibility, very large lot sizes, open space, and a high degree of building separation. In addition, these areas are often used for timber and forestlands. Timber/forestlands are located in the western part of the County, west of U.S. Highway 17.

Specific Land Uses:	**Quality Community Objectives:**
• Single-Family Residential • Agriculture • Forestry/Silviculture • Public/Institutional	• Open Space Preservation • Environmental Protection • Housing Opportunities • Regional Cooperation

Issues & Opportunities	Policies	Implementation Measures
• New or innovative development is typically met with neighborhood opposition. • Farmland and rural scenery is disappearing in the County. • Local protection of natural resources is inadequate. • Some parts of the County are not adequately served by public facilities. • The County has adequate land to support public facilities as needed.	• Continue to protect natural resources by controlling development patterns through judicious review and approval of proposed land development projects, consistently adhering to the Future Development Map and Comprehensive Plan. • Promote the preservation of open space and greenspace. • Explore options to consider the potential best use for County-owned properties.	• Adopt a conservation subdivision ordinance. • Modify subdivision regulations to require the preservation and protection of natural resources, including streams, wetlands, rivers, marshlands and timberlands. • Provide incentives to developers to conserve open and greenspace in developments, linking together open space networks. • Require landscaped buffers to separate uses where necessary to protect rural character. • Conduct a feasibility study to consider the expansion or development of public facilities on County-owned property as needed.

Future Development Map Designation

Rural Village Areas

Vision: To maintain the character of the County's rural villages as development pressures continue, protecting these commercial crossroads and promoting heritage tourism opportunities.

Description/Location:	Rural villages are located on U.S. Highway 17 or in the western part of the County along Georgia State Routes, including Burnt Fort, Kings Ferry, Tarboro, Waverly and White Oak. Primarily, these are commercial activity areas located at the intersection of highways with buildings in the center surrounded by open spaces.

Specific Land Uses:	**Quality Community Objectives:**
• Rural Retail Commercial • Single Family Residential	• Regional Identity • Heritage Preservation • Open Space Preservation

Issues & Opportunities	Policies	Implementation Measures
• Economic development efforts do help local businesses; however, emphasis on protecting these rural commercial enclaves from development pressures can be improved. • Though natural and cultural resources are being improved, enhance and promoted to a degree, citizens are unaware of these resources within their communities and their significance.	• Promote economic development efforts that accommodate commercial uses within these villages, keeping in mind rural character and architectural styles. • Support efforts to increase awareness of the County's natural and cultural resources. • Support historic preservation efforts throughout the County. • Encourage compatible architectural styles that maintain the regional rural character. • Maintain rural atmosphere of villages, which possess historic sites and values.	• Identify potential niche economic activities, such as heritage tourism, and create appropriate strategies for local market development. • Develop a marketing and promotional campaign to bring greater awareness of the County's abundant natural and cultural resources to a larger audience, including municipalities and local residents. • Adopt a historic preservation ordinance. • Adopt architectural and design guidelines to maintain and preserve rural character. • Preserve, protect and promote properties of historic significance by seeking National Register designation. • Adopt corridor overlay districts for prominent roads in the County to require the preservation of natural and resources.

Future Development Map Designation

Suburban Developing Areas

Vision: To promote livable communities where residential and commercial uses coexist yet maintain a level of density that is appropriate and desired in unincorporated parts of the County.

Description/Location:	Areas where pressures for the typical types of suburban residential development are the greatest. These areas are likely to involve low pedestrian orientation, low traffic volume, large open spaces, etc.

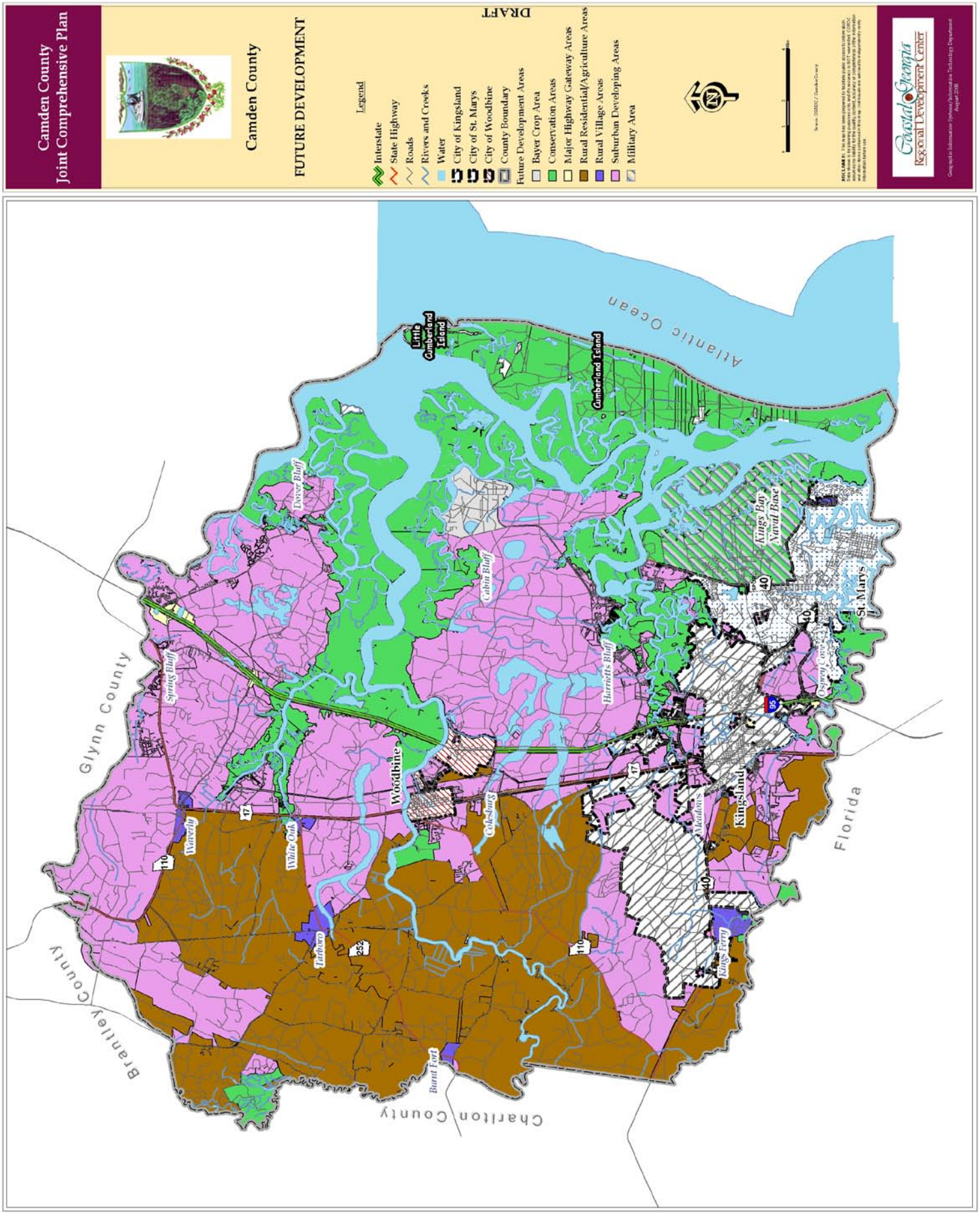
Specific Land Uses:

- Single-Family Residential
- Multi-Family Residential
- Retail and Residential Commercial
- Public/Institutional

Quality Community Objectives:

- Growth Preparedness
- Appropriate Businesses
- Open Space Preservation
- Housing Opportunities
- Regional Cooperation
- Transportation Alternatives
- Traditional Neighborhood

Issues & Opportunities	Policies	Implementation Measures
• There is in inadequate mix of uses within neighborhoods. • Streets in new developments are not always compatible with existing streets because they are more pedestrian friendly than the existing street network. • Some parts of the County are not adequately served by public facilities. • The County has adequate land to support public facilities as needed.	• Promote mixed-use, traditional neighborhood development with moderate densities, based on a strategic plan. • Promote walkable communities through appropriate regulations. • Encourage compatible architectural styles that maintain regional character. • Consider adopting increased landscape and design standards where appropriate. • Explore options to consider the potential best use for County-owned properties.	• Require developments to be master planned with mixed uses and pedestrian-friendly design. • Adopt architectural and design guidelines to maintain and preserve the County's character. • Adopt overlay districts to improve landscape and design standards, with consideration to appropriate signage, etc. • Conduct a feasibility study to consider the expansion or development of public facilities on County-owned property as needed.


Camden County
Joint Comprehensive Plan
Camden County
FUTURE DEVELOPMENT
DRAFT
Legend
Interstate
State Highway
Roads
Rivers and Creeks
Water
City of Kingsland
City of St. Marys
City of Woodbine
County Boundary
Future Development Areas
Bayer Crop Area
Conservation Areas
Major Highway Gateway Areas
Rural Residential/Agriculture Areas
Rural Village Areas
Suburban Developing Areas
Military Area
Coastal Georgia
Regional Development Center
Atlantic Ocean
Little Cumberland Island
Cumberland Island
Kings Bay Naval Base
St. Marys
Kingsland
Woodbine
Florida
Glynn County
Brantley County
Charlton County
Spring Bluff
Dover Bluff
Cabin Bluff
Harrietts Bluff
Waverly
White Oak
Tarboro
Burnt Fort
Colesburg
Meadows
Kings Ferry
Osiris Cove
95
17
40
110
252

Quality Community Objectives

Throughout the Community Assessment, the list of Issues and Opportunities was presented based on a County-wide perspective of the DCA identified elements of Population Growth, Economic Development, Housing, Natural and Cultural Resources, Community Facilities and Services, Intergovernmental Coordination and Transportation, plus the additional element of Development Patterns. However, because not all of these issues and opportunities relate to a specific Future Development Map Designation Area, it is necessary to consider how these concerns apply throughout Camden County.

In an effort to further this objective while simultaneously promoting the state's overall goal of creating sustainable and livable communities, the Georgia Department of Community Affairs' Quality Community Objectives (QCOs) were utilized to create a framework by which to consider these broader Issues and Opportunities. The QCO Narrative addresses the four primary objectives of Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

Similar to the Future Development Map Defining Narrative, the QCO Narrative includes a specific vision, policies, and recommended implementation measures to achieve the vision for each area.

Quality Community Objective

Development Patterns

Vision:	Quality Community Objectives:	Description/Location:
To promote quality growth, affordability and a sense of place throughout Camden County, while continuing to provide effective and efficient service delivery to all residents.	• Traditional Neighborhood • Infill Development • Sense of Place • Transportation Alternatives • Regional Identity	• County-wide

Issues & Opportunities	Policies	Implementation Measures
• There are too many mobile home parks and unattractive commercial shopping areas in the County. • There is general opposition to zoning or other regulations of land within the County. • High-density development is typically met with neighborhood opposition. • There is an insufficient mix of housing sizes, types and affordability within the County. • While street design within the County is becoming more sensitive to the context of areas, there is more that could be done to minimize street traffic impacts on pedestrian activity centers, historic districts, environmentally-sensitive areas and quiet residential neighborhoods. • Some housing in the County is in poor or dilapidated condition. • The growth rate in the County is out-pacing its ability to provide services. • The County as a whole has little or no sense of place.	• Consider implementing community appearance ordinances. • Investigate innovative ways to encourage reinvestment in older neighborhoods. • Consider service provision and safety concerns when evaluating new developments for connectivity, etc. • Explore co-locating facilities to improve service delivery to residents. • Consider service provision and safety concerns when evaluating staffing levels, facilities, systems, etc. • Encourage and guide growth and new development to occur in consideration of existing infrastructure and impact to the environment. • Seriously consider recommendations in the Economic Diversification of Camden County (2005) and Housing Inventory of Unincorporated Camden County (2006) studies, among others. • Explore opportunities for development to pay for itself. • Encourage development to occur with consideration of existing infrastructure and impact on the environment.	• Adopt architectural and design guidelines to preserve rural character, where desired. • Adopt a unified land code. • Adopt ordinances for landscaping, litter control, corridor management, dilapidated properties, etc. • Establish and implement regulations to promote an appropriate mix of housing styles, types and affordability. • Provide effective service delivery by adequately staffing and equipping the Public Works Department. • Increase staff capacity for Road Department to meet needs beyond maintenance. • Implement the County's Strategic Plan (2007); regularly assess facility, staff and service needs. • Develop and maintain a Capital Improvements Plan. • Maintain ditch system to manage stormwater drainage. • Expand or improve current jail facility. • Perform cost-benefit analysis when reviewing developments for impact on infrastructure. • Implement findings from the impact fee study.

Quality Community Objective

Resource Conservation

Vision:	**Quality Community Objectives:**	**Description/Location:**
To preserve, protect and promote the County's natural, historic and cultural resources with special consideration to the unique coastal resources inherent to Camden County.	• Heritage Preservation • Open Space Preservation • Environmental Protection	• County-wide

Issues & Opportunities	Policies	Implementation Measures
• While street design within the County is becoming more sensitive to the context of areas, there is more that could be done to minimize street traffic impacts on historic districts and environmentally-sensitive areas. • Partnership opportunities exist for the County to enhance collaborative efforts with the Public Service Authority (PSA) to promote recreational opportunities.	• Consider adopting corridor overlay district and/or management plans to mitigate impacts of streets/ highways, etc., on natural, historic and cultural resources. • Encourage partnership with the PSA to promote recreation opportunities throughout the County. • Consider adopting Greenprint plan (2008) recommendations, where appropriate. • Protect historic culture throughout the County.	• Adopt corridor overlay district and/or management plans to mitigate impacts of streets/highways, etc., on natural, historic and cultural resources. • Actively partner with the PSA to promote Camden County as an eco-tourism destination. • Build recreational sports complex for softball, baseball, soccer, etc. • Prepare a Parks and Recreation Master Plan. • Adopt historic preservation ordinance to protect resources, cemeteries, etc. • Preserve, protect and promote properties of historic significance by seeking National Register designation.

Quality Community Objective

Social and Economic Development

Vision:	**Quality Community Objectives:**	**Description/Location:**
To enhance the quality of life for all County residents and visitors—improving economic opportunity, housing diversity and sense of community.	• Growth Preparedness • Appropriate Businesses • Employment Options • Housing Opportunities • Educational Opportunities	• County-wide

Issues & Opportunities	Policies	Implementation Measures
• The County lacks attractive public spaces designed for gathering and social interaction, including arts, activities and performances. • The County has little or no sense of place. • The County lacks sufficient jobs and economic opportunities for local residents. • There is not enough innovative economic development. • The County's economy is too dependent upon one or two industries and/or economic sectors. • There is not enough affordable housing in the County. • Access to public facilities is not provided to persons of all income levels. • People within the County lack transportation choices for access to housing, jobs, services, goods, health care and recreation. • Population projections indicate that the percentage of County residents aged 50 and older will increase to over 31% of the population by 2030.	• Identify and create recreational opportunities for youth. • Follow guidelines and recommendation as outlined in the Camden County Economic Diversification (2005) study. • Encourage affordable housing options for residents, based on the findings from the housing inventory study. • Encourage home-ownership among residents. • Encourage appropriate financing mechanisms to support home-ownership. • Encourage economic development that meets the needs of the growing active adult community.	• Identify and utilize all available tools and resources to further job creation, business recruitment and retention, and small business development. • Explore potential incentives for developers to provide affordable housing in new developments. • Make every attempt to educate citizens on the possibilities of home-ownership. • Establish regulations to promote an appropriate mix of housing styles, types and affordability for persons of all income levels. • Reduce the number of mobile homes by making affordable housing an option. • Explore hiring a Housing Director or some staff position to develop an affordable housing program. • Identify potential niche economic activities, such as heritage and eco-tourism.

Quality Community Objective

Governmental Relations

Vision:	**Quality Community Objectives:**	**Description/Location:**
To maintain cooperative initiatives while actively pursuing additional partnership opportunities with local municipalities, as well as surrounding jurisdictions, in order to provide the highest quality of services for Camden County residents and business-owners.	• Regional Solutions • Regional Cooperation	• County-wide

Issues & Opportunities	Policies	Implementation Measures
• There are few conflicts between the County and adjacent jurisdictions regarding development. • Historically, there is a perception of discord between the Cities and the County. • Although the County coordinated and cooperates with jurisdictions throughout the region as well as promotes partnerships between local governments and community stakeholder groups, these efforts could be increased. • The County coordinates and cooperates with jurisdictions and plans with adjacent jurisdictions for areas near mutual boundaries. • There are opportunities to cooperate and coordinate on region-wide issues; such as transportation, jail services, the airport, etc.	• Continue to cooperate, communicate and coordinate with local governments, adjacent jurisdictions, and citizen, nonprofit and social service organizations. • Consider coordinating with Brantley County for fire protection, especially in Timberland Estates, Camden Preserve, and other development. • Consider coordinating infrastructure and communication improvements with surrounding counties—Charlton, Brantley, Glynn, Wayne, etc.—as needed or desired. • Promote economic development by considering appropriate and necessary ordinances to maintain consistent community appearances—landscaping guidelines, litter and design controls, corridor management, etc. • Coordinate with the Chamber of Commerce and other relevant entities as the County transitions into a Metropolitan Statistical Area (MSA). • Cooperate and coordinate on region-wide issues; such as transportation, jail services, the airport, etc.	• Implement the Public Safety Communications Plan, as outlined in the County's Strategic Plan (2007) in coordination with the Cities. • Implement a County-wide initiative for water. • Update and maintain an effective and efficient Service Delivery Strategy. • Continue coordination with the City of Kingsland on the Fire Service Agreement. • Contact Brantley County and begin discussions related to regional fire protection. • Implement Public Safety Communications Plan with the Cities. • Contact surrounded counties—Charlton, Brantley, Glynn, Wayne, etc.—to begin discussions to coordinate infrastructure and communication improvements if needed or desired. • Create a Metropolitan Planning Organization (MPO). • Continue coordinating with adjacent jurisdictions on region-wide issues.

CAMDEN COUNTY Implementation Program

The Comprehensive Plan is a living document, and a critical part of its evolution is the Implementation Program. As such, the Implementation Program serves as the overall strategy for Camden County to achieve its vision for the future. In addition, the Implementation Program encourages compliance with both the Character Area and Future Development maps. It also aids the County as it seeks to address the identified issues and opportunities.

By identifying specific programs and tasks to be undertaken by the County in order to implement the Agenda, the Implementation Program consists of policies, the short term work program (STWP), and long-range activities. A proposed schedule, responsible parties and potential funding sources are all outlined within this program.

The Georgia Department of Community Affairs requires the following elements as part of a community's Implementation Program:

- **Short Term Work Program** – Communities must develop a STWP to identify specific implementation actions the local government, or other entities, intend to take during the first five-year time frame for the planning period. This includes any ordinances, administrative systems (such as site plan review, design review, etc.), community improvements or investments, financing arrangements, or other initiatives to be put in place to implement the Plan. The STWP must include the following information for each listed activity:
  - Brief description of the activity;
  - Timeframe for undertaking the activity;
  - Responsible party for implementing the activity;
  - Estimated cost (if any) of implementing the activity; and
  - Funding source(s), if applicable.
- **Report of Accomplishments (ROA)** – The ROA identifies the current status of each activity in the community's previous STWP from its recent Comprehensive Plan. Local governments are required by DCA to indicate activities that:
  - Have been completed;
  - Are currently underway (including a projected completion date);
  - Have been postponed (with explanation); or
  - Have not been accomplished and are no longer activities the local government intends to undertake (with explanation).
- **Policies** – Communities must develop a set of policies the local government is willing to adopt to provide ongoing guidance and direction to local government officials for making decisions consistent with achieving the Community Vision or addressing identified Issues and Opportunities.
- **Supplemental Plans** – Communities should incorporate by reference any supplemental plans that focus on special areas, situations or issues of importance to the community, such as plans for conservation or management of natural or cultural resources, redevelopment plans for particular areas of the community, master plans for downtown development, neighborhood plans, gateway plans, rural preservation plans, recreation plans, or the community's required solid waste management plan (see definition in Chapter 110-12-1-.09).

Camden County Short Term Work Program 2008-2012

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
DEVELOPMENT PATTERNS								
Adopt a Conservation Subdivision Ordinance in which homes are placed on smaller lots and a portion of land is preserved as open greenspace.	X					Planning & Development	Staff time	General Fund
Modify subdivision regulations to require preservation of sensitive and unique natural areas; including streams, wetlands, rivers and marshlands.	X					Planning & Development	Staff time	General Fund
Create and implement a County-wide strategic plan; develop a mission and vision for the County.	X					Office of Strategic Planning	Staff time	General Fund
POPULATION GROWTH								
Adopt architectural and design overlay ordinances for important gateways and corridors into the County.	X					Planning & Development	Staff time	General Fund
Guide new development according to existing infrastructure.	X	X	X	X	X	Planning & Development	Staff time	General Fund
ECONOMIC DEVELOPMENT								
Coordinate with and support local development organizations, such as the Chamber, Joint Development Authority, etc.	X	X	X	X	X	Administration	Staff time	General Fund
Inventory and promote natural, historic, cultural and recreational resources that will promote Camden County as a tourist destination.			X	X	X	Planning & Development	Staff time	General Fund
Adopt and implement community appearance ordinances—for landscaping, litter and design control, corridor management, and the clean-up of dilapidated properties, etc.	X	X				Planning & Development	Staff time	General Fund
HOUSING								
Refer to Housing Inventory of Unincorporated Camden County (2005) to implement tools to encourage affordable housing.	X	X				Planning & Development	Staff time	General Fund
Explore potential developers to coordinate with to build affordable housing.	X	X	X	X	X	Planning & Development	Staff time	General Fund; Private funds
Reduce the number of mobile homes by making affordable housing an option.	X	X	X	X	X	Administration; Office of Strategic Planning	Variable	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
HOUSING								
Explore programs available for affordable housing.	X	X	X	X	X	Administration; Office of Strategic Planning	Staff time	General Fund; Federal funds; State funds
Consider hiring a housing director or some other staff capacity to develop and encourage affordable housing.				X	X	Administration; Office of Strategic Planning	Staff time	General Fund
Coordinate with Naval Submarine Base Kings Bay as privatization of housing occurs for military families.	X	X				Administration; Office of Strategic Planning	Staff time	General Fund; Federal funds
NATURAL AND CULTURAL RESOURCES								
Creative incentives for developers to link their open spaces together into a publicly accessible open space network.	X	X				Planning & Development; Office of Strategic Planning	Staff time	General Fund
Adopt Georgia Historic Preservation Division's model ordinance requiring the protection of locally designated historic properties and districts.			X	X	X	Planning & Development; Office of Strategic Planning	Staff time	General Fund
Apply for the National and State Register of Historic Places Designation for buildings of historic significance.			X	X	X	Planning & Development	Staff time	General Fund
Adopt Georgia Historic Preservation Division's model design standards for infill and material changes to historic properties or districts to maintain historic integrity and significance.			X	X	X	Planning & Development	Staff time	General Fund
Adopt corridor overlay districts for prominent roads in the County require the preservation of existing trees in landscaped buffers.	X	X	X	X	X	Planning & Development	Staff time	General Fund
Survey and inventory natural and cultural resources within the County.			X	X	X	Planning & Development	Staff time	General Fund
Protect any previously undisturbed marsh hammocks.	X	X	X	X	X	Planning & Development	Variable	General Fund; Property owner's participation; grants
Require or provide incentives for new development to conserve and protect open space and greenspace within subdivisions.	X	X	X	X	X	Planning & Development	Variable	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
COMMUNITY FACILITIES AND SERVICES								
Implement a five-year capital improvements program—a long-range program for developing or improving public facilities (roads, sidewalks, recreational facilities, etc.) that brings predictability to the extent of public facility expansions.	X	X	X	X	X	Administration; Planning & Development; Office of Strategic Planning	Staff time	General Fund
Conduct impact fee study.	X					Planning & Development	Variable	General Fund
Implement impact fees to pay for costs of new development on infrastructure.	X					Planning & Development	Staff time	General Fund
Perform cost-benefit analysis when reviewing new developments for impact on infrastructure.	X					Planning & Development	Staff time	General Fund
Prepare a long-range Parks & Recreation Master Plan.	X	X	X	X	X	PSA	Staff time	General Fund
Explore co-locating community facilities, i.e., sheriff and fire departments, as well as meeting spaces for training, voting, etc.		X	X	X	X	Administration; Office of Strategic Planning	Variable	General Fund
Conduct a location-needs study for community facilities for future development.	X	X	X	X	X	Office of Strategic Planning	Variable	General Fund
Conduct a feasibility study to consider the expansion or development of public facilities on County-owned property as needed.		X	X	X	X	Office of Strategic Planning	Variable	General Fund
Purchase Dover Bluff Fire Station.	X	X				Administration	TBD	General Fund; SPLOST
Purchase an engine, ladder and tanker for fire department.			X	X		Office of Strategic Planning	TBD	General Fund; SPLOST
Maintain ISO rating of 4.	X	X	X	X	X	EMS	Staff time	General Fund
Purchase, or build and staff, Horse Stamp Fire Station.			X	X	X	Fire Rescue	TBD	General Fund; SPLOST
Continue strategic planning for water and sewer needs.	X	X	X	X	X	Administration; Planning & Development; Office of Strategic Planning	Staff time	General Fund
Expand or improve current jail facility.		X	X	X	X	Office of Strategic Planning	Variable	General Fund; SPLOST; Bonds
Manage future water system.		X	X	X	X	Planning & Development	Variable	General Fund; SPLOST

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
COMMUNITY FACILITIES AND SERVICES								
Build relationship with Sanctuary Cove to facilitate water system and needs.	X	X	X			Planning & Development	Staff time; Property owners' participation	General Fund; Property owner
Map future development networks, systems, etc.	X	X	X			Planning & Development	Staff time	General Fund
Build and utilize a fleet maintenance and office facility.			X	X		Public Works	Staff time	General Fund
Maintain ditch systems to manage stormwater drainage.	X	X	X	X	X	Public Works	Staff time	General Fund
Build new ditches to facilitate increased stormwater management.		X	X	X	X	Public Works	Staff time	General Fund
INTERGOVERNMENTAL COORDINATION								
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	X					Administration; Planning & Development	Staff time	General Fund
Continue coordinating with City of Kingsland on Fire Services Agreement.	X	X				Administration; Fire Rescue	Staff time	General Fund
Consider coordinating with Brantley County for fire protection, especially in Timberland Estates, Camden Preserve, etc.	X	X	X			Fire Rescue	Staff time	General Fund
Implement Public Safety Communications Plan (public works, school board, sheriff, police, fire, EMS) with Cities.	X	X				Public Safety	$30 million	General Fund; Bonds; grants
Implement County-wide initiative for water.		X	X	X	X	Administration	Staff time; Cities	General Fund; Cities' general funds
Coordinate emergency planning services with the Cities.	X	X	X	X	X	Public Safety	Staff time; Cities	General Fund; Cities' general funds; GEMA
Coordinate the possible relocation of the airport with the Cities.	X	X	X	X	X	Administration	Staff time; Cities	General Fund; Cities' general funds
Renegotiate service delivery areas.	X					Administration	Staff time	General Fund
Continue coordinated emergency planning efforts with Naval Submarine Base Kings Bay.	X	X	X	X	X	Administration; Fire Rescue; EMS	Staff time	General Fund; Federal funds; GEMA
Coordinate with Chamber and other entities as the County becomes a Metropolitan Statistical Area; will need to create a Metropolitan Planning Organization.		X	X	X		Administra-tion; Planning & Development; Office of Strategic Planning	Staff time; Chamber; JDA; Cities	General Fund
Coordinate infrastructure and communi-cation improvements with surrounding counties—Brantley, Charlton, Glynn, Wayne, etc.—as needed or desired.		X	X			Administration; Planning & Development	Staff time	General Fund; State funds; GEMA

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
INTERGOVERNMENTAL COORDINATION								
Continue coordinating with adjacent jurisdictions on region-wide issues.	X	X	X	X	X	Administration; Planning & Development	Staff time	General Fund
TRANSPORTATION								
Purchase the right-of-way for the new interchange at Horse Stamp Church Road on I-95.	X					Administration; Public Works	$250,000	SPLOST
Proactively plan for the future I-95 interchange at Horse Stamp Church Road.	X	X				Public Works	Staff time	General Fund
Pave Ella Park Church Road.	X	X				Public Works	$4.5 million	SPLOST
Construct roads with consideration to fire, police and other emergency services for future developments.	X	X	X	X	X	Public Works	Variable	General Fund; GDOT funds
Purchase paver and staff new Public Works Department accordingly.		X	X	X	X	Administration; Public Works	TBD	General Funds
Maintain and replace equipment as needed.	X	X	X	X	X	Public Works	Variable	General Fund; SPLOST
Pave 136 miles of un-paved roads.	X	X	X	X	X	Public Works	Variable	General Fund; SPLOST
Increase staff capacity for Road Department to meet needs beyond maintenance.		X	X	X	X	Public Works	Staff time	General Fund

Camden County Report of Accomplishments

2002-2007

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
LAND USE					
Revise zoning regulations and procedures to include formal determination of compliance with the Comprehensive Plan.		X			
Evaluate use of impact fees, tap-on fees, etc., for roads, recreation, fire services, water, and sewer facilities.		X			
Adopt procedures to consider environmental constraints during rezoning or permitting for development proposed along river borders or marsh areas.		X			
Prepare development guidelines for area east of Woodbine around the new elementary school.		X			
Annually review growth data for consistency with assumptions and forecasts in Plan.		X			
ECONOMIC DEVELOPMENT					
Participate in preparation of Economic Development and Tourism Promotion Program developed through PSA.		X			
Implement County elements of Economic Development and Tourism Program.		X			
HOUSING					
Participate in study of development standards, regulation, and impact, in coordination with other jurisdictions in the county through the PSA.		X			
Confirm that all building-related codes are consistent with the Georgia Uniform Codes Act.	X				

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
NATURAL AND CULTURAL RESOURCES					
Cooperate with PSA and others to address reforestation issue.		X			
Coordinate with Georgia DNR, the Coastal Georgia RDC, and other jurisdictions to develop county-wide wetland development standards and requirements.		X			
Coordinate with Georgia DNR, the Coastal Georgia RDC, Glynn County, and other jurisdictions to develop county-wide river and stream protection development standards and requirements.		X			
Review Board of Health requirements and practices regarding minimum lot sizes by soil types; evaluate locations of soil limitations.	X				
Modify development regulations when the "wetlands" definition has been finalized and when the River Corridor Protection Standards become finalized or modified, as necessary.		X			
Assist PSA with inventory update on historic resources.		X			
Based on updated inventory, prioritize historic resources and seek National Register listings as appropriate.		X			
COMMUNITY FACILITIES AND SERVICES					
Update capital improvement projects listed in Short Term Work Program.	X				
Resolve with Kingsland and St. Marys how public water could best be provided in Harriett Bluff and Browntown.		X			
Provide for installation of public water system in Harrietts Bluff area.		X			
Provide for installation of public water system in Browntown area.		X			

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
PUBLIC SAFETY					
Prepare and annually update vehicle replacement plan.		X			
Provide administrative space to accommodate increase in Sherriff's law enforcement personnel.		X			
EMERGENCY SERVICES					
Place EMS unit at new fire station in Harrietts Bluff.				X	Not warranted at this time.
Temporarily station EMS unit in vicinity of Dover Bluff Rd and I-95, to be relocated to new station.	X				
Construct quick-response station in Dover Bluff area with pumper/tanker and EMS unit.			X		Funding.
Construct quick-response station in Tarboro Park area with pumper/tanker.	X				
Place EMS unit at new fire station on Colerain-St. Marys Rd in St. Marys.				X	Change in strategy.
Construct quick-response station in Elliotts Bluff area with pumper/tanker.	X				
Place EMS unit at fire station in Browntown.				X	Change in strategy.
Participate with Kingsland & County in construction of new fire station in St. Marys Rd/I-95 area, with new equipment.				X	Change in strategy.
Construct new fire station in vicinity of Harrietts Bluff Rd/I-95/US 17, with an engine and tanker.	X				
PARKS AND RECREATION					
Construct new Tarboro Community Park, including tennis court, basketball court, softball field, playground, picnic shelter and restrooms.	X				Upgrading.
Construct new Browntown Community Park, including tennis court, basketball court, softball field, playground, picnic shelter and restrooms.	X				Upgrading.

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
PARKS AND RECREATION					
Construct new Harrietts Bluff Community Park, including tennis court, basketball court, softball field, playground, picnic shelter, and restrooms.	X				Complete except for ball field, which is in the process of being built.
Develop Maple Ford Park by adding 2 baseball fields, 2 tennis courts, and a football/soccer field to existing softball field.		X			
Construct 2nd Community Center, including indoor 50-meter pool, racquetball center with 6 courts, and 1 basketball court.			X		Project is several years away.
Add 2 baseball fields at Lions Club Field in Woodbine.		X			Beginning in June 2008.
PUBLIC EDUCATION AND LIBRARIES					
Assume a leadership role to bring vocational Education to the county and to expand college-level opportunities at satellite locations.		X			
Create a study task force on coordination of library services and implement the program recommendations. (PSA)		X			
GENERAL GOVERNMENT					
Encourage DFACS to evaluate the feasibility of "satellite" services in Woodbine on a full-or-part-time basis.		X			
Foster construction of a new Civic Center, including space for performing arts, conferences, and trade shows, and auditorium facilities for the School Board, through the PSA.		X			
Participate in evaluation of vehicle maintenance activities and possible cooperation on centralized intergovernmental service.		X			

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
GENERAL GOVERNMENT					
Update Comprehensive Plan in 1997, or sooner if major changes occur or new trends develop, in conjunction with other jurisdictions.		X			
TRANSPORTATION					
Conduct and map accurate inventory of public roads, street signs and traffic signs.		X			
Colerain-St. Marys Road—widen to 4 lanes from SR 40 on west to Kings Bay Road in coordination with Kingsland and St. Marys.		X			
SR 40—replace 2-lane bridges in Browntown area.	X				
SR 40—widen to 4lane rural section from Colerain-St. Marys Road to County line.		X			
Road improvement program—grading and drainage, paving of various roads, etc. See text for listing.		X			Do not have listing—this is road maintenance.
Harrietts Bluff Road—level and resurface from I-95 to Harrietts Bluff.	X				
Harrietts Bluff Road—level and resurface from Harrietts Bluff to Rhone Poulenc.		X			
Old SR 259—level and resurface from Tarboro to County line.	X				
New interchange on I-95 at Ella Park Church Road.		X			

CAMDEN COUNTY

Policies

This section of the Implementation Program outlines policies developed for use by local government officials, community organizations and leaders, boards and authorities, and other entities responsible for shaping the future of Camden County. Policies provide overall guidance for making decisions consistent with the community's vision. As outlined in the Community Agenda, the policies identified in this section will serve as tools for elected and administrative officials when making future land use and zoning decisions. The purpose of the State Planning Act is for the Comprehensive Plan to be developed, implemented and activity utilized by the local government.

The policies outlined in the following discussion reflect conclusions drawn from the analysis provided in the Community Assessment as well as the issues and opportunities identified during the Community Participation Program.

Development Patterns

Camden County seeks to guide development based on a strategic vision for its future. Part of this strategic vision includes directing growth in such a way that existing facilities and services will be utilized most efficiently by government and citizens alike. By adhering to and enforcing tools meant to implement this plan, such as the Future Development Map and its Defining Narrative, County officials can ensure that conscientious quality growth is the hallmark of Camden County.

Policies in Support of Development Patterns:

- Camden County will work to develop a County-wide strategic plan to direct future development growth, based on an overall County mission and vision.
- Camden County will continue to protect its development patterns by judicious review and approval of proposed land development projects, consistently adhering to its Future Development Map and the Joint Comprehensive Plan.
- Camden County will evaluate its zoning ordinance and incorporate design guidelines, use-based restrictions, and performance-based regulations where applicable.
- Camden will adopt a conservation subdivision ordinance.
- Camden County will modify subdivision regulations to require the preservation and protection of its natural resources and amenities.

Population Growth

As the population of Georgia's coast has grown exponentially over the last 30 years and with no end in sight, change is undeniably coming to Camden County. While southern portions of the County are already experiencing the pressures associated with this type of development, the County as a whole can anticipate growing pains well into the lifetime of this Community Agenda.

In order to prepare for this certain population growth, Camden County must proactively prepare for the increased demands on infrastructure, facilities and services. By considering the impact on schools, transportation, housing, the environment and economic development, the County's efforts at comprehensive, long-range planning will mitigate this effect.

Policies in Support of Population Growth:

- Camden County will conclude its impact fee study and will consider implementing fees as recommended, based upon the study's findings.
- Camden County will encourage and guide growth and new development to occur in consideration of existing infrastructure and impact to the environment.
- Camden County will consider adopting a corridor overlay district to facilitate quality design guidelines along entranceways and gateways into the community.
- Camden County will seriously consider recommendations made in various studies and reports when addressing population growth issues.
- Camden County will encourage and promote economic development patterns that meet the needs of active adults considering the County as a place to retire.
- Camden County will identify and create recreational opportunities for its youth.

Economic Development

Economic development is an important thread of a community's fabric. It binds together financial prosperity, quality of life and sense of community. As Camden County continues to grow, a strong workforce and diversified market are important features to maintain economic vitality in the County.

With the presence of major economic engines such as Naval Submarine Base Kings Bay in St. Marys and ports in both Brunswick, GA, and Jacksonville, FL; Camden County is ideally situated to take advantage of its natural position and expand job opportunities accordingly. By working with the Joint Development Authority, the Chamber of Commerce, and others, the County can continue to grow its economic potential. Several of these themes are addressed in the Economic Diversification of Camden County study released by the Georgia Institute of Technology's Enterprise Innovation Institute in 2005.

Policies in Support of Economic Development:

- Camden County will follow the guidelines and recommendations as outlined in the Economic Diversification of Camden County (2005) study.
- Camden County will continue to support and coordinate with local development organizations, such as the Chamber of Commerce and the Joint Development Authority.
- Camden County will identify potential niche economic activities, such as eco-tourism, and create appropriate strategies for local market development.
- Camden County will promote economic development by considering appropriate and necessary ordinances to maintain consistent community appearances, i.e., landscaping guidelines, litter and design control, corridor management, etc.
- Camden County will continue to utilize all available tools and resources to further job creation, business recruitment and retention, and small business development.

Housing

Housing affordability and home-ownership are important issues in Camden County. While residential growth is the driving force of development throughout the County, little emphasis has been placed on balancing large developments with affordable housing for the County's working residents. Not only is it necessary to have housing stock that accommodates both high-end and workforce residences, it is also vital to educate the public on the benefits of home-ownership while simultaneously providing financing mechanisms for all income levels.

Policies in Support of Housing:

- Camden County will encourage affordable housing options for its residents, based on findings from the Housing Inventory of Unincorporated Camden County (2006) study as well as input from continued work with developers.
- Camden County will establish regulations encouraging residential developments with an appropriate mix of housing styles, types and affordability for persons of all income levels.
- Camden County will coordinate with Naval Submarine Base Kings Bay on its efforts to provide privatized housing for its military families.
- Camden County will make every attempt to educate its citizens on the value of higher-density, mixed-income neighborhoods in appropriate locations.
- Camden County will make every attempt to educate its citizens on the possibilities of home-ownership and will encourage appropriate financing mechanisms to support home-ownership.
- Camden County will investigate innovative ways to encourage reinvestment in its older neighborhoods.

Natural Resources

Through the Community Agenda process, Camden County developed a Future Development Map that will guide development as desired with consideration to the demand and stress on the community's natural resources. In addition, the County has identified the desire to market its abundant natural resources as a way to promote tourism and the many recreational opportunities that exist due to the County's extensive river networks.

Policies in Support of Natural Resources:

- Camden County will protect its natural resources by controlling the location of proposed developments through all available means including its Future Development Map and Zoning Ordinance.
- Camden County will continue to protect its natural resources through identifying and surveying its resources as well as through the enforcement of local and state laws.
- Camden County will develop a marketing and promotional campaign to bring greater awareness of its abundant natural resources to a larger audience, including its municipalities and local residents.
- Camden County will promote open space and greenspace by providing incentives to developers to conserve and link open space networks.
- Camden County will consider adopting Greenprint plan (2008) recommendations, where appropriate.
- Camden County will consider adopting a corridor overlay district to facilitate quality design guidelines along entranceways and gateways into the community.

Cultural Resources

As stated above, Camden County developed a Future Development Map that will guide development as desired with consideration to the potential encroachment on the community's cultural resources. By enforcing the communities' zoning ordinances, Camden County and its municipalities can protect their heritage and remaining historic structures and artifacts.

Marketing of cultural resources, in addition to natural amenities, is also a priority of Camden County. As heritage tourism is becoming increasingly popular, protection and promotion of the County's cultural resources offer the potential for creating niche economic opportunity.

Policies in Support of Cultural Resources:

- Camden County will protect its cultural resources by controlling the location of proposed developments through all available means including its Future Development Map and Zoning Ordinance.
- Camden County will continue to protect its cultural resources through identifying and surveying its resources as well as through the enforcement of local and state laws.
- Camden County will develop a marketing and promotional campaign to bring greater awareness of its abundant cultural resources to a larger audience, including its municipalities and local residents.
- Camden County will support and require historic preservation efforts by adopting a historic preservation ordinance.
- Camden County will preserve and promote properties of historic significance by applying for designation on the National Register of Historic Places and the State Register of Historic Places.

Community Facilities and Services

A community's facilities and services are vital to the function and efficiency of that community. Camden County, seeking to improve service delivery while providing effective governance, has developed a County-wide Strategic Plan to accompany the vision and plans for future growth and development as outlined in the Community Agenda. This Strategic Plan provides a series of goals and strategies to achieve these objectives.

By considering this Plan in addition to the Community Agenda, Camden County endeavors to provide its citizens and business partners with quality services and infrastructure by committing to thoughtful, long-range planning.

Policies in Support of Community Facilities and Services:

- Camden County will seek to provide efficient and effective community services and facilities to its citizens by considering co-locating facilities, implementing a strategic plan and regularly assessing its community facility and service needs as the County continues to grow.
- Camden County will encourage development in areas adequately served by public facilities and services.
- Camden County will investigate the use of impact fees and other funding mechanisms for expanding public facilities, such as water, sewer and fire protection (to keep ISO rating as low as possible).
- Camden County will continue to protect and serve its citizens by managing and maintaining sufficient facilities, equipment and capacity.
- Camden County will develop a capital improvements plan to meet the long-term needs of the community.
- Camden County will continue to maintain and improve its water, sewer and stormwater capacities, as needed.
- Camden County will prepare a long-range Parks and Recreation Master Plan.
- Camden County will implement a County-wide initiative for water.
- Camden County will explore options to consider the potential best use for County-owned properties; especially as they relate to service provision and the need for the expansion and/or development of additional public facilities.

Intergovernmental Coordination

Camden County recognizes the need to support intergovernmental coordination wherever possible to facilitate responsive governance. By working with the Cities of Kingsland, St. Marys and Woodbine, as well as neighboring jurisdictions, County officials stand to provide more efficient and fiscally responsible service to its citizens.

In addition, population projections indicate that Camden County will quickly become its own Metropolitan Statistical Area (MSA) following the next U.S. Census count in 2010. As the County makes this transition, it will be necessary to coordinate efforts with neighboring jurisdiction and municipalities to create a metropolitan planning organization.

Policies in Support of Intergovernmental Coordination:

- Camden County will continue to cooperate, communicate and coordinate with local governments, adjacent jurisdictions, and citizen, nonprofit and social service organizations.
- Camden County will work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.
- Camden County will maintain its active mutual aid agreements with neighboring municipalities and will explore additional opportunities to coordinate with surrounding Counties and Naval Submarine Base Kings Bay for service and security needs.
- Camden County will implement the Public Safety Communications Plan in coordination with the Cities.
- Camden County will implement a County-wide initiative for water.
- Camden County will coordinate with local municipalities to update and maintain an effective and efficient service delivery strategy.
- Camden County will coordinate with the Chamber of Commerce and other relative entities as the County transition to a Metropolitan Statistical Area.
- Camden County will cooperate and coordinate with adjacent jurisdictions on region-wide issues; such as transportation, jail services, as well as the potential relocation of the airport, etc.

Transportation

Transportation is an important element to the Community Agenda in that transportation is impacted by all areas of the Comprehensive Plan. Population growth means more people on the roads; residential growth dictates where the roads will be built or expanded; economic development determines traffic congestion; natural and cultural resources often direct people's leisure travel and activities; community facilities and services ensure that the capacity exists to maintain transportation corridors; and intergovernmental coordination is necessary for roads to be built, maintained and safely traveled upon.

As Camden County prepares for continued growth, transportation will serve as a key element in the County's success as a well-prepared and well-planned community. Connectivity and pedestrian-friendly corridors are an important part of creating a welcoming community that is open to high density, mixed-use developments; eco-tourism; and walkability—in short, all of the things identified by the County as important throughout the Community Agenda process.

Policies in Support of Transportation:

- Camden County will seek to consider service provision and safety concerns when evaluating new development for connectivity, etc.
- Camden County will continue to provide effective service delivery to communities by adequately staffing and equipping its new Public Works Department.
- Camden County will investigate congestion mitigation techniques where applicable (most needed), identifying such corridors to the municipalities.
- Camden County will continue to improve, expand and connect the local pedestrian and bicycle trail network.
- Camden County will facilitate improved connectivity by paving any unpaved roads and also plan for new developments along I-95.
- Camden County will promote and encourage walkable communities through appropriate regulation such as traditional neighborhood developments.

Supplemental Plans

As reported in the Community Participation Program, Camden County and its municipalities have had the benefit of having several significant plans and reports completed related to future development trends and needs throughout the County. The following discussion provides a brief summary of these documents.

In 2004, DCA dispatched a Quality Growth Resource Team to Camden County to assist the County and the three Cities in achieving more desirable development patterns. The report addresses appropriate economic development, housing choices, natural resources protection, transportation alternatives, and places heavy emphasis on development strategies for quality growth.

Also, in August of 2004, Camden County contracted with Jordan, Jones & Goulding, Inc. to prepare a Comprehensive Transportation Plan (CTP) for all of Camden County, including the three municipalities of Kingsland, St. Mary and Woodbine. Carried out in four phases, the CTP provided an assessment of existing transportation conditions, public comment, project determination and prioritization. The CTP included a five-year short term transportation program as well as a long-range, 20-year transportation plan.

Camden County's Family Connection sponsored the Community Three-Year Strategic Plan for Camden Families and Children in March of 2005. This plan includes input from over 1,400 citizens; providing a forum for the community to express its strengths, weaknesses, concerns, and priorities. This strategic plan is relevant through June 30, 2008.

The Coastal Georgia Regional Development Center completed the Camden County Pedestrian and Bicycle Plan in May 2005. The plan was designed to facilitate and encourage a community where people could bicycle and/or walk safely and conveniently to all desired destinations; and to provide alternative transportation options that would be available to all citizens or visitors to Camden County. The Pedestrian and Bicycle Plan considered current conditions; planning, design and safety standards; as well as provided a recommended implementation program.

In October 2005, the Georgia Institute of Technology's Enterprise Innovation Institute presented the Economic Diversification of Camden County study, which was prepared for The Camden Partnership and Camden County Public Service Authority (PSA). This study provides a detailed account of community identified economic diversification issues and strategic plan recommendations, and captures Camden County's economic diversification situation and future potential.

Summarizing the results of interviews conducted with stakeholders and partners, the study assesses Camden County's economic development performance and programs; identifies business growth opportunities and issues affecting the County's potential for maintaining and enhancing its quality of life; inventories key assets for growth and development; audits current tools in place for managing growth; assesses the current physical and natural resource infrastructure's ability to meet current and future needs; and provides an assessment of the County's workforce development strengths, challenges and key assets for growing its tourism industry.

Camden County and the Cities of Kingsland, St. Marys and Woodbine were among the inaugural recipients of the Georgia Department of Community Affairs' Signature Communities designation in November 2005. The County and Cities were chosen for the honor and associated funding due to their collaborative desire to broaden the community's economic base and quality of life. Identified specialized economic development efforts included a focus on tourism, downtown revitalization, a County-wide greenspace plan, as well as a joint wayfinding initiative.

The Camden County Board of Commissioners directed a Housing Inventory of Unincorporated Camden County to be completed by the Coastal Georgia Regional Development Center in February 2006. Providing the community with a snapshot of up-to-date housing conditions in the unincorporated areas of the County, the housing inventory highlighted growth rates, the type and condition of housing, as well as identified areas where housing stock was in need of special attention. The study was completed in June of the same year.

In October 2006, the Camden County Solid Waste Authority completed an update of their Solid Waste Management Plan. This plan addressed the five core planning elements specified by the Georgia Department of Community Affairs' Minimum Planning Standards and Procedures for Solid Waste Management, as revised in 2004. These elements include waste reduction, collection, disposal, land limitation, as well as education and public involvement.

In collaboration with the Georgia Department of Transportation, the Rails to Trails Feasibility Study, Kingsland to Riceboro was another planning initiative completed by the Coastal Georgia Regional Development Center for Camden County. Completed in June 2007, the Rails to Trails Feasibility Study considered the possibility of implementing a multi-use path or trail way along the abandoned railroad corridor in Camden, Glynn, McIntosh and Liberty Counties. The study includes a needs assessment; public input; an analysis of property ownership and existing conditions; cost estimates; social environmental and economic impacts; as well as an implementation strategy, including design maintenance and operation of the proposed trail.

As stated above, Camden County and its municipalities were identified as one of DCA's initial Signature Communities. Due to that designation, the County and Cities commenced a wayfinding initiative that resulted in the Camden County Wayfinding and Signage Master Plan (2007). The plan supports many of the concepts identified throughout the Community Agenda—encouraging sense of place and community identification; helping visitors and residents navigate throughout Camden County; promoting a pedestrian-friendly environment; and reducing traffic congestion.

Also identified as a priority in Camden County and the Cities of Kingsland, St. Marys and Woodbine's application to DCA for the Signature Communities program was the intent to develop a greenspace plan. As such, the Trust for Public Land released the Greenprint for Camden County, Georgia in 2008 as the fruition of the community's desire to protect and promote its natural resources. Listed throughout the Community Agenda as an implementation measure and strategic planning tool, the Greenprint serves to encourage access and enjoyment of outdoor activities; to improve wildlife and other natural systems, such as water quality; and to enhance the overall economic vitality of the community by promoting a higher quality of life.

Finally, the Camden County Board of Commissioners adopted three primary focus areas as outlined in the Camden County Strategic Plan 2008-2013 (adopted 2007) to promote responsible and effective governance for the County and its citizens—Growth and Development, Fiscal Sustainability, and Organizational Excellence. This strategic planning effort seeks to compliment the Camden County Joint Comprehensive Plan by proactively addressing the community's growth and infrastructure concerns while guiding future budgetary needs accordingly.

City of Kingsland

Adopted October 2008

Vision for the Future

The City of Kingsland established a vision for its future through comprehensive public involvement. The public was given the chance to share their views on future development and quality of life issues through participation in a community visioning process. Feedback gathered through this process was interpreted by Coastal Georgia Regional Development Center staff and submitted to the public during a series of public workshops for review.

The Vision Statement for future development and growth in the City of Kingsland is as follows:

The City of Kingsland is a dynamic and growing, coastal community that promotes family-friendly values and offers balanced economic opportunities for all citizens.

Our goals are to enhance quality growth principles while providing adequate services and facilities that will ensure a healthy, vibrant and livable community for future generations.

Our priorities include: encouraging economic opportunities while continuing to manage growth and plan for appropriate development that enhances quality of life.

CITY OF KINGSLAND

Future Development Map Defining Narrative

The Future Development Map represents the boundaries of previously identified Character Areas and corridors throughout the City of Kingsland. These Character Areas were identified and designated during the Community Assessment phase of the Comprehensive Plan process. Kingsland originally identified the following Character Areas:

- Conservation Areas/Greenspace
- Gateway Corridor
- High Density Suburban Development
- Historic Area
- In Town Corridor
- In Town Development/Affordable Housing
- Major Highway Corridor
- Manufactured Home Park
- Regional Activity Center
- Scenic Corridor/Bike Route
- Suburban Area Developing
- Traditional Neighborhood Declining
- Traditional Neighborhood Stable

The Future Development Map (FDM) Designation Areas found in the Community Agenda are iterations of the Community Assessment's Character Areas. The FDM Designation Areas have been updated based on public review and comments from a series of public workshops and now form the basis of the Future Development Map for the City of Kingsland.

The Defining Narrative includes a specific vision and description for each Future Development Map (FDM) Designation Area, as well as recommended implementation measures to achieve the vision for each area. The written descriptions for each FDM Designation Area, along with accompanying photographs, make it clear what types, forms, styles and patterns of development are to be encouraged in each area.

Following the description and Vision Statement for each Future Development Map Designation Area is a chart that provides the Quality Community Objectives (QCOs) that will be pursued in each area; the appropriate land uses to be encouraged in each area; related issues and opportunities; and corresponding implementation measures to achieve the desired development patterns in each area.

This information, along with the descriptions and Vision Statement are meant to help guide development policies as they relate to land use, population growth, economic development, housing, natural and cultural resources, community facilities and services, intergovernmental coordination and transportation.

CITY OF KINGSLAND

Community Issues and Opportunities

As part of the Future Development Map Defining Narrative, a list of the Issues and Opportunities was adapted from the Community Assessment (2007) of the Camden County Joint Comprehensive Plan. Over a series of three public workshops, this original list of issues and opportunities was refined, based on citizen input and local administrative knowledge.

As encouraged by the Georgia Department of Community Affairs, a community's Comprehensive Plan should also proactively address these concerns by outlining an action plan or provide potential solutions to these issues; such as recommended land use policies, development standards and community-based projects and programs.

Part 110-12-1-.05 of DCA's guidelines for developing the Community Agenda states:

> *This [Chapter] is the final, locally agreed upon, list of issues and opportunities the community intends to address…Each of these issues or opportunities must be followed-up with corresponding implementation measures in the Implementation Program.*

CGRDC staff incorporated the refined issues and opportunities into the appropriate FDM Designation Area, assigning policies and corresponding implementation measures to address these items as identified through the public participation process.

The Future Development Map for the City of Kingsland follows the FDM Defining Narrative. Please note that Defining Narrative headings correspond in color to the FDM Designation Areas identified on the map.

Future Development Map Designation

Commercial Areas

Vision: To encourage commercial development along the corridor that incorporates landscaping and design guidelines, creating a pleasing and aesthetic corridor leading into the downtown business district.

Description/Location:	Georgia State Highway 40. Developed and undeveloped land on both sides; designated high volume transportation facilities such as arterial and expressways. Varying lot sizes and densities, multi-story structures and mid-rise buildings; some commercial and distribution-oriented industries.

Quality Community Objectives:	**Specific Land Uses:**
• Appropriate Businesses • Employment Options • Transportation Alternatives • Infill Development	• Retail, Residential and Office Commercial • Distribution/Warehousing • Appropriate Industrial

Issues & Opportunities	Policies	Implementation Measures
• Too much land is dedicated to parking and other paved areas. • Unattractive sprawl extends along roadways. • The City has unattractive commercial shopping areas and undeveloped vacant sites close to town. • Too many trees are being lost to new development. • There is little bicycle and pedestrian activity.	• Evaluate zoning and development ordinances incorporating design guidelines, use-based restrictions and performance-based regulations. • Consider design standards for future development and redevelopment. • Promote street identification and landscape design program. • Encourage corridor overlay districts and design guidelines to create a sense of identity. • Promote tourism using these gateways to bring tourists into the downtown district and to visit other significant historic and cultural sites. • Discourage billboards, portable signs, or other types of undesirable signage. • Encourage bicycle and pedestrian activity.	• Conduct evaluation of land development ordinances for consistency with Quality Community Objectives. • Draft a small area/corridor plan for the area west of I-95 along Highway 40 toward downtown. • Enhance the visual appearance of the corridor in order to generate a positive feeling about the experience of residing in and visiting the City. • Create and implement corridor overlay districts and design guidelines for in-town corridor. • Implement wayfinding signage system. • Partner with Downtown Development Authority to promote programs and activities, further creating an identity for Kingsland. • Provide bicycle and pedestrian facilities between businesses. • Provide paved shoulders for breakdowns, bicycles and turn lanes.

Future Development Map Designation

Conservation Areas

Vision: To preserve and protect the community's natural, cultural and historic resources and viewsheds to ensure that these amenities can be enjoyed for current and future generations.

Description/Location:

Various areas of natural beauty and open space located throughout Kingsland. Consists of wetlands, public parks, greenspace and other ecologically-significant areas. Particular areas of interest include the St. Marys River and Crooked River. Also, scenic corridors or bike routes that have significant natural, historic, or cultural features and/or pastoral views.

Specific Land Uses:

- Active and Passive Recreation
- Parks/Greenspace

Quality Community Objectives:

- Regional Identity
- Heritage Preservation
- Open Space Preservation
- Environmental Protection
- Transportation Alternatives

Issues & Opportunities	Policies	Implementation Measures
• There is not enough greenspace or parklands for public use. • Local protection of natural, cultural and historic resources is inadequate. • Current development practices are not sensitive to natural resources. • Natural and cultural resources are not being improved, enhanced or promoted. • Citizens are unaware of local resources and their significance. • There are little or no environmental pollution problems. • Transportation system development considers open space, farmland and/or wildlife habitat. • There is no local trail network. • Too many trees are being lost to new development. • New development is not locating in environmentally sensitive areas of the community or in areas of open space, such as rural farmlands.	• Consider adopting ordinances to protect environmentally-sensitive areas. • Continue to plan for multi-use paths as designated in the Rails to Trails Feasibility Study (2007) and the Coastal Greenway project. • Encourage public access to the waterfront attained in future annexations. • Continue to investigate and evaluate locations for public access to riverfront. • Encourage bicycle and pedestrian activity. • Discourage development within conservation areas and corridors, protecting resources and viewsheds. • Preserve, protect and promote natural, cultural and historic resources. • Encourage heritage tourism opportunities. • Consider adopting corridor overlay districts to protect and preserve natural and cultural resources.	• Adopt tree ordinance; seek designation as Tree City USA. • Require the preservation of trees in buffers. • Adopt River Corridor Protection ordinance. • Participate in drafting the Coastal Greenway Plan. • Begin riverfront facility, once land is acquired. • Partner with Riverkeepers to protect and promote the St. Marys River and the Crooked River. • Adopt ordinances to protect environmentally-sensitive areas. • Promote heritage tourism through partnerships. • Inventory historic structures for potential National Register nomination; apply for designation when possible. • Adopt local historic preservation ordinance. • Adopt corridor overlay districts; develop corridor management plans. • Incorporate bicycle and pedestrian amenities if designated State Bike Route.

Future Development Map Designation

Corridor / Gateway Areas

Vision: To promote commercial development and redevelopment through the heart of the City, while providing accessibility options and encouraging alternative modes of transportation; to create a sense of place and identity that characterizes the City.

Description/Location:	U.S. Highway 17, running north and south through the center of the City. Areas include single and multi-family units of varying lot sizes and densities; multi-story structures and mid-rise buildings; some commercial. Entrances to Kingsland along the routes of major highways that provide entrance and access to the community.

Specific Land Uses:	**Quality Community Objectives:**
• Retail and Office Commercial	• Regional Identity
• Hotel/Restaurant Services	• Appropriate Businesses
• Single and Multi-Family Residential	• Transportation Alternatives
• Signage	• Infill Development
• Identifiable Structures	• Environmental Protection

Issues & Opportunities	Policies	Implementation Measures
• There is unattractive sprawl along roadways. • Major transportation corridors are congested. • There is little bicycle and pedestrian activity. • There is little variety for parking solutions. • On-street parking is adequate. • High intensity uses are concentrated along major corridors, yet there is no public transportation. • There is a need to create a sense of place and identity along the City's gateway corridors. • Unattractive sprawl exists along roadways. • There are many unattractive commercial or shopping areas and undeveloped vacant sites close to town. • Too many trees are being lost to new development.	• Consider developing a parking plan for the downtown area. • Consider adopting design guidelines and/or overlay corridors for gateways. • Encourage façade improvements and updates to buildings. • Encourage bike and pedestrian activity. • Consider adopting recommendations of the Downtown Master Plan. • Promote street identification and landscape design program. • Promote tourism using gateways to bring tourists into the community. • Discourage billboards or other types of undesirable signage. • Focus on clean-up and redevelopment of I-95 west to U. S. Highway 17.	• Conduct a parking study for downtown. • Adopt landscaping and design guidelines for overlay corridors. • Market unused buildings for redevelopment. • Adopt Downtown Master Plan recommendations. • Incorporate bicycle and pedestrian amenities. • Adopt tree ordinance; seek status as Tree City USA. • Increase restrictions on signage; implement wayfinding system. • Draft corridor management plan for I-95 west to U.S. Hwy 17. • Draft corridor management plan west of I-95 along Hwy 40 toward downtown. • Draft redevelopment plan for Exit 3. • Draft development plan for Exit 6.

Future Development Map Designation

Historic Areas

Vision: To preserve the historic character and integrity of the City's downtown residential district, promoting infill opportunities and redevelopment practices when necessary.

Description/Location:	Located in the center of Downtown along Georgia State Route 40 and U.S. Highway 17. Areas that contain the oldest housing stock in the City. Houses are generally in good repair and represent some of the best, or the most unique, historical architectural features in the area. Developed lands with low-to-moderate intensification and transitional uses.

Specific Land Uses:

- Single-Family Residential
- Office and Retail Commercial
- Mixed-Use
- Parks/Recreation

Quality Community Objectives:

- Regional Identity
- Appropriate Businesses
- Heritage Preservation
- Housing Opportunities
- Traditional Neighborhood
- Infill Development
- Sense of Place

Issues & Opportunities	Policies	Implementation Measures
• Local protection of historic and cultural resources is inadequate. • Historic and cultural resources are not being improved, enhanced or promoted. • New infill development should be compatible with the existing architecture. • Some neighborhoods are in need of revitalization or upgrade. • Citizens are unaware of these resources and their significance.	• Encourage best practices for historic preservation. • Encourage rehabilitation by providing appropriate incentives, such as tax credits. • Make historic preservation of residential properties a priority by implementing protections at all levels of the rehabilitation process, through permitting, etc. • Encourage partnerships among community stakeholders to promote historic preservation efforts and public awareness. • Encourage heritage tourism opportunities. • Preserve and protect local identity by maintaining natural, cultural and historic resources within the historic district.	• Inventory historic structures for potential National Register nomination. • Apply for National Register designation when appropriate. • Create a local historic district based upon findings from inventory. • Preserve and protect historic sites from demolition. • Promote rehabilitation efforts by providing appropriate incentives, such as tax credits. • Maintain architectural integrity of existing historic homes through building permit review. • Develop design guidelines for historic properties. • Adopt ordinance requiring the protection of locally designated historic properties, where appropriate. • Coordinate with the Downtown Development Authority on activities.

Future Development Map Designation

Neighborhood Infill Areas

Vision: To maintain and improve quality of life and housing opportunities that currently exist in these neighborhoods; enhance connectivity and sense of community; and promote housing affordability for all income levels.

Description/Location:

Areas located on the southeast and southwest side of U.S. Highway 17. This neighborhood has well-maintained housing, high rates of homeownership, and off-street parking. Also, neighborhood located along U.S. Hwy 17 west and north of the downtown corridor. Additional areas include those located northeast of U.S. Hwy 17; as well as areas accessible from Georgia State Route 40 via East Boone. Avenue—located west of I-95 near Exit 3. Developed lands with low-to-moderate intensification and transitional uses.

Specific Land Uses:

- Single- and Multi-Family Residential
- Parks/Recreation
- Retail Commercial

Quality Community Objectives:

- Housing Opportunities
- Traditional Neighborhood
- Infill Development
- Transportation Alternatives

Issues & Opportunities	Policies	Implementation Measures
• There is an inadequate mix of uses within neighborhoods. • Neighborhoods lack attractive public spaces for gathering and social interaction. • There is little bicycle and pedestrian activity. • Some neighborhoods are in need of revitalization or upgrade. • The proliferation of manufactured homes and mobile home parks are not a problem. • Maintenance, code enforcement, and vacant or abandoned manufactured homes and parks continue to be problems for the City. • There is not enough affordable housing within the City. • There is an insufficient mix of housing sizes, types and income levels within most neighborhoods. • Access to public facilities and services is provided to residents at all income levels.	• Reconsider compatibility of adjacent zoning and the transition of zoning. • Develop neighborhood activity centers as gathering places, reinforcing sense of place. • Enhance the character of neighborhoods by improving sidewalks, streetscapes, and bicycle and pedestrian facilities. • Encourage connectivity in developments, where possible. • Continue to focus on code enforcement and dilapidated housing in areas experiencing disinvestment. • Encourage infill development where possible, allowing for compatible uses. • Encourage redevelopment of abandoned properties. • Review ordinances related to manufactured housing. • Assist in the development of workforce housing using City property. • Explore incentives for workforce housing.	• Adopt ordinances that promote compatible uses at neighborhood centers. • Acquire property to provide pocket parks and public space. • Improve streetscapes, parks and other public facilities. • Maintain quality infrastructure and services; improve where necessary. • Draft small area plans for neighborhoods and infill development; specifically, MLK Boulevard and Orange Avenue. • Inspect manufactured home parks regularly to maintain code enforcement. • Demolish dilapidated mobile homes. • Formulate redevelopment plan to address deteriorated housing. • Inventory vacant housing sites and City-owned property to identify sites for workforce housing. • Provide incentives to develop alternatives for workforce housing.

Future Development Map Designation

Suburban Developing Areas

Vision: To promote livable communities where residential and commercial uses coexist; creating connectivity and walkability while promoting an appropriate mix of function, use and design.

Description/Location:	Areas where pressure for suburban residential development are greatest due to the availability of water and sewer service. Without intervention this area is likely to evolve with low or no transit, high to moderate building separation, predominately residential with scattered civic buildings and varied street patterns. Varying lot sizes and densities, multi-story structures and mid-rise buildings; some commercial and distribution-oriented industries. Distribution centers to be located west of U.S. Highway 17 North in Villages of Kingsland, as well as west of St. Marys.

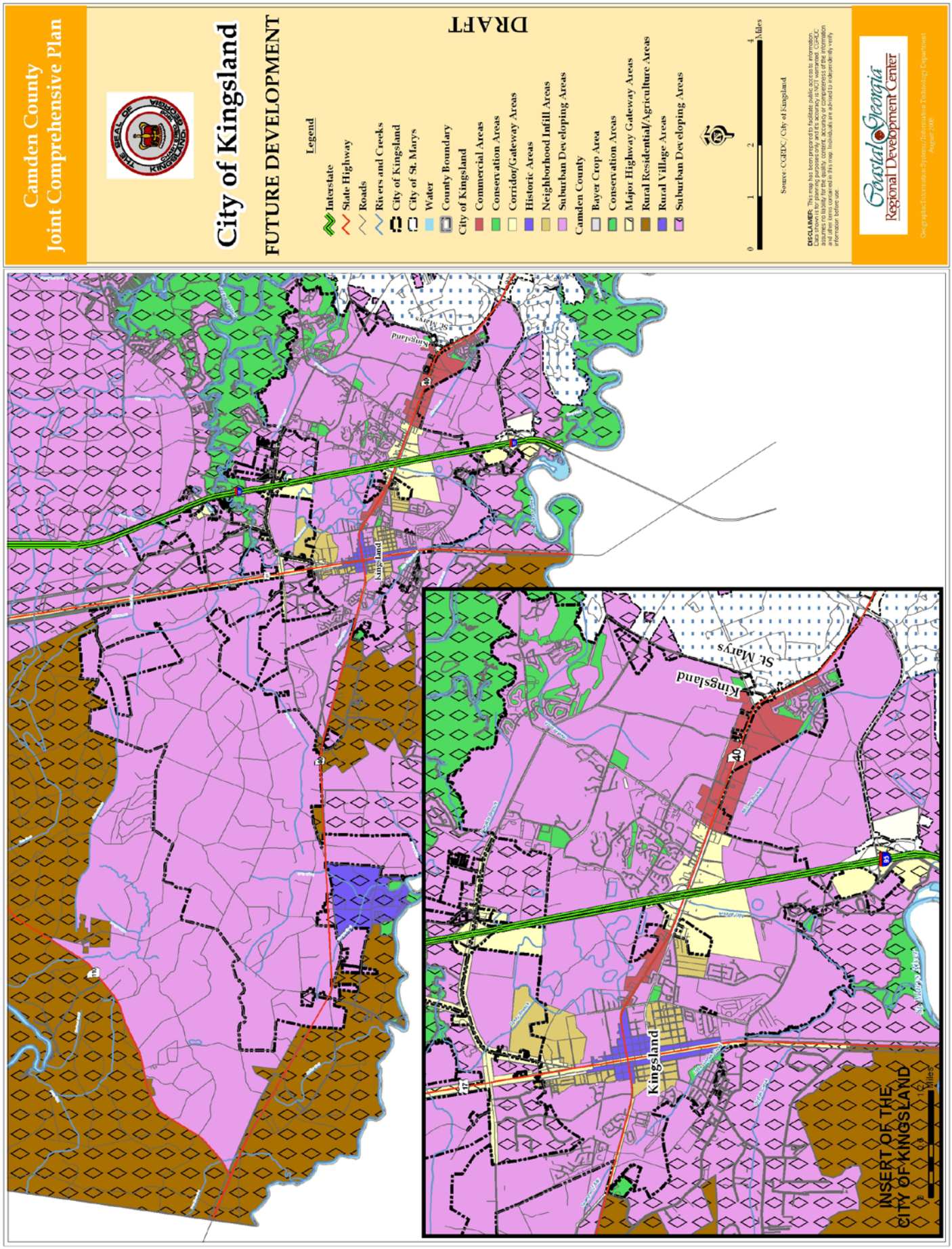
Specific Land Uses:

- Single-and Multi-Family Residential
- Retail, Residential and Office Commercial
- Distribution/Industrial
- Mixed-Use

Quality Community Objectives:

- Growth Preparedness
- Appropriate Businesses
- Open Space Preservation
- Transportation Alternatives
- Housing Opportunities

Issues & Opportunities	Policies	Implementation Measures
• Neighborhood residents are not opposed to new and innovative developments with higher densities. • Developers and residents, alike, are pleased with the development approval process, zoning and other land regulations. • The City does not have enough greenspace or parkland. • Too many trees are being lost to new development. • Current development practices are not sensitive to natural or cultural resources. • Development is guided by the use of existing infrastructure. • Streets in new development promote connectivity.	• Encourage clustering in developments. • Consider design standards for future development. • Encourage developers to include parks and recreational areas in subdivisions. • Consider implementing impact fees. • Encourage connectivity in future developments. • Promote moderate density, traditional neighborhood development styles residential subdivisions. • Encourage connectivity and continuity between each master planned development. • Promote street design that calms traffic and enhances safety. • Promote the addition of bicycle and pedestrian facilities.	• Enforce existing subdivision ordinances and zoning regulations. • Modify subdivision regulations to require the preservation of sensitive natural areas. • Increase landscape design standards. • Adopt conservation subdivision ordinance. • Enforce minimum lot sizes, limiting the use of variances. • Require increased tree canopy coverage. • Require developers, who meet certain size thresholds, to provide to provide pocket parks and recreational areas. • Explore implementing impact fees in the future. • Require sidewalks or walking trails in new residential developments; provide connectivity to schools and other bicycle and pedestrian facilities, where appropriate.


Camden County
Joint Comprehensive Plan
City of Kingsland
FUTURE DEVELOPMENT
DRAFT
Legend
Interstate
State Highway
Roads
Rivers and Creeks
City of Kingsland
City of St. Marys
Water
County Boundary
City of Kingsland
Commercial Areas
Conservation Areas
Corridor/Gateway Areas
Historic Areas
Neighborhood Infill Areas
Suburban Developing Areas
Camden County
Bayer Crop Area
Conservation Areas
Major Highway Gateway Areas
Rural Residential/Agriculture Areas
Rural Village Areas
Suburban Developing Areas
0 1 2 4 Miles
Source: CGEDC / City of Kingsland
DISCLAIMER: This map has been prepared to facilitate public access to information. Data shown is for planning purposes only and its accuracy is NOT warranted. CGEDC assumes no liability for any decisions made or actions taken or not taken by persons or organizations on the basis of information shown on this map. Individuals are advised to independently verify information before use.
Coastal Georgia Regional Development Center
Geographic Information Systems/Information Technology Department
August 2006
Kingsland
St. Marys
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CITY OF KINGSLAND

Quality Community Objectives

Throughout the Community Assessment, the list of Issues and Opportunities provided a City-wide perspective on the DCA identified elements of Population Growth, Economic Development, Housing, Natural and Cultural Resources, Community Facilities and Services, Intergovernmental Coordination and Transportation, plus the additional element of Development Patterns. However, because not all of these issues and opportunities relate to a specific Future Development Map Designation Area, it is necessary to consider how these concerns apply throughout the City of Kingsland.

In an effort to further this objective while simultaneously promoting the state's overall goal of creating sustainable and livable communities, the Georgia Department of Community Affairs' Quality Community Objectives (QCOs) were utilized to create a framework by which to consider these broader Issues and Opportunities. The QCO Narrative addresses the four primary objectives of Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

Similar to the Future Development Map Defining Narrative, the QCO Narrative includes a specific vision, policies, and recommended implementation measures to achieve the vision for each area.

Quality Community Objective

Development Patterns

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To promote quality growth, affordability and a sense of place, while continuing to provide effective and efficient service delivery to all residents.	• Traditional Neighborhood • Infill Development • Sense of Place • Transportation Alternatives • Regional Identity	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• There is an inadequate mix of uses within neighborhoods, such as corner grocery or drug stores, etc. • The provision of public facilities is not being used to guide development. • Some parts of the City are not adequately served by public facilities and services, such as roads, etc. • The cost of providing services to new development is typically lower than the revenue received from the development.	• Review existing codes and ordinances for consistency with the community vision. • Evaluate zoning and developing ordinances, incorporating design guidelines, use-based restrictions, and performance-based regulations, where applicable. • Reconsider compatibility of adjacent zoning and the transition of zoning. • Allow compatible uses as infill development takes place. • Continue to monitor growth and development trends and address services needed in specific areas. • Plan for future safety needs, such as fire and police protection, as the population grows. • Plan for upgrades and expansion to water and sewer capacity, as needed. • Consider implementing impact fees.	• Conduct evaluation of land development ordinances for consistency with Quality Growth Principals. • Enforce existing ordinances and zoning regulations. • Enforce minimum lot sizes; limit the use of variances. • Maintain a Capital Improvements Plan. • Maintain high quality of infrastructure and services. • Update water and sewer master plan to meet the demands of growth. • Develop multi-purpose facility for fire, police and administrative purposes in west Kingsland. • Expand water treatment plant. • Continue to upgrade lift stations to SCADA monitoring equipment. • Improve the intersection of Laurel Island Parkway, Boone Street and Haddock Road; Middle School and Gross Roads; and Lakes Boulevard and Boone Street. • Connect Colerain Road to Highway 40 via Camden Woods Parkway. • Construct extension of Middle School Road. • Explore implementing impact fees.

Quality Community Objective

Resource Conservation

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To preserve, protect and promote the City's natural, historic and cultural resources with special consideration to the unique coastal resources inherent to the City of Kingsland.	• Heritage Preservation • Open Space Preservation • Environmental Protection	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• There is not enough greenspace or open space in the City. • Current development practices are not sensitive to natural, cultural or historic resources. • Natural, cultural and historic resources are not being enhanced or promoted; citizens are often unaware of these resources and their significance to the community.	• Consider adopting a conservation subdivision ordinance to promote greenspace, etc. • Continue to encourage developers to set aside greenspace for parks and recreational use. • Consider creating a local historic district based upon findings from the inventory of historic structures, once completed. • Continue to plan for multi-use paths as designated in the Rails-to-Trails Feasibility Study (2007), as well as the Coastal Greenway initiative. • Encourage bike and pedestrian activity. • Wherever possible, connect to the regional network of greenspace and trails available to pedestrians and bicyclists for both tourism and recreational use. • Discourage billboards, portable signs, and other types of undesirable signage. • Preserve, protect and promote natural, cultural and historic resources within the community. • Encourage heritage and eco-tourism opportunities. • Discourage development within conservation areas, protecting resources and scenic viewsheds.	• Adopt conservation subdivision ordinance. • Promote conservation easements and other preservation incentives. • Develop a conservation management plan. • Require increase tree canopy coverage. • Require developers to provide pocket parks and recreational areas. • Require developers to link together open space into a publicly accessible network. • Include direct connection to nearby trails, available for pedestrian, bicycle and equestrian use. • Inventory historic properties. • Create a local historic district, based upon inventory; create design guidelines. • Seek National Register designation for historic structures, when appropriate. • Participate in drafting the Coastal Greenway Plan. • Implement Rails-to-Trails (2007) recommendations, such as a multi-use path. • Create partnership opportunities with local historic and environmental interests to promote heritage and eco-tourism. • Limit development within conservation areas.

Quality Community Objective

Social and Economic Development

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To enhance the quality of life for all residents and visitors—improving economic opportunity, housing diversity and sense of community.	• Growth Preparedness • Appropriate Businesses • Employment Options • Housing Opportunities • Educational Opportunities	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• Population projections indicate that the percentage of Kingsland residents aged 50 and older will increase to over 11 percent of the population by 2030. • Kingsland's economy is too depending upon one or two industries or economic sectors. • There is a lack of sufficient jobs or economic development opportunities for local residents. • There is an imbalance between the location of available housing and major employment centers. • There is not enough innovative economic development taking place. • Economic development favors new development over redevelopment opportunities. • There is a lack of attractive public spaces that are designed for gathering and social interaction.	• Continue proactively planning for population growth, marketing to reach the active adult population. • Explore opportunities created by area ports in Jacksonville and Brunswick. • Develop implementation strategies for the findings from the 2005 Economic Diversification of Camden County, Georgia study prepared by Georgia Tech. • Pursue efforts to attract businesses of all sizes. • Consider the impact of Jacksonville MSA-related growth. • Expand cooperative leadership and partnership opportunities for economic development. • Promote pocket parks for future developments and enhance the features of existing parks. • Encourage the development of new parks and recreational areas in relation to new development. • Consider adopting recommendations to encourage walkability in the downtown area, according to the Downtown Master Plan. • Promote a comprehensive sidewalk network, connecting churches and schools to neighborhoods.	• Identify and utilize all available tools and resources to further job creation, business recruitment and retention, and small business development. • Support the Downtown Development Authority's programs and activities. • Draft Economic Development Implementation Plan, which includes a recruitment strategy to advance opportunities related to the ports and promote local small business entrepreneur activities. • Lobby state officials for recognition and support of the impact of Jacksonville MSA-related growth. • Acquire property or require developers to provide pocket parks and new recreational areas. • Implement recommendations from the Downtown Master Plan. • Develop bicycle and pedestrian connectivity to downtown historic areas and commercial centers.

Quality Community Objective

Governmental Relations

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To maintain cooperative initiatives while actively pursuing additional partnership opportunities with local municipalities, as well as surrounding jurisdictions, in order to provide the highest quality of services for Kingsland residents and business-owners.	• Regional Solutions • Regional Cooperation	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• Kingsland does not plan with adjacent jurisdictions for areas near mutual boundaries. • The City does not share plans or planning information with neighboring jurisdictions. • There are few conflicts between Kingsland's development plans and those of adjacent jurisdictions. • The City promotes partnerships and cooperation between local governments and community stakeholder groups. • As growth continues, transportation and other service needs will be exacerbated.	• Continue to cooperate, communicate and coordinate with surrounding local governments, adjacent jurisdictions, and citizen, nonprofit and social service organizations. • Continue to support the practice of voluntary annexations. • Encourage cooperation with state agencies, as needed, as population growth continues.	• Implement the Joint Comprehensive Plan in conjunction with the County and other neighboring jurisdictions. • Continue practice of voluntary annexations. • Continue mutual aid agreements with surrounding municipalities for services, etc. • Continue to implement Camden County transportation recommendations. • Coordinated with GDOT, GEMA and others, as needed, to plan and prepare for future transportation improvements to roadways, etc.

CITY OF KINGSLAND

Implementation Program

The Comprehensive Plan is a living document, and a critical part of its evolution is the implementation program. As such, the Implementation Program serves as the overall strategy for the City of Kingsland to achieve its vision for the future. In addition, the Implementation Program encourages compliance with both the Character Area and Future Development maps. It also aids the City as it seeks to address the identified issues and opportunities.

By identifying specific programs and tasks to be undertaken by Kingsland as the City implements the Agenda, the Implementation Program consists of policies, the short term work program (STWP), and long-range activities. A proposed schedule, responsible parties and potential funding sources are all outlined within this program.

The Georgia Department of Community Affairs requires the following elements as part of a community's Implementation Program:

- **Short Term Work Program** – Communities must develop a STWP to identify specific implementation actions the local government, or other entities, intend to take during the first five-year time frame for the planning period. This includes any ordinances, administrative systems (such as site plan review, design review, etc.), community improvements or investments, financing arrangements, or other initiatives to be put in place to implement the Plan. The STWP must include the following information for each listed activity:
  - Brief description of the activity;
  - Timeframe for undertaking the activity;
  - Responsible party for implementing the activity;
  - Estimated cost (if any) of implementing the activity; and
  - Funding source(s), if applicable.
- **Report of Accomplishments (ROA)** – The ROA identifies the current status of each activity in the community's previous STWP from its recent Comprehensive Plan. Local governments are required by DCA to indicate activities that:
  - Have been completed;
  - Are currently underway (including a projected completion date);
  - Have been postponed (with explanation); or
  - Have not been accomplished and are no longer activities the local government intends to undertake (with explanation).
- **Policies** – Communities must develop a set of policies the local government is willing to adopt to provide ongoing guidance and direction to local government officials for making decisions consistent with achieving the Community Vision or addressing identified Issues and Opportunities.
- **Supplemental Plans** – Communities should incorporate by reference any supplemental plans that focus on special areas, situations or issues of importance to the community, such as plans for conservation or management of natural or cultural resources, redevelopment plans for particular areas of the community, master plans for downtown development, neighborhood plans, gateway plans, rural preservation plans, recreation plans, or the community's required solid waste management plan (see definition in Chapter 110-12-1-.09).

City of Kingsland Short Term Work Program

2008-2012

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
DEVELOPMENT PATTERNS								
Conduct evaluation of land development ordinances for consistency with quality growth principals.	X	X				City	Staff time	General Fund
Adopt a Conservation Subdivision Ordinance in which homes are placed on smaller lots and a portion of land is preserved as open greenspace.		X				City	Staff time	General Fund
Modify subdivision regulations to require the preservation of sensitive/unique natural areas; including streams, wetlands rivers & marshlands.		X				City	Staff time	General Fund
Acquire property or require developers to provide pocket parks and new recreational areas.	X	X	X	X	X	City	Staff time; Variable	General Fund
Adopt ordinances and codes that promote compatible uses at neighborhood centers.	X	X				City	Staff time	General Fund
Review ordinances related to manufactured housing and adopt design standards.		X	X			City	Staff time	General Fund
Draft a small area/corridor plan for the area west of I-95 along Highway 40 toward downtown.			X			City	Staff time	General Fund
Conduct a parking study for downtown.		X				City	$20,000	General Fund
Revise zoning regulations and procedures to include formal determination of compliance with the Comprehensive Plan.	X	X				City	Staff time	General Fund
ECONOMIC DEVELOPMENT								
Support the Downtown Development Association's programs and activities.	X	X	X	X	X	City	Staff time	General Fund
Draft Economic Development implementation plan that includes a recruitment strategy that advances opportunities related to the ports and permutes local small businesses.	X	X				City	Staff time	General Fund
Draft a development plan for Exit 6.		X				City	Staff time	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
ECONOMIC DEVELOPMENT								
Draft a redevelopment plan for Exit 3.			X			City	Staff time	General Fund
Continue downtown revitalization activities as a part of economic development efforts.	X	X	X	X	X	City	Staff time	General Fund
HOUSING								
Draft a small area revitalization plan for MLK Boulevard.			X	X		City	Staff time	General Fund
Draft a small area revitalization plan for North and South Orange Avenue.		X	X			City	Staff time	General Fund
Inventory city-owned property to identify sites appropriate for the development of workforce housing.	X	X	X	X	X	City	Staff time	General Fund
NATURAL AND CULTURAL RESOURCES								
Continue the practice of encouraging developers to provide for open space in their developments that links together into a publicly accessible open space network.	X	X	X	X	X	City and Developers	Staff time	General Fund
Inventory historic properties.	X					Consultant	Staff time	Section 106 review
Adopt an ordinance requiring the protection of locally designated historic properties and districts, where appropriate.		X				DDA; City	Staff time	General Fund
Apply for the National and State Register of Historic Places designation for buildings of historic significance.		X				DDA; City	Staff time	General Fund
Adopt corridor overlay districts for prominent roads in the City; require the preservation of existing trees in landscaped buffers.	X					City	Staff time	General Fund
Adopt a tree ordinance.	X					City	Staff time	General Fund
Submit application to become a Tree City USA.	X					City	Staff time	General Fund
Adopt a River Corridor Protection ordinance.		X				City	Staff time	General Fund
Evaluate results of historic preservation programs.	X	X				DDA; City	Staff time	General Fund
Continue to support the annual Catfish Festival.	X	X	X	X	X	City	Staff time	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
COMMUNITY FACILITIES AND SERVICES								
Maintain a capital improvements plan.	X	X	X	X	X	City	Staff time	General Fund
Update capital improvement projects listed in Short Term Work Program.	X					City	Staff time	General Fund
Explore implementing impact fees.		X				City	Staff time	General Fund
Update water and sewer master plan.	X		X		X	City	Staff time	General Fund
Document and map the water and sewer system.	X		X		X	City	Staff time	General Fund
Refurbish old water lines in the downtown area.	X	X	X			City	Staff time	General Fund
Loop water system along Colerain-St. Marys Road, east of I-95	X	X				City	Staff time	General Fund
Replace dilapidated sanitary sewers in downtown and old city areas.	X	X	X			City	Staff time	General Fund
Participate in the drafting of the Coastal Greenway Plan.	X	X				City	Staff time	General Fund
Begin work on the riverfront facility.			X			City	Staff time	General Fund
Develop multi-purpose facility (fire, police, administration) in west Kingsland.		X	X			City	Staff time; Variable	SPLOST; GEFA
Expand water treatment plant.		X	X			City	Variable	SPLOST; GEFA
Expand waste water treatment plant.	X		X		X	City	Variable	SPLOST; GEFA
Continue to upgrade lift stations to SCADA monitoring equipment.	X	X	X	X	X	City	Variable	SPLOST; GEFA; Revenue bonds
INTERGOVERNMENTAL COORDINATION								
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	X	X	X	X	X	Cities and County	Staff time	General Fund
Continue mutual aid agreements (fire, police, building inspection, code enforcement, etc.).	X	X	X	X	X	Cities and County	Staff time	General Fund
Update Comprehensive Plan in 1997, or sooner if major changes occur or new trends develop in conjunction with other jurisdictions.	X					Cities and County	Staff time	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
TRANSPORTATION								
Improve the intersection of Laurel Island Parkway, Boone Street and Haddock Road; Middle School and Gross Roads; Lake Boulevard and Boone Street.	X	X				City	Unknown	SPLOST
Implement Rails to Trails (2007) recommendations, such as a multi-use path.	X	X				PSA	Variable	PSA Funds
Connect Colerain Road to Highway 40, via Camden Woods Parkway.		X				City	Unknown	SPLOST
Construct extension of Middle Schools Road.			X			City	Unknown	SPLOST
Implement recommendations from the Downtown Master Plan.	X	X	X	X	X	City	Staff time; Variable	General Fund; SPLOST
Widen Colerain-St. Marys Road to four lanes from SR 40 west to Kings Bay Road in St. Marys; improve the intersection at North Old Jefferson.	X	X				City	Unknown	SPLOST
Install signalized rail crossings on U.S. Highway 17, Satilla Street, May Street, East Street and Grove Boulevard.	X	X	X			City	Unknown	SPLOST
Extend Woodbridge Road to Colerain-St. Marys Road.	X	X	X			City	Unknown	SPLOST

City of Kingsland Report of Accomplishments 2002-2007

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
LAND USE					
Revise zoning regulations and procedures to include formal determination of compliance with the Comprehensive Plan.		X			
Evaluate use of impact fees, tap-on fees, etc., for roads, recreation, fire services, water, and sewer facilities.	X				
Adopt procedures to consider environmental constraints during rezoning or permitting for development in sensitive areas.	X				
Annually review growth data for consistency with assumptions and forecasts in Plan.				X	1992 plan forecasts are obsolete. Will review with new plan release.
Update capital improvement projects listed in Short Term Work Program.		X			Capital budgeting for W/S done. Others will be untaken in FFY08.
Update Comprehensive Plan in 1997, or sooner if major changes occur or new trends develop, in conjunction with other jurisdictions.		X			Delivery postponed by DCA/ Plan underway.
ECONOMIC DEVELOPMENT					
Participate in preparation of Economic Development and Tourism Promotion Program developed through PSA.				X	JDA seceded PSA for economic development.
Continue downtown revitalization activities as a part of economic development effort.		X			
Implement local elements of Eco. Development and Tourism Program.				X	Selected elements completed.
HOUSING					
Participate in study of development standards, regulation, and impact, in coordination w/ other jurisdictions in the county through the PSA.				X	Growth rate of housing has not indicated a need.
Confirm that all building-related codes are consistent with the Georgia Uniform Codes Act.	X				

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
NATURAL AND CULTURAL RESOURCES					
Cooperate with PSA and others to address reforestation issue.				X	Unknown issue.
Coordinate with Georgia DNR, the Coastal Georgia RDC, and other jurisdictions to develop county-wide wetland development standards and requirements.				X	Statewide requirements & standards adopted.
Coordinate with Georgia DNR, the Coastal Ga. RDC, Glynn County, and other jurisdictions to develop county-wide river and stream protection development standards and requirements.				X	Statewide requirements & standards adopted.
Review Board of Health requirements and practices re: min. lot sizes by soil types; evaluate locations of soil limitations.				X	Require sewerage on all new developments.
Modify development regulations when the "wetlands" definition has been finalized and when the River Corridor Protection Standards become finalized or modified, as necessary.	X				
Assist PSA with inventory update on historic resources.				X	Survey completed by Kingsland.
Based on updated inventory, prioritize historic resources and seek National Register listings as appropriate.	X				
Evaluate results of historic preservation programs.		X			
Continue and support the annual Catfish Festival.		X			
COMMUNITY FACILITIES AND SERVICES					
Document and map water and sewer system.			X		GIS Manage hired with this as top priority.
Refurbish old water lines in downtown area.			X		Awaiting funding.
Loop water system along Colerain-St. Marys Road, east of I-95.			X		Project awaiting demand.
New water supply well at Gross Rd storage tank.				X	Need has not materialized.

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
COMMUNITY FACILITIES AND SERVICES					
Water main extension, west along SR 40 from new elementary school to City limits, and loop back.	X				
Replace dilapidated sanitary sewers in downtown and old City areas.			X		Awaiting funding.
Expand capacity of wastewater treatment plant to 1.7 mgd.	X				
Resolve with the County and St. Marys how public water could best be provided in Harrietts Bluff and Browntown.	X				
PUBLIC SAFETY					
Prepare and annually update vehicle replacement plan.	X				
Provide administrative space to accommodate increase in Police Department personnel.	X				
FIRE PROTECTION					
Participate with City of St. Marys and County in construction of new fire station in St. Marys Road/I-95 area, with new equipment.				X	Mutual Aid between Kingsland and County covers need.
PARKS AND RECREATION					
Construct new Camden County Community Center, including gymnasium and outdoor 25-meter pool.	X				
Construct new Camden County Sports Complex, including 6 tennis courts, football stadium and field house, lighted football field, track, track & field/football field, 5 baseball fields, 3 soccer/football fields, basketball court, concession and maintenance buildings.	X				
Add football/soccer field at old Kingsland elementary school site.				X	Old site now School Board. New site includes.
GENERAL GOVERNMENT					
Restoration of historic Camden Hotel for governmental offices, paving parking area, brick pavers and landscaping.	X				
Participate in evaluation of vehicle maintenance activities and possible cooperation on centralized intergovernmental service.				X	Not a viable need.

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
TRANSPORTATION					
I-95/SR 40 Interchange—signalize southbound off-ramp, extend to Boone Avenue and align with May Creek Drive extension.	X				
May Creek Drive extension—north to Boone Avenue, aligned with I-95/SR 40 southbound off-ramp and extension.	X				
Colerain-St. Marys Road—widen to 4 lanes from SR 40 on west to Kings Bay Road (in St. Marys); improve intersection at N. Old Jefferson.			X		Awaiting funding by State. Intersection improvement at Laurel Marsh Parkway in process by Kingsland.
Signalize railroad crossings on U.S. 17, Satilla Street, May Street, East Street, and Grove Boulevard.			X		Railroad volume does not justify.
SR 40—widen to 4 through lanes with planted median/turn lanes from Colerain-St. Marys Road to U.S. 17; add west-bound turn lane at U.S/ 17.				X	Difficulties in downtown (historic structures). Emphasis shifted to a bypass.
Woodbridge Road extension to Colerain-St. Marys Road.			X		Partly constructed/ Responsibility of developer.

CITY OF KINGSLAND Policies

This section of the Implementation Program outlines policies developed for use by local government officials, community organizations and leaders, boards and authorities, and other entities responsible for shaping the future of the City of Kingsland. Policies provide overall guidance for making decision consistent with the community's vision. As outlined in the Community Agenda, the policies identified in this section will serve as tools for elected and administrative officials when making future land use and zoning decisions. The purpose of the State Planning Act is for the Comprehensive Plan to be developed, implemented and activity utilized by the local government.

The policies outlined in the following discussion reflect conclusions drawn from the analysis provided in the Community Assessment as well as the issues and opportunities identified during the Community Participation Program.

Development Patterns

The City of Kingsland seeks to encourage development patterns that are consistent with promoting an overall community vision of quality growth and sustainable development. As such, it is necessary that City officials review current zoning and other land use regulations. By incorporating transitional zoning, design guidelines and other techniques to foster aesthetically-pleasing, smart growth development, Kingsland advances the community vision identified through the public participation process of the Community Agenda.

Policies in Support of Development Patterns:

- Kingsland will evaluate its zoning and development ordinances incorporating design guidelines, use-based restrictions, and performance-based regulations, where applicable; and review existing codes and ordinances for consistency with its community vision.
- Kingsland will reconsider compatibility of adjacent zoning and the transition of zoning.
- Kingsland will promote "pocket" parks for future developments and enhance the features of existing parks.
- Kingsland will create new parks and recreational areas in relation to new development.
- Kingsland will review mobile home ordinances and will enforce maintenance and design within mobile home parks.
- Kingsland will focus on clean-up and quality redevelopment of area I-95 west to U.S. Highway 17.
- Kingsland will develop a parking plan for downtown.
- Kingsland will consider design standards for future development.
- Kingsland will enforce minimum lot sizes and limit the use of variances.
- Kingsland will consider and potentially adopt a conservation subdivision ordinance to promote greenspace, etc.

Population Growth

There is no question that people are moving to coastal Georgia. As the City of Kingsland continues to annex large tracts of land to accommodate development, the impact of this growth will inevitably be felt on the City's infrastructure, such as roads, schools and various municipal services. Because estimates indicate that the City of Kingsland will more than double over the next 20 years, preparing for the growth in advance will enable City officials to mitigate the effects of such a population boom.

Policies in Support of Population Growth:

- Kingsland will continue to proactively plan for population growth.
- Kingsland will market itself to active adults and pursue opportunities to develop active adult communities.

Economic Development

Economic development is important to the vitality and quality of life of a community—it means jobs, business growth, revenues and tax dollars. A diversified labor force and employment opportunities are what bring both business and people to a city and keep them there.

The City of Kingsland has identified these items as priorities; including capitalizing on the proximity of the City of Jacksonville, FL, and the presence of the ports in both Jacksonville and Brunswick, GA. Several of these themes are addressed in the Economic Diversification of Camden County study released by the Georgia Institute of Technology's Enterprise Innovation Institute in 2005.

Policies in Support of Economic Development:

- Kingsland will explore opportunities created by area ports in Jacksonville and Brunswick.
- Kingsland will look at innovative development and redevelopment plans, particularly at the interchange areas for I-95 at exits 3 and 6.
- Kingsland will develop implementation strategies for the findings from Georgia Tech's diversification study.
- Kingsland will pursue efforts to attract businesses of all sizes.
- Kingsland will consider the impact of growth from Jacksonville.
- Kingsland will lobby state officials for recognition and support of the impact of Jacksonville MSA-related growth.
- Kingsland will expand cooperative leadership and partnership opportunities for economic development.

Housing

While the City of Kingsland is experiencing tremendous residential growth, little attention is given to housing affordability and the development of workforce housing. The availability of appropriate residential options for all income levels is necessary and crucial to supporting a dynamic economy. Disinvestment and dilapidated housing also continue to be problems for some Kingsland neighborhoods.

Policies in Support of Housing:

- Kingsland will assist in the development of workforce housing using City property.
- Kingsland will continue to focus on code enforcement and improve dilapidated housing in areas experiencing disinvestment.

Natural Resources

During the public participation process, the City of Kingsland identified the protection of open space and greenspace as priorities to promote public parks and recreational opportunities for residents. Natural resources and environmentally-sensitive areas are important features that promote a community's inherent sense of place, especially in Georgia's coastal communities; as such, these resources should be both protected and promoted.

Policies in Support of Natural Resources:

- Kingsland will use current practices to encourage developers to set aside greenspace for parks and recreational uses.
- Kingsland will adopt a tree ordinance.
- Kingsland will seek Tree City USA designation.
- Kingsland will consider adopting ordinances to protect environmentally-sensitive areas.

Cultural Resources

As stated above, a community's sense of place is maintained by protecting and promoting its resources. Cultural and historic resources are just as vital to achieve this objective. The City of Kingsland seeks to explore creating a local historic district as well as identify structures that have potential to be listed on the National Register of Historic Places.

Policies in Support of Cultural Resources:

- Kingsland will inventory historic structures for potential National Register designation.
- Kingsland will consider creating a local historic district based upon findings from inventory.

Community Facilities and Services

A community's facilities and services are vital to the function and efficiency of that community. As the City of Kingsland continues to grow, the City's infrastructure will be increasingly strained, requiring both upgrade and expansion. The City must proactively plan for the demand on facilities and services through maintaining a capital improvements plan and exploring additional funding avenues.

Policies in Support of Community Facilities and Services:

- Kingsland will update and maintain a capital improvements plan, including water and sewer.
- Kingsland will continue to monitor growth and development trends and address services needed in specific areas.
- Kingsland will consider improving "pocket" parks.
- Kingsland will continue to plan for multi-use paths as designated in the Rails-to-Trails feasibility study, including the Coastal Greenway project.
- Kingsland will encourage public access to waterfront attained in future annexations.
- Kingsland will continue to investigate and evaluate locations for public access to riverfront.
- Kingsland will plan for future safety needs, such as fire and police protection, as the City's population grows.
- Kingsland will plan for upgrades and expansion to water and sewer capacity as needed.
- Kingsland will consider exploring the implementation of impact fees.

Intergovernmental Coordination

The City of Kingsland endeavors to promote open communication and coordination with Camden County and the neighboring Cities of St. Marys and Woodbine. This issue is particularly salient as the City considers future annexations.

Policies in Support of Intergovernmental Coordination:

- Kingsland will implement the Joint Comprehensive Plan in conjunction with neighboring jurisdictions.
- Kingsland will continue to promote open communications with surrounding and adjacent jurisdictions.
- Kingsland will continue the practice of voluntary annexations.
- Kingsland will continue mutual aid agreements with surrounding municipalities for services, etc.
- Kingsland will continue its cooperation, communication and coordination with local governments, adjacent jurisdictions, and citizen, nonprofit and social service organizations with regard to planning and development.

Transportation

Transportation is an important element to the Community Agenda in that transportation is impacted by all areas of the Comprehensive Plan. Population growth means more people on the roads; residential growth dictates where the roads will be built or expanded; economic development determines traffic congestion; natural and cultural resources often direct people's leisure travel and activities; community facilities and services ensures that the capacity exists to maintain transportation corridors; and intergovernmental coordination is necessary for roads to be built, maintained and safely traveled upon.

As such, it is imperative that the City of Kingsland address transportation concerns, such as connectivity, road conditions, etc.

Policies in Support of Transportation:

- Kingsland will continue to implement Camden County transportation recommendations.
- Kingsland will prepare and plan for future transportation improvements to roadways, etc., as needed.
- Kingsland will consider implementing the recommendations for multi-use paths as cited in the Rails-to-Trails Feasibility study.
- Kingsland will encourage connectivity in future developments.
- Kingsland will encourage bike and pedestrian activity.
- Kingsland will adopt recommendations to encourage walkability in the downtown district according to the Downtown Master Plan.

Supplemental Plans

As reported in the Community Participation Program, Camden County and its municipalities have had the benefit of having several significant plans and reports completed related to future development trends and needs throughout the County. The following discussion provides a brief summary of these documents.

In 2004, DCA dispatched a Quality Growth Resource Team to Camden County to assist the County and the three Cities in achieving more desirable development patterns. The report addresses appropriate economic development, housing choices, natural resources protection, transportation alternatives, and places heavy emphasis on development strategies for quality growth.

Also, in August of 2004, Camden County contracted with Jordan, Jones & Goulding, Inc. to prepare a Comprehensive Transportation Plan (CTP) for all of Camden County, including the three municipalities of Kingsland, St. Mary and Woodbine. Carried out in four phases, the CTP provided an assessment of existing transportation conditions, public comment, project determination and prioritization. The CTP included a five-year short term transportation program as well as a long-range, 20-year transportation plan.

Camden County's Family Connection sponsored the Community Three-Year Strategic Plan for Camden Families and Children in March of 2005. This plan includes input from over 1,400 citizens; providing a forum for the community to express its strengths, weaknesses, concerns, and priorities. This strategic plan is relevant through June 30, 2008.

The Coastal Georgia Regional Development Center completed the Camden County Pedestrian and Bicycle Plan in May 2005. The plan was designed to facilitate and encourage a community where people could bicycle and/or walk safely and conveniently to all desired destinations; and to provide alternative transportation options that would be available to all citizens or visitors to Camden County. The Pedestrian and Bicycle Plan considered current conditions; planning, design and safety standards; as well as provided a recommended implementation program.

In October 2005, the Georgia Institute of Technology's Enterprise Innovation Institute presented the Economic Diversification of Camden County study, which was prepared for The Camden Partnership and Camden County Public Service Authority (PSA). This study provides a detailed account of community identified economic diversification issues and strategic plan recommendations, and captures Camden County's economic diversification situation and future potential.

Summarizing the results of interviews conducted with stakeholders and partners, the study assesses Camden County's economic development performance and programs; identifies business growth opportunities and issues affecting the County's potential for maintaining and enhancing its quality of life; inventories key assets for growth and development; audits current tools in place for managing growth; assesses the current physical and natural resource infrastructure's ability to meet current and future needs; and provides an assessment of the County's workforce development strengths, challenges and key assets for growing its tourism industry.

Camden County and the Cities of Kingsland, St. Marys and Woodbine were among the inaugural recipients of the Georgia Department of Community Affairs' Signature Communities designation in November 2005. The County and Cities were chosen for the honor and associated funding due to their collaborative desire to broaden the community's economic base and quality of life. Identified specialized economic development efforts included a focus on tourism, downtown revitalization, a County-wide greenspace plan, as well as a joint wayfinding initiative.

The Camden County Board of Commissioners directed a Housing Inventory of Unincorporated Camden County to be completed by the Coastal Georgia Regional Development Center in February 2006. Providing the community with a snapshot of up-to-date housing conditions in the unincorporated areas of the County, the housing inventory highlighted growth rates, the type and condition of housing, as well as identified areas where housing stock was in need of special attention. The study was completed in June of the same year.

In October 2006, the Camden County Solid Waste Authority completed an update of their Solid Waste Management Plan. This plan addressed the five core planning elements specified by the Georgia Department of Community Affairs' Minimum Planning Standards and Procedures for Solid Waste Management, as revised in 2004. These elements include waste reduction, collection, disposal, land limitation, as well as education and public involvement.

In collaboration with the Georgia Department of Transportation, the Rails to Trails Feasibility Study, Kingsland to Riceboro was another planning initiative completed by the Coastal Georgia Regional Development Center for Camden County. Completed in June 2007, the Rails to Trails Feasibility Study considered the possibility of implementing a multi-use path or trail way along the abandoned railroad corridor in Camden, Glynn, McIntosh and Liberty Counties. The study includes a needs assessment; public input; an analysis of property ownership and existing conditions; cost estimates; social environmental and economic impacts; as well as an implementation strategy, including design maintenance and operation of the proposed trail.

As stated above, Camden County and its municipalities were identified as one of DCA's initial Signature Communities. Due to that designation, the County and Cities commenced a wayfinding initiative that resulted in the Camden County Wayfinding and Signage Master Plan (2007). The plan supports many of the concepts identified throughout the Community Agenda—encouraging sense of place and community identification; helping visitors and residents navigate throughout Camden County; promoting a pedestrian-friendly environment; and reducing traffic congestion.

Also identified as a priority in Camden County and the Cities of Kingsland, St. Marys and Woodbine's application to DCA for the Signature Communities program was the intent to develop a greenspace plan. As such, the Trust for Public Land released the Greenprint for Camden County, Georgia in 2008 as the fruition of the community's desire to protect and promote its natural resources. Listed throughout the Community Agenda as an implementation measure and strategic planning tool, the Greenprint serves to encourage access and enjoyment of outdoor activities; to improve wildlife and other natural systems, such as water quality; and to enhance the overall economic vitality of the community by promoting a higher quality of life.

Finally, the Camden County Board of Commissioners adopted three primary focus areas as outlined in the Camden County Strategic Plan 2008-2013 (adopted 2007) to promote responsible and effective governance for the County and its citizens—Growth and Development, Fiscal Sustainability, and Organizational Excellence. This strategic planning effort seeks to compliment the Camden County Joint Comprehensive Plan by proactively addressing the community's growth and infrastructure concerns while guiding future budgetary needs accordingly.

City of St. Marys

Adopted October 2008

Vision for the Future

The City of St. Marys established a vision for its future through comprehensive public involvement. The public was given the chance to share their views on future development and quality of life issues through participation in a community visioning process. Feedback gathered through this process was interpreted by Coastal Georgia Regional Development Center staff and submitted to the public during a series of public workshops for review.

The Vision Statement for future development and growth in the City of St. Marys is as follows:

The City of St. Marys is a friendly, reawakening community with great historical heritage, coastal amenities and promising economic opportunities.

Our goals are to maintain our welcoming, small-town community atmosphere as a Georgia gateway and destination; and to remain committed to investing in our natural and cultural resources while proactively planning for continued myriad growth opportunities.

Our priorities include: creating an open and engaging community that is committed to improving quality of life through expanding opportunities for economic development and implementing policies that will foster sustainable growth.

CITY OF ST. MARYS

Future Development Map Defining Narrative

The Future Development Map represents the boundaries of previously identified Character Areas and corridors throughout the City of St. Marys. These Character Areas were identified and designated during the Community Assessment phase of the Comprehensive Plan process. St. Marys originally identified the following Character Areas:

- Greenway Corridor
- Conservation Areas/Greenspace
- High Density Urban Development
- Traditional Areas
- Traditional Commercial Corridor
- Historic Waterfront
- Hospital/Medical Center
- Mid-Town Commercial Corridor
- Industrial
- Major Highway Gateway
- Neighborhood Commercial
- Regional Activity Center
- Suburban Area Developing
- Suburban Corridor
- Traditional Neighborhood Declining
- Traditional Neighborhood Redevelopment Area
- Traditional Neighborhood Stable

The Future Development Map (FDM) Designation Areas found in the Community Agenda are iterations of the Community Assessment's Character Areas. The FDM Designation Areas have been updated based on public review and comments from a series of public workshops and now form the basis of the Future Development Map for St. Marys.

The Defining Narrative includes a specific vision and description for each FDM Designation Area, as well as recommended implementation measures to achieve the vision for each area. The written descriptions for each Future Development Map Designation Area, along with accompanying photographs, make it clear what types, forms, styles and patterns of development are to be encouraged in each area.

Following the description and Vision Statement for each FDM Designation Area is a chart that provides the Quality Community Objectives (QCOs) that will be pursued in each area; the appropriate land uses to be encouraged in each area; related issues and opportunities; as well as corresponding implementation measures to achieve the desired development patterns in each area.

This information, along with the descriptions and Vision Statement are meant to help guide policies as they relate to land use, population growth, economic development, housing, natural and cultural resources, community facilities and services, intergovernmental coordination and transportation.

CITY OF ST. MARYS

Community Issues and Opportunities

As part of the Future Development Map Defining Narrative, a list of the Issues and Opportunities was adapted from the Community Assessment (2007) of the Camden County Joint Comprehensive Plan. Over a series of three public workshops, this original list of issues and opportunities was refined, based on citizen input and local administrative knowledge.

As encouraged by the Georgia Department of Community Affairs, a community's Comprehensive Plan should also proactively address these concerns by outlining an action plan or provide potential solutions to these issues; such as recommended land use policies, development standards and community-based projects and programs.

Part 110-12-1-.05 of DCA's guidelines for developing the Community Agenda states:

> *This [Chapter] is the final, locally agreed upon, list of issues and opportunities the community intends to address…Each of these issues or opportunities must be followed-up with corresponding implementation measures in the Implementation Program.*

CGRDC staff incorporated the refined issues and opportunities into the appropriate FDM Designation Area, assigning policies and corresponding implementation measures to address these items as identified through the public participation process.

The Future Development Map for the City of St. Marys follows the FDM Defining Narrative. Please note that Defining Narrative headings correspond in color to the FDM Designation Areas identified on the map.

Future Development Map Designation

Commercial Areas

Vision: To support the local economy and small business development, promoting sense of place and quality of life for residents, tourists and business-owners.

Description/Location:	Existing C-1 zone: Osborne Street between the Library and Waterfront, and St. Marys Street between Bartlett and Ready Streets. Also, area surrounding New Point Peter Road, where there are unattractive, declining or vacant small storefronts.

Specific Land Uses:

- Retail and Office Commercial
- Mixed-Use Residential
- Public Gathering Space
- Public/Institutional

Quality Community Objectives:

- Regional Identity
- Appropriate Businesses
- Employment Options
- Heritage Preservation
- Transportation Alternatives
- Housing Opportunities
- Infill Development
- Sense of Place

Issues & Opportunities	Policies	Implementation Measures
• The downtown is an increasingly attractive place for businesses that should be promoted and enhanced to further economic potential. • As the population continues to grow, there will be increasing opportunities to expand local businesses. • Partnership opportunities exist to enhance collaborative efforts to promote St. Marys as a tourist destination. • Parking availability within the traditional commercial district will need to be evaluated as the City grows and becomes an active tourist destination.	• Encourage mixed uses within the historic downtown area, emphasizing first-floor commercial and second-floor office or residential space. • Promote design guidelines and standards throughout the traditional business district. • Encourage pedestrian-centered activities. • Implement recommendations outlined by various entities and studies, such as the 2005 Economic Diversification of Camden County. • Support the shop local campaign—"Keep It in Camden." • Encourage opportunities for tourism. • Consider options to improve transportation opportunities, such as a trolley system. • Investigate ways to offer additional parking.	• Update ordinances to allow for a mix of uses. • Evaluate and rewrite sign ordinances with special restrictions for the downtown district. • Locate new and existing overhead utility wiring underground. • Implement pedestrian-friendly streetscape design, such as wide sidewalks, crosswalks, landscaping, benches, lighting, etc. • Continue to provide financial support to the CVB, DDA and St. Marys Development Authority. • Create an Economic Development Implementation Plan. • Support the commercial district as an activity node, developing as a destination location. • Provide interpretive kiosks outlining the area's history. • Conduct a parking study.

Future Development Map Designation

ConservationAreas

Vision: To preserve and protect the City's scenic vistas and viewsheds provided by its unique relationship to the water

Description/Location:	Entire marsh/river areas within or around the City of St. Marys. Also, various areas of natural beauty and open space located throughout the City; including public parks, greenspace, scenic corridors and other ecologically-significant areas.

Specific Land Uses:	**Quality Community Objectives:**
• Active and Passive Recreation • Public Gathering Space/Parks • Single-Family Residential	• Regional Identity • Heritage Preservation • Open Space Preservation • Environmental Protection • Transportation Alternatives

Issues & Opportunities	Policies	Implementation Measures
• New or innovative developments typically evoke neighborhood opposition. • Partnership opportunities exist to enhance collaborative efforts to promote recreational opportunities. • Although citizens are aware of the natural resources within the community, awareness and protection can be enhanced as public understanding of the value of these resources is increased.	• Encourage open space and greenspace preservation within new subdivisions. • Preserve scenic vistas and natural ecological features. • Explore and support opportunities for heritage and eco-tourism. • Increase awareness of outdoor activities and recreational opportunities. • Protect marshlands and projections of the City's existing right of ways into the marsh. • Promote, enhance and improve natural resources, particularly along the waterfront. • Protect the waterfront from obtrusive high-rise development. • Maintain and preserve open space with significant cultural or historical heritage, such as old shipping and seafood docks. • Investigate the feasibility of a rails-by-trails path.	• Adopt a Conservation Subdivision Ordinance. • Modify subdivision regulations to require preservation of sensitive natural areas. • Require developers to link open spaces together into a publicly accessible open space network. • Partner with PSA to increase awareness of outdoor and recreational opportunities, etc. • Enforce litter control guidelines, etc. • Consider implementing Greenprint (2008) recommendations, as appropriate or desired. • Expand multi-use paths, as recommended in the Master Plan and the Camden County Pedestrian and Bicycle Plan (2005).

Future Development Map Designation

Corridor /Gateway Areas

Vision: To improve mobility and accessibility to the City of St. Marys, promoting quality commercial development and alternative modes of transportation.

Description/Location:	Areas adjacent to Exit 1 on I-95; areas east of I-95; State Route 40/Osborn Road; Spur 40/ Charles Smith Highway; the intersection of Winding Road and Colerain Road. Developed or undeveloped land on both sides of designated high volume transportation facilities, such as arterials and expressways. With the water-taxi service that runs from Fernandina Beach, FL, to St. Marys, an additional gateway includes Gilman Waterfront Park.

Specific Land Uses:

- Retail/Office Commercial
- Hotel/Restaurant Services
- Distribution/Industrial
- Signage

Quality Community Objectives:

- Regional Identity
- Growth Preparedness
- Appropriate Businesses
- Transportation Alternatives
- Infill Development

Issues & Opportunities	Policies	Implementation Measures
• St. Marys has some unattractive commercial areas, such as strip-mall shopping centers. • Trees are being lost to new development. • Although high intensity uses are concentrated along major corridors, the City lacks public transportation options. • Corridors are designed in ways that discourage pedestrian and bicycle activity. • Corridors are congested at peak hours. • Opportunities exist to utilize the corridor for directing tourists to desirable locations throughout the City. • Corridor management during emergency situations needs to be improved.	• Create appropriate ordinances to control corridor development. • Discourage billboards and other types of undesirable signs. • Promote use of signage to direct visitors downtown and to scenic areas. • Encourage modification of existing strip-mall centers to become more visual and pedestrian friendly. • Encourage landscaped median where appropriate. • Address requirements for commercial and industrial landscaping. • Explore the feasibility of a regional transit system. • Consider recommendations from Camden County Pedestrian and Bicycle Plan (2005). • Coordinate with GDOT to mitigate traffic congestion, improve transportation concerns, encouraging signalization where needed.	• Draft a master plan for the commercial corridors and entranceways. • Annex Exit 1, ensuring development will occur as desired. • Update sign ordinances, implementing recommendations of the way-finding initiative. • Draft and enforce commercial and industrial landscape ordinance, adopting minimum standards for design, setbacks, buffers, etc. • Adopt corridor overlay districts for prominent roads in the City, requiring the preservation of existing trees in landscaped buffers. • Implement Greenprint (2008) recommendations, as appropriate or desired. • Investigate the potential of multi-use trials, such as rails-with-trails path. • Coordinate with GDOT, GEMA, and others to improve evacuation routes.

Future Development Map Designation

Historic Areas

Vision: To promote and protect the historic waterfront district as a significant community resource, enhancing both the sense of place and the quality of life for residents and tourists alike.

Description/Location: The perimeter of the downtown area adjacent to the riverfront.

Specific Land Uses:

- Mixed-Use—Retail, Office, Residential
- Restaurant/Hotel Services
- Parks/Recreation
- Public/Institutional

Quality Community Objectives:

- Regional Identity
- Appropriate Businesses
- Heritage Preservation
- Transportation Alternatives
- Infill Development
- Sense of Place

Issues & Opportunities	Policies	Implementation Measures
• Downtown St. Marys needs to be promoted as an attractive place for business development. • Although citizens are aware of the natural resources and historic properties within the community, awareness and protection can be enhanced as public understanding of these structures is increased. • There is a lack of public transportation and parking availability, for residents and tourists.	• Support the shop local campaign—"Keep It in Camden." • Encourage opportunities for tourism. • Plan for mixed-use economic development, through planning and zoning. • Encourage mixed uses within the historic downtown area. • Maintain current quality of life and sense of place. • Protect the waterfront from obtrusive development, discouraging high-rise development. • Maintain and expand waterfront opportunities and accessibility for the public. • Promote, enhance and improve natural and historic resources and the waterfront in particular. • Consider options to improve transportation opportunities, such as a trolley, cart paths, etc. • Investigate parking options.	• Continue to provide financial support to the CVB, DDA and St. Marys Development Authority. • Draft a master plan based on SCAD study, highlighting the "re-emerging spirit of St. Marys." • Provide interpretive kiosks outlining the area's history. • Support a water taxi service to other cities/locations from a base at the waterfront. • Restore the Pavilion. • Review and update ordinances to incorporate design standards and landscaping guidelines. • Expand Gilman Waterfront Park. • Create a "trolley" transit system for the waterfront. • Conduct a downtown parking study. • Establish a memorial for all wars and services on the waterfront.

Future Development Map Designation

Neighborhood Infill Areas

Vision: To encourage redevelopment opportunities to preserve and enhance the area's traditional character and architectural styles, creating additional housing opportunities.

Description/Location: Located north of the City's downtown, and in and around the airport. Also, areas along Spur 40 and adjacent to Naval Submarine Base Kings Bay.

Specific Land Uses:

- Single-Family Residential
- Multi-Family Residential
- Office Space/Retail Commercial
- Parks/Recreation

Quality Community Objectives:

- Regional Identity
- Heritage Preservation
- Housing Opportunities
- Traditional Neighborhood
- Infill Development

Issues & Opportunities	Policies	Implementation Measures
• There is an inadequate mix of uses within the City. • Some areas of St. Marys are dilapidated and in need of revitalization and/or upgrade. • There is a need for workforce and military housing. • There is not enough affordable housing. • Although citizens are aware of the natural resources and historic properties within the community, awareness and protection can be enhanced as public understanding of these structures is increased. • Use of alternatives modes of transportation can be increased. • Neighborhoods need to be prepared for emergency management concerns.	• Encourage mixed-use opportunities by reviewing and evaluating zoning and development ordinances. • Consider redevelopment opportunities to maintain and preserve neighborhood character. • Encourage rapid redevelopment of newly vacant or abandoned properties. • Support affordable housing and alternative housing opportunities. • Encourage compatible architectural styles that maintain regional character. • Protect historic structures, where appropriate. • Promote alternative modes of transportation, including pedestrian-friendly design, cart paths, etc. • Encourage hurricane resistant retrofits on existing structures.	• Review and update ordinances to incorporate design standards and landscaping guidelines. • Condemn or rehabilitate structures, based on need assessed during housing inventory. • Develop volunteer-based grassroots rehabilitation program for home repair. • Formulate a redevelopment plan, preserving original housing stock; allowing for compatible infill development and maintaining pedestrian orientation. • Adopt ordinances that allow alternative types of affordable housing. • Expand the historic district, seeking National Register of Historic Places designation once completed. • Continue to update ordinances, permitting mixed uses. • Continually update Emergency Preparedness Plan.

Future Development Map Designation

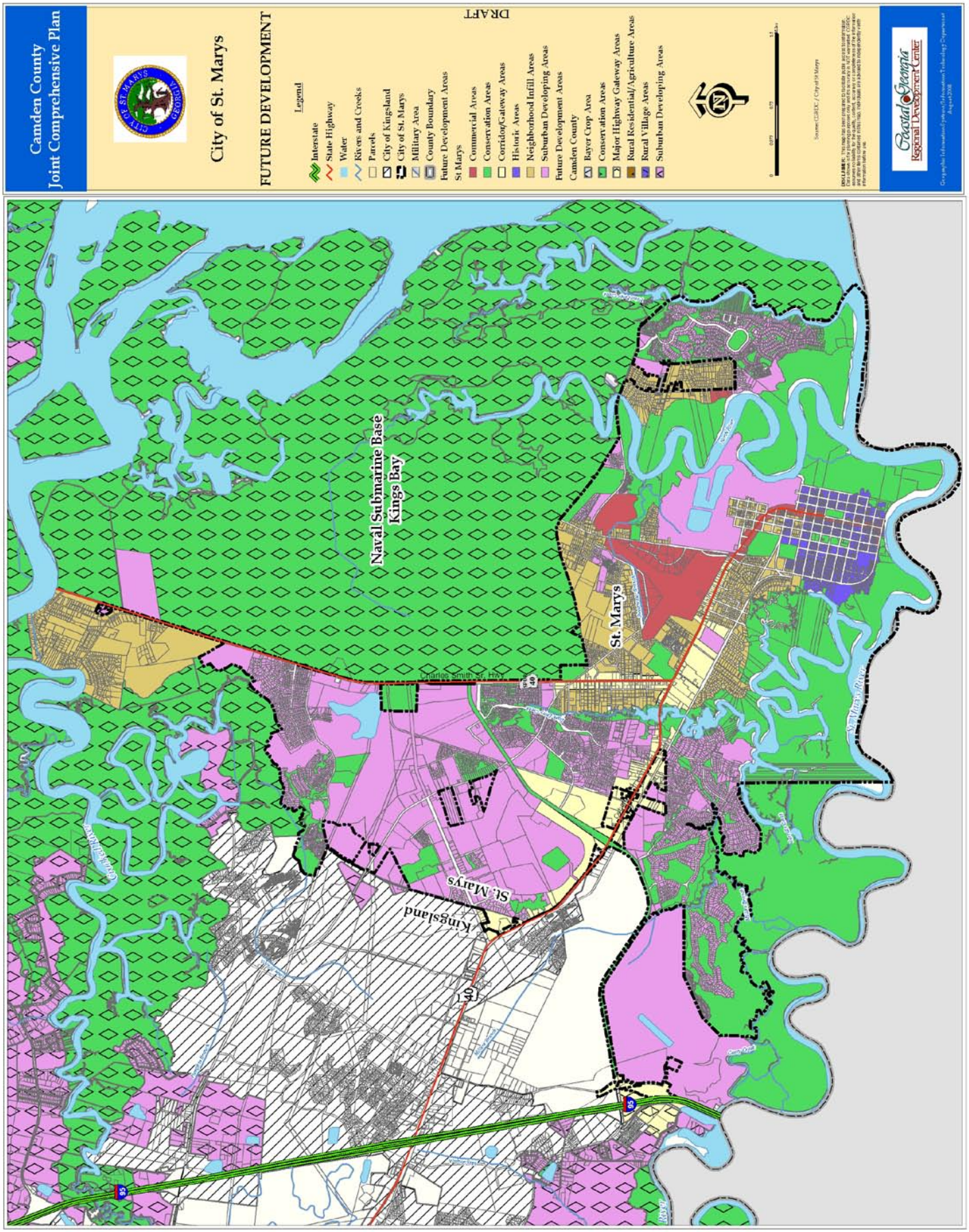
Suburban Developing Areas

Vision: To promote livable communities where residential and commercial uses coexist; creating connectivity and walkability whole promoting an appropriate mix of function.

Description/Location:	Areas north of Georgia State Highway 40 and west of Charles Smith Highway. Areas of suburban type subdivision development. Also, the former Durango paper mill site. Areas of higher density development, including condominiums, single-family and multi-family homes, mixed with limited commercial retail.

Specific Land Uses:	**Quality Community Objectives:**
• Single-Family Residential • Multi-Family Residential • Retail and Office Commercial • Mixed-Use	• Growth Preparedness • Appropriate Businesses • Open Space Preservation • Transportation Alternatives • Housing Opportunities • Traditional Neighborhood

Issues & Opportunities	Policies	Implementation Measures
• New or innovative development and high-density development typically evokes neighborhood opposition. • There is an inadequate mix of uses, such as corner grocery stores, within the City. • Innovative development is taking place; however, infrastructure needs and impact on natural resources must be considered. • There is not enough affordable housing. • Trees are being lost to new development. • There are contaminated properties surrounding the Durango site.	• Evaluate zoning and development ordinances, planning for mixed uses. • Encourage and support development of active adult and continuing care communities. • Encourage development to take place in areas with adequate public facilities. • Explore opportunities for development to pay for itself. • Consider impacts of new developments on existing infrastructure as well as natural and culture resources. • Encourage alternative housing opportunities that will facilitate affordable housing options. • Investigate former industrial properties that might cause environmental pollution. • Encourage new projects that will not cause environmental pollution.	• Update ordinances to allow mixed uses and higher densities. • Promote mixed age communities. • Develop infrastructure master plan. • Promote a public transit system. • Develop a Safe Routes to School plan for all elementary schools except for Crooked River. • Adopt ordinances that promote affordable workforce housing. • Support the development of an Affordable Housing Team. • Require developers to link open spaces, creating an opens space network. • Consider Greenprint plan (2008) recommendations, as appropriate or desired. • Adopt a conservation subdivision ordinance.


Camden County
Joint Comprehensive Plan
City of St. Marys
FUTURE DEVELOPMENT
DRAFT
Legend
Interstate
State Highway
Water
Rivers and Creeks
Parcels
City of Kingsland
City of St. Marys
Military Area
County Boundary
Future Development Areas
St Marys
Commercial Areas
Conservation Areas
Corridor/Gateway Areas
Historic Areas
Neighborhood Infill Areas
Suburban Developing Areas
Future Development Areas
Camden County
Bayer Crop Area
Conservation Areas
Major Highway Gateway Areas
Rural Residential/Agriculture Areas
Rural Village Areas
Suburban Developing Areas
Naval Submarine Base
Kings Bay
St. Marys
Kingsland
Charles Smith Sr. Hwy
St. Marys River
Coastal Georgia
Regional Development Center

CITY OF ST. MARYS

Quality Community Objectives

The list of Issues and Opportunities provides a City-wide perspective on the DCA identified elements of Population Growth, Economic Development, Housing, Natural and Cultural Resources, Community Facilities and Services, Intergovernmental Coordination and Transportation, plus the additional element of Development Patterns. Because not all of these issues and opportunities relate to a specific Future Development Map Designation Areas, it is necessary to consider how these concerns apply throughout the City of St. Marys.

In an effort to further this objective while simultaneously promoting the state's overall goal of creating sustainable and livable communities, the Georgia Department of Community Affairs' Quality Community Objectives (QCOs) were utilized to create a framework by which to consider these broader Issues and Opportunities. The QCO Narrative addresses the four primary objectives of Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

Similar to the Future Development Map Defining Narrative, the QCO Narrative includes a specific vision, policies, and recommended implementation measures to achieve the vision for each area.

Quality Community Objective

Development Patterns

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To promote quality growth, affordability and a sense of place, while continuing to provide effective and efficient service delivery to all residents.	• Traditional Neighborhood • Infill Development • Sense of Place • Transportation Alternatives • Regional Identity	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• As rapid population growth occurs, community facilities will need to be expanded and improved. • Rapid population growth, both now and in the future, poses a challenge for city officials to discern how quickly and where services and infrastructure will be needed. • Some parts of the City are not adequately being served by water and wastewater facilities. • The cost of providing services and facilities for new development is nearly exceeding the revenue incurred. • The placement of overhead wires is unattractive and prevalent throughout the City. • Population growth will impact water, stormwater and waste water capacities.	• Explore and prioritize areas in need of infrastructure and facility improvements. • Provide services and facilities to meet the demands of the growing population. • Encourage location of new and existing overhead utility wiring underground as feasible. • Maintain functional and efficient water and waste water capacities to support new development. • Encourage master planning for infill development to promote compatible architecture, etc. • Consider using impact fees to pay for new development.	• Implement the City's Master Plan. • Continue to develop an annual Capital Improvements Plan. • Implement and update, as needed, the water and sewer master plan. • Require new utility extensions and overhead lines to be ran underground, where possible. • Inventory downtown sewer lines to eliminate stormwater infiltration issues, including downspouts into the sanitary system. • Implement Stormwater Master Plan. • Develop an annexation plan. • Adopt landscape and design guidelines. • Evaluate ordinances and zoning regulations; update as necessary or create new restrictions, as needed. • Implement impact fees.

Quality Community Objective

Resource Conservation

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To preserve, protect and promote the City's natural, historic and cultural resources with special consideration to the unique coastal resources inherent to the City of St. Marys.	• Heritage Preservation • Open Space Preservation • Environmental Protection	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• Natural, cultural and historic resources are protected throughout the City; however, as public awareness is increased, these resources will be improved, enhanced and promoted. • Public access to the waterfront and associated recreational activities is limited.	• Encourage heritage tourism opportunities to promote public education and preservation of resources. • Explore opportunities to provide increased access to natural, cultural and historical resources throughout the City. • Explore opportunities to maintain and expand waterfront accessibility for the public	• Implement a local museum that presents the history of St. Marys from 1900 to the present, focusing on railroads, industry and growth. • Establish a National Historic Landmark site at the Point Peter, War of 1812 encampment. • Support efforts to inventory and recover War of 1812 nautical artifacts from the area—both land and sea. • Support efforts to inventory Fort Tammany and recover any available artifacts. • Establish a memorial for all wars and services on the waterfront. • Consider implementing Greenprint (2008) recommendations, as appropriate or desired. • Review opportunities to acquire properties that are suitable for providing public access to rivers, streams and marshes. • Maintain existing public access at street ends into the marsh, rivers and streams.

Quality Community Objective

Social and Economic Development

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To enhance the quality of life for all residents and visitors—improving economic opportunity, housing diversity and sense of community.	• Growth Preparedness • Appropriate Businesses • Employment Options • Housing Opportunities • Educational Opportunities	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• The economy is dependent upon the Naval Submarine Base Kings Bay to some extent. • Activity centers throughout the City need to be enhanced and promoted. • Population projections indicate that over 14% of the City's population will be aged 50 and older by 2030.	• Provide support to economic development agencies, supporting the Keep It in Camden campaign. • Encourage businesses that will keep workers local via good pay and benefits. • Encourage development of the Harbor to accommodate both tall and transient ships. • Investigate, encourage and support diversification of the marina. • Encourage the development of an "incubator," building in the Boch Plant. • Research the possibility of transitioning the St. Marys Airport into a "boutique" facility. • Explore strategies and locations to create activity nodes, such as the Aquatic Center, Downtown and Midtown. • Encourage and support development of active adult and continuing care communities.	• Draft Economic Development Implementation Plan. • Market opportunities to host conventions, events, etc. • Support efforts of CVB, DDA and Development Authority. • Develop Harbor as place for tall ships and transient ships to dock/visit. • Update Airport into "boutique" facility. • Utilize Airport to promote St. Marys as a destination. • Complete airport master plan. • If airport relocation occurs, support planning study for best use of former airport lands, consistent with surrounding uses. • Expand library facility to meet future needs. • Create development and activity centers where needed. • Expand Aquatic Center to include lands around park. • Reconstitute the Housing Authority. • Draft master plan based on SCAD study, highlighting "re-emerging spirit of St. Marys." • Promote the development of mixed-age communities.

Quality Community Objective

Governmental Relations

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To maintain cooperative initiatives while actively pursuing additional partnership opportunities with local municipalities, as well as surrounding jurisdictions, in order to provide the highest quality of services for residents and business-owners.	• Regional Solutions • Regional Cooperation	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• The City of St. Marys is land-locked by the City of Kingsland. • The City maintains working relationships with the County, the Cities of Kingsland and Woodbine; as well as the National Park Service (NPS) at Cumberland Island and Naval Submarine Base Kings Bay. • New population projections will require increased coordination with related agencies.	• Encourage opportunities for additional cooperation and partnership with neighboring Kingsland and other jurisdictions. • Encourage NPS to enhance and promote tourism opportunities at the museum in St. Marys. • Encourage the NPS to request the annexation of Cumberland Island by the City of St. Marys. • Encourage the discussion of annexing Naval Submarine Base Kings Bay. • Actively support LUCA and Census 2010, coordinating with the data available in 2011.	• Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan. • Eliminate unincorporated "islands," created by spot annexation. • Coordinate with Naval Submarine Base Kings Bay to attain land for sewer plan and road improvements. • Continue efforts to change the address of the Welcome Center and other properties within the City of St. Marys that have Kingsland addresses. • Prepare for population growth by partnering with the CGRDC and U.S. Census Bureau on LUCA for Census 2010.

CITY OF ST. MARYS

Implementation Program

The Comprehensive Plan is a living document, and a critical part of its evolution is the Implementation Program. As such, the Implementation Program serves as the overall strategy for the City of St. Marys to achieve its vision for the future. In addition, the implementation encourages compliance with both the Character Area and Future Development maps. It also aids St. Marys as it seeks to address the identified issues and opportunities.

By identifying specific programs and tasks to be undertaken by the City in order to implement the Agenda, the Implementation Program consists of policies, the short term work program (STWP), and long-range activities. A proposed schedule, responsible parties and potential funding sources are all outlined within this program.

The Georgia Department of Community Affairs requires the following elements as part of a community's Implementation Program:

- **Short Term Work Program** – Communities must develop a STWP to identify specific implementation actions the local government, or other entities, intend to take during the first five-year time frame for the planning period. This includes any ordinances, administrative systems (such as site plan review, design review, etc.), community improvements or investments, financing arrangements, or other initiatives to be put in place to implement the Plan. The STWP must include the following information for each listed activity:
  - Brief description of the activity;
  - Timeframe for undertaking the activity;
  - Responsible party for implementing the activity;
  - Estimated cost (if any) of implementing the activity; and
  - Funding source(s), if applicable.
- **Report of Accomplishments (ROA)** – The ROA identifies the current status of each activity in the community's previous STWP from its recent Comprehensive Plan. Local governments are required by DCA to indicate activities that:
  - Have been completed;
  - Are currently underway (including a projected completion date);
  - Have been postponed (with explanation); or
  - Have not been accomplished and are no longer activities the local government intends to undertake (with explanation).
- **Policies** – Communities must develop a set of policies the local government is willing to adopt to provide ongoing guidance and direction to local government officials for making decisions consistent with achieving the Community Vision or addressing identified Issues and Opportunities.
- **Long-Range Activities** – items that local governments anticipate undertaking beyond the first five-year time frame of the planning period.
- **Supplemental Plans** – Communities should incorporate by reference any supplemental plans that focus on special areas, situations or issues of importance to the community, such as plans for conservation or management of natural or cultural resources, redevelopment plans for particular areas of the community, master plans for downtown development, neighborhood plans, gateway plans, rural preservation plans, recreation plans, or the community's required solid waste management plan (see definition in Chapter 110-12-1-.09).

City of St. Marys Short Term Work Program

2008-2012

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
DEVELOPMENT PATTERNS								
Adopt a Conservation Subdivision Ordinance in which homes are placed on smaller lots and a portion of land is preserved as open greenspace.	X	X				City	Staff time	General Fund
Modify subdivision regulations to require the preservation of sensitive/unique natural areas; including streams, wetlands, rivers and marshlands.	X	X				City	Staff time	General Fund
Review and update ordinances and codes to incorporate design guidelines, landscaping, use-based restrictions and performance-based regulations.	X	X				City	Staff time	General Fund
Update ordinances to permit mixed uses that are connected to neighborhoods and the downtown.	X					City	Staff time	General Fund
Continue to provide financial support to the Downtown Development Authority.	X	X	X	X	X	City	Unknown	General Fund
Draft a master plan for the commercial corridors and entranceways.		X				City	Staff time	General Fund
Evaluate and rewrite the sign ordinances.	X					City	Staff time	General Fund
Enforce the removal of dilapidated structures via the creation of a revolving loan fund.	X	X				City	Staff time	General Fund
Encourage the reconstruction and modification of existing strip-type malls to become more visual and pedestrian friendly.	X	X	X			City; Property owners	Unknown	General Fund; property owners' funds; grant funds
Encourage the location of new and existing overhead utility wiring underground, as feasible.	X	X	X	X	X	City; Public utilities	Unknown	General Fund; Utility funds
Encourage landscaped islands in appropriate locations of medians.	X	X				City; GDOT	Unknown	General Fund; GDOT
Refine digital Zoning Map of the City prepared by the CGRDC.	X					City	Staff time	General Fund
Review and update Future Land Use Map to reflect actual zoning and growth patterns.	X	X				City	Staff time	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
POPULATION GROWTH								
Support initiatives and projects that promote mixed-age communities via a special use for independent living elderly facilities in the R-1 zone.	X	X	X	X	X	City	Staff time	General Fund
Develop an infrastructure master plan to keep pace with population growth.	X					City	Staff time	General Fund
Promote a public transit system to aid population growth.	X	X				City	Staff time	General Fund; State funds
Encourage and support development of continuing care communities.		X				City	Staff time	General Fund
Actively support and be involved with LUCA and Census 2010 and coordinate with the data available in 2011.	X	X	X	X	X	City	Staff time	General Fund
Participate with GEMA on emergency evacuation processes, routes and capacities.	X	X	X	X	X	City	Staff time	General Fund; State funds; County funds
ECONOMIC DEVELOPMENT								
Continue to provide support to the CVB, DDA, and St. Marys Development Authority.	X	X	X	X	X	City	Staff time	General Fund
Draft an Economic Development implementation plan that identifies locations that are best suited to the specific types of desired development and job creation.	X	X				City; Chamber; DDA; St. Marys Development Authority; CVB	Staff time	General Fund
Draft a master plan focused on the "re-emerging spirit of St. Marys."	X					City	Staff time	General Fund
Explore opportunities to create an activity center around the Aquatic Center.			X			City	Staff time	General Fund
Market opportunities to host conventions, sports activities, etc.	X	X	X	X	X	City; DDA; CVB; civic groups	Staff time	General Fund
Develop methodology for St. Marys to become a destination location, based on assets—restaurants, shops, etc.	X	X	X	X	X	DDA	Staff time	General Fund; DDA funds; grant monies
Plan for the creation of activity nodes, such as the aquatic center, downtown, midtown, cemetery, uptown, etc.		X				City	Staff time	General Fund
Support the "Keep It in Camden" campaign.	X	X	X	X	X	City	Staff time	General Fund
Encourage businesses that will keep workers local, via good pay and benefits.	X	X	X	X	X	DDA; JDA	Unknown	DDA; EDA; JDA
Identify and market opportunities for conventions and conferences.	X	X	X	X	X	DDA; JDA	Unknown	DDA; JDA

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
ECONOMIC DEVELOPMENT								
Develop and/or encourage the development of the Harbor as a place for tall ships and other transient ships to dock and visit.	X	X	X	X	X	City	Unknown	General Fund; grants
Support a water taxi service to other cities and locations from a base at the waterfront.	X					City	Unknown	General Fund
Encourage the development of an 'incubator' building at the Boch Plant.		X	X			City; DDA; JDA; Property owner	Unknown	General Fund; Property owner participation; grants
Work with St. Marys Railroad (SMRR) to identify and develop opportunities to keep the SMRR as a viable part of St. Marys	X	X	X	X	X	City; DDA; Property owner	Unknown	General Fund; Property owner participation; grants
Develop the Airport into a viable 'boutique' facility with additional hangers, air taxi services, dirigible masts, flight school, skydiving, etc.*	X	X	X			City; FFA; Airport Authority	Unknown	General Fund; Airport funds; FAA grants
Investigate, encourage and support diversification in marina opportunities.	X	X	X			City; Investors	Unknown	General Fund; Property owner
Design and implement the completion of St. Marys Street at the waterfront.	X	X				City	Unknown	General Fund; Property owner investment; grants
Restore the Pavilion.	X	X				City	$200,000	General Fund; grants
Work with GEMA and GDOT to resolve the negative economic impact of inadequate evacuation routes in event of a natural or man-made disaster.	X	X	X	X	X	City; GDOT; GEMA; County; Kingsland	Unknown	General Fund; GDOT funds; GEMA funds; County funds
Continue downtown revitalization activities as a part of historic and economic development efforts.	X	X	X	X	X	City	Staff time	General Fund; DDA
Organize street fairs or activities at Orange Hall tied in with existing coastal charter and excursion tours.	X	X				City; DDA; Chamber	Staff time	General Fund
Implement local elements of the Economic Development Strategy and Tourism Program.	X	X	X	X	X	City; DDA; Chamber; St. Marys Development Authority; CVB	Staff time	General Fund
HOUSING								
Adopt ordinances that allow alternative sub-division design, housing types, and styles that promote affordable housing.	X	X	X	X	X	City	Staff time	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
HOUSING								
Review ordinances to include alternative housing such as mixed-use, mother-in-law flats, cottages, etc.	X	X				City	Staff time	General Fund
Continue support for Affordable Housing Team.	X	X	X	X	X	City	Staff time	General Fund
Continue to work with the U.S. Navy to provide affordable military housing on and off the base.	X	X	X	X	X	City; U.S. Navy	Staff time	General Fund; Federal funds
Reconstitute the Housing Authority to utilize possible HUD funding for affordable housing opportunities.	X	X	X	X	X	City; Housing Authority	Unknown	General Fund; HUD; State funds
Work with non-profit housing agencies to identify potential sites for affordable housing opportunities.	X	X	X	X	X	City; non-profits; churches	Unknown	General Fund; Private funds
NATURAL AND CULTURAL RESOURCES								
Establish requirements for developers to link open spaces together into a publicly accessible open space network.	X	X	X	X	X	City	Staff time	General Fund
Adopt corridor overlay districts for prominent roads in the City and require the preservation of existing trees in landscaped buffers.	X	X	X	X	X	City	Staff time	General Fund
Draft a commercial and industrial landscape ordinance.	X					City	Staff time	General Fund
Implement the Stormwater Master Plan.	X	X	X	X	X	City	Staff time	General Fund; GEFA
Inventory downtown sewer lines to eliminate stormwater infiltration issues, including downspouts into the sanitary sewer.		X				City	Staff time	General Fund
Update historic property inventory.	X					City; HPC	Staff time	General Fund; grant funds
As determined feasible and upon the request of property owners, submit nomination to expand National Register and local historic district.		X				City	Staff time	General Fund; grant funds
Consider implementing Greenprint (2008) recommendations.	X	X	X			City	Staff time	General Fund
Review opportunities to acquire properties that are suitable for providing public access to the rivers, streams and marshes and keep existing public access at street ends into the marsh, rivers, or streams.	X	X	X	X	X	City	Unknown	Land Conservation Fund; Property owner donation; grant funds
Preserve existing City-owned marsh and waterfront access points.	X	X	X	X	X	City	Unknown	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
NATURAL AND CULTURAL RESOURCES								
Encourage new projects that will not cause environmental pollution or other instances of possible contamination.	X	X	X	X	X	City	Staff time	General Fund
Update the Tree and Landscaping ordinances, as appropriate.				X	X	City	Unknown	General Fund; grants
Implement a local museum that presents the history of St. Marys from 1900 to the present, focusing on railroads, industry and growth.			X			City	Unknown	General Fund
Implement bicycle trails, marsh walk trails, kayak trails and other trails as proposed by many different entities.		X	X			City	Unknown	General Fund; Property owner participation; grants
Establish a National Historic Landmark site at the Point Peter, War of 1812 encampment.	X	X				City; NPS; Property owner	Unknown	General Fund; Property owner participation; grants
Support efforts to inventory and recover War of 1812 nautical artifiacts from the area—land and sea.	X	X	X	X	X	City	Unknown	Unknown
Support efforts to inventory Fort Tammany location and recover any available artifacts.				X		City; NPS	Unknown	NPS
Establish a Veteran's memorial for all wars and all services on the waterfront.	X					City	Unknown	General Fund; grants from Veterans' organizations
COMMUNITY FACILTIES AND SERVICES								
Continue to develop and implement our annual capital improvements program.	X	X	X	X	X	City	Staff time	General Fund
Update capital improvement projects listed in Short Term Work Program.	X					City	Staff time	General Fund
Implement impact fees.			X			City	Staff time	General Fund
Implement and update as needed the water and sewer master plan.	X	X	X	X	X	City	Staff time	General Fund
Implement the recommendations in the City Master Plan.	X	X	X	X	X	City	Staff time	General Fund
Complete master plan for airport.*	X	X				City Airport Authority	Staff time	General Fund; FAA
If the Airport relocation occurs, then Community Agenda items relating to the Airport shall be modified to support planning studies to identify the best and highest use of the former airport lands, consistent with surrounding uses and the goals of the City of St. Marys.	X	X	X	X	X	City; City Airport Authority	Staff time	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
COMMUNITY FACILTIES AND SERVICES								
Implement a curb-side recycling.	X					City	Staff time	General Fund
Expand Senior Center facility.	X	X				City; County	Staff time	General Fund; County funds
Update the City's Emergency Preparedness Plan.	X	X	X	X	X	City; County	Staff time	General Fund; GEMA
Expand Gilman Waterfront Park.	X	X				City	Unknown	General Fund; grant funds
Expand Aquatic Center to include lands around the park for trails, parking, etc.	X	X	X			City	Unknown	General Fund
Expand the existing library facility to meet population projections.	X	X	X			City	Unknown	General Fund; State grants
Investigate and implement obtaining additional governmental facilities via either renovation of an acquired existing structure or a new structure.	X	X	X			City	Unknown	General Fund; grants
Investigate and implement the direct operation and interpretation of the Sugar Mill Ruins.			X			City; County	Unknown	General Fund
Prepare a long term operations plan for Oak Grove Cemetery and other cemeteries in St. Marys for maintenance and tourism.		X	X			City	Unknown	General Fund; Property owner participation (for private cemeteries); grants
Work with U.S. Navy to obtain land to locate a new Waste Water Treatment facility near Crooked River to potentially serve this area and the U.S. Navy Base housing facilities.	X	X	X			City; U.S. Navy	Unknown	General Fund; U.S. Navy funds; grant funds
Develop and implement a Safe Routes to School (SRTS) plan for schools in St. Marys.	X	X				City; GDOT; County	Unknown	General Fund; grant funds
Investigate and implement a site for 'safe haven' of City-owned vehicles.	X					City	Unknown	General Fund
Continue development of the North River Boat ramp to include toilets and river-related concessions.	X	X				City	Unknown	General Fund
Create a master plan for community gardens, vest pocket parks and parklets in traffic islands.		X				City	Unknown	General Fund; Property owner participation
Prepare and annually update the City's vehicle replacement plan.	X	X	X	X	X	City	Staff time	General Fund
Complete the Point Peter, Scrubby Bluff wastewater treatment plants to planned capacity—refurbish to extend life and treatment quality.	X	X				City	Staff time	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
COMMUNITY FACILTIES AND SERVICES								
Expand the Library Building from 7,500 to 15,000 square feet to keep pace with population growth and circulation demands.		X	X			City	Staff time	General Fund; grants
INTERGOVERNMENTAL COORDINATION								
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	X	X	X	X	X	City	Staff time	General Fund
Eliminate all unincorporated "islands" as well as annex appropriate adjacent properties upon the landowner's request.		X	X			City	Staff time	General Fund
Continue discussions with Naval Submarine Base Kings Bay to acquire property for road improvements and wastewater treatment plant.	X	X	X	X	X	City	Staff time	General Fund
Work with the National Park Service (NPS) to enhance the museum as a tourist destination and maintain the parking area in an attractive manner.	X	X	X	X	X	City	Staff time	General Fund
Explore possibility of annexing federal properties.	X	X				City; U.S. Navy; NPS	Staff time	General Fund
Work with the City of Kingsland to eliminate Kingsland addresses for properties that are within the City limits of St. Marys.	X					City	Staff time	General Fund
Actively work with anyone to create a proper emergency evacuation plan related to population.	X	X	X	X	X	City; County	Staff time	General Fund; County funds; GEMA
Actively support the Coastal Regional Commission, once transition from CGRDC is complete, in its work.	X	X	X	X	X	City	Staff time	General Fund
Actively work to continue the excellent working relationship with GDOT on projects within and adjacent to the City.	X	X	X	X	X	City	Unknown	General Fund
Work with the National Park Service to expand and market the National Park Service museum.	X	X	X			City; NPS	Unknown	General Fund
TRANSPORTATION								
Improve the intersection of St. Marys Road and Highway 40 with a fly over ramp and with a new right turn lane.	X	X				City; GDOT	Unknown	General Fund: GDOT
Relocate Douglas Drive to directly connect to North River Causeway and create a new intersection of Douglas Drive at Point Peter Road.			X	X		City	Unknown	General Fund

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
TRANSPORTATION								
Construct a multi-use path/marsh walk from St. Marys Street to the Aquatic Center through existing marsh.		X	X			City; Property owners	Unknown	General Fund; grants
Coordinate with GDOT as Colerain Road is widened and improved.	X	X	X	X	X	City; GDOT	Unknown	General Fund; GDOT
Implement the recommendations of the Camden County Pedestrian and Bicycle Plan (2005).		X	X			City	Unknown	General Fund
Explore creating a rubber tired "trolley" transit system between downtown and beyond with trolley to be a modern replica of the Toonerville trolley.			X			City	Unknown	General Fund
Conduct a downtown parking study.		X				City	Staff time	General Fund
Explore reducing the speed limit on the North River Causeway.		X				City	Staff time	General Fund
Explore with GDOT reducing the speed limits on Spur 40, etc.		X				City; GDOT	Unknown	General Fund; GDOT
Participate in the exploration of creating Rails-by-Trails.	X	X	X			City; SMRR Property owner; GDOT	Unknown	General Fund; SMRR Property owner; GDOT
Encourage GDOT to continue to synchronize traffic signals along Osborne Road.		X				City; GDOT	Unknown	General Fund; GDOT
Work with GDOT to provide a multi-use path along Osborne Road with bridge widening at Dark Entry Creek.			X			City; GDOT	Unknown	General Fund; GDOT
Work with GDOT and GEMA to implement emergency evacuation routes as soon as possible.	X					City; GDOT; GEMA	Unknown	General Fund; GDOT; GEMA
Work with GDOT to provide a direct off ramp of I-95 north to the existing Haddock Road traffic light to improve safety.	X	X				City; GDOT	Unknown	General Fund; GDOT
Work with GDOT to realign Herb Bauer Drive with Findley Street to eliminate this bad intersection.		X	X			City; GDOT	Unknown	General Fund; GDOT; Property owner's participa-tion
Install historic traffic medians between Dillingham and Herb Bauer Drive.			X	X		City; GDOT	Unknown	General Fund; GDOT
Work with developer of former Mill site to construct a traffic circle to enhance the traffic flow without needing a signal.		X	X			City; GDOT; Property owner permission	Unknown	General Fund; GDOT; Property owner's participation
Work with developer to create a new signal-ized intersection midway between Mickler Drive and Colerain Road.	X	X				City; Property owner's participation	Unknown	Property owners

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
TRANSPORTATION								
Complete railroad crossing of Mickler Drive.	X	X				City	Unknown	General Fund
Design and obtain Right-of-Way for a new road connecting the end of Kings Bay Road at Osborn and St. Marys Roads.			X	X		City; Kingsland; County; Property owners' participation	Unknown	General Fund; GDOT; grants
Expand airport service to other cities as per the master plan.	X	X	X			City; Airport Authority	Unknown	General Fund; FAA; grants
Work with St. Marys Railroad (SMRR) to establish an interurban passenger rail service between St. Marys, Kingsland, Folkston and beyond.		X	X			City; Kingsland; Folkston; County	Unknown	General Fund; Property owner participation; grants

City of St. Marys Report of Accomplishments 2002-2007

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
LAND USE					
Adopt Sign Regulations.	X				
Refine digital Zoning Map of the City prepared by the CGRDC.		X			
Prepare annual review of rezoning activity in coordination with annual Comprehensive Plan review.	X				
Annually review growth data for consistency with assumptions and forecasts in Plan.	X				
Review and update Future Land Use Map to reflect actual zoning and growth patterns.		X			
ECONOMIC DEVELOPMENT					
Participate in preparation of Economic Development Strategy, including Tourism Program, developed through Chamber of Commerce.	X				Georgia Tech study completed.
Continue downtown revitalization activities as a part of historic and economic development efforts.		X			
Organize street fairs or activities at Orange Hall tied in with existing coastal charter and excursion tours.		X			
Implement local elements of Economic Development Strategy and Tourism Program.		X			
NATURAL AND CULTURAL RESOURCES					
Review Board of Health requirements and practices regarding minimum lot sizes by soil types; evaluate locations of soil limitations.	X				
Evaluate results of historic preservation programs.	X				
Continue to support and protect St. Marys Historic Dist and include in downtown renewal plans.	X				

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
NATURAL AND CULTURAL RESOURCES					
Continue and support the annual 4th of July, Mardi Gras and Rock Shrimp Festivals.	X				
COMMUNITY FACILITIES AND SERVICES					
Install 12-inch water main along St. Marys Road from Osprey Cove to the I-95 Welcome Center.	X				
Install water mains from near Colerain Road to County Road 78 (new Elementary School site)—along County Road 78 to near Spur 40; and along Spur 40 connecting subdivisions.	X				
Refurbish Mission Trace well and increase capacity to 3500 gpm.	X				
Increase water storage capacity by 500,000 gals. with new tank near I-95 and St. Marys Road.				X	Not needed per 2004 water/sewer master plan. New 500,000 gallon tower constructed at Cumberland Harbor.
Install an 8-inch water main connecting Osprey Cove lines to Shadowlawn Subdivision lines.	X				
Install 12-inch water main along Kings Bay Road between Colerain Road and Spur 40.				X	Not included in 2004 water/sewer master plan.
Extend 12-inch water main along Colerain from north of Kings Bay Road to County Road 78.				X	Not included in 2004 water/sewer master plan.
Install a 10-inch water transmission line along County Road 78 from the new Elementary School to Colerain Road.				X	Not included in 2004 water/sewer master plan.
Install 12-inch water main along St. Marys Road between Colerain Road and Spur 40.				X	Not included in 2004 water/sewer master plan.
Install a 10-inch water main along County Road 78 from Colerain Road to Kings Bay Road.				X	Not included in 2004 water/sewer master plan.

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
COMMUNITY FACILITIES AND SERVICES					
Install a 10-inch water main along Spur 40 from Crooked River Subdivision to past the Cherry Point Gate to the naval base.				X	To be completed 2011 per 2004 water/sewer master plan.
Erect a 500,000 gallon elevated storage tank off Spur 40 near the Cherry Point Gate.				X	Not included in 2004 water/sewer master plan.
Refurbish and improve existing wastewater treatment plants to extend life and treatment quality.		X			Point Peter WWTP upgrades currently underway (2007). Scrubby Bluff WWTP upgrades in design (2007).
Prepare connection fee study under Georgia Development Impact Fee Act to assist with funding of sewerage improvements.	X				
Select site for Scrubby Bluff wastewater plant and land application area and secure through option or purchase.	X				
Install lift stations, force mains, etc., to redirect 300,000 gpd of wastewater to the Kings Bay Naval Base.				X	Kings Bay Naval Base declined to allow us to connect.
Install 1,500 gpm lift station at PS 42 Site, and 700 feet of 6-inch force main along SR 40 west of Spur 40.				X	To be completed 2009 per 2004 water/sewer master plan.
Construct force main and a new 550,000 gpd wastewater treatment plant in the Scrubby Bluff area, utilizing a land application disposal process.	X				
Construct lift stations, force mains and gravity line to provide sewerage service to County Road 78 area.	X				
Update capital improvement projects listed in Short Term Work Program.		X			

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
PUBLIC SAFETY					
Participate on Standing Technical Advisory Committee to E-911 system created by PSA.					E-911 operated by Sheriff.
Prepare and annually update vehicle replacement plan.		X			
New Police Complex—renovate existing structure or build new facility for police administrative offices, municipal court, probation office, evidence storage, etc.	X				
PUBLIC LIBRARY					
Expand the Library Building from 7,500 to 15,000 square feet to keep pace with population growth and circulation demands.		X			
GENERAL GOVERNMENT					
Participate in County-wide Consolidation Study through PSA Board.					Service delivery strategy done.
Purchase McDonald Property on waterfront and incorporate into Downtown Waterfront plans.	X				
Downtown Waterfront Renovation—add boardwalks.	X				
Coordinate with County, Kingsland and Woodbine to establish uniform mapping services for all Plan maps, including Future Land Use maps.		X			
Prepare Major Update to Comprehensive Plan in 2001 for recertification in 2002, per DCA requirements.	X				
TRANSPORTATION					
Improve SR 40 with grass median and turning lanes from Kings Bay Road to Spur 40.	X				
Signalize Colerain/Kings Bay Road intersection.	X				

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
TRANSPORTATION					
Signalize Colerain/St. Marys Road intersection.	X				
Signalize SR 40 intersections at St. Marys Road and Martha Drive as part of SR 40 improvement project.	X	X			SR 40 at St. Marys Road completed 2007; Martha Drive at SR 40 currently underway.
Replace North River Causeway Bridge.	X				
Pave County Road 78 as 2-lane road from Colerain to Kings Bay Road.	X				
Colerain-St. Marys Road—widen to 4 lanes from Kingsland to Kings Bay Road in coordination w/Kingsland and County.		X			Currently being designed by GDOT.
Install navigational aids at airport.	X				
Investigate feasibility of establishing passenger ferry service to Fernandina Beach.		X			Currently being looked at by private vendor.

CITY OF ST. MARYS

Policies

This section of the Implementation Program outlines policies developed for use by local government officials, community organizations and leaders, boards and authorities, and other entities responsible for shaping the future of the City of St. Marys. Policies provide overall guidance for making decision consistent with the community's vision. As outlined in the Community Agenda, the policies identified in this section will serve as tools for elected and administrative officials when making future land use and zoning decisions. The purpose of the State Planning Act is for the Comprehensive Plan to be developed, implemented and activity utilized by the local government.

The policies outlined in the following discussion reflect conclusions drawn from the analysis provided in the Community Assessment as well as the issues and opportunities identified during the Community Participation Program.

Development Patterns

The City of St. Marys seeks to encourage development patterns that are consistent with promoting an overall community vision that supports the "reemerging Spirit of St. Marys." As such, it is necessary that City officials review current zoning and other land use regulations. By encouraging a mix of uses in the City's historic downtown waterfront, St. Marys advances the community vision identified through the public participation process of the Community Agenda.

Policies in Support of Development Patterns:

- St. Marys will evaluate its zoning and development ordinances.
- St. Marys will plan for mixed use, economic development planning through zoning.
- St. Marys will encourage mixed use within the historic downtown area.
- St. Marys will control corridor development by creating appropriate ordinances.

Population Growth

There is no question that people are moving to coastal Georgia. As the City of St. Marys continues to grow in population, the impact of this growth will inevitably be felt on the City's infrastructure, such as roads, schools and various other municipal services. Preparing for this growth in advance will enable City officials to mitigate the effects of an increasing population.

As a waterfront community, St. Marys anticipates a significant portion of new residents will be retirees and active adults. Therefore, the City seeks to create an environment that is conducive to the needs and demands of this unique demographic.

Policies in Support of Population Growth:

- St. Marys will develop an infrastructure plan to keep pace with population growth.
- St. Marys will promote public transit system.
- St. Marys will encourage growth as a mixed age community.
- St. Marys will encourage and support development of continuing care communities.

Economic Development

Economic development is important to the vitality and quality of life of a community—it means jobs, business growth, revenues and tax dollars. St. Marys has identified a desire to promote itself as a destination city—hosting conventions and sporting events, as well as supporting local business and entrepreneur opportunities. With the City's airport and Aquatic Center, there is great potential to make this vision a reality.

Other important themes are addressed in the Economic Diversification of Camden County study released by the Georgia Institute of Technology's Enterprise Innovation Institute in 2005.

Policies in Support of Economic Development:

- St. Marys will continue provide support to economic development agencies.
- St. Marys will continue to promote projects with consideration to impacts on infrastructure, natural resources.
- St. Marys will seek ways to increase funding to economic development agencies.
- St. Marys will create economic development implementation plan.
- St. Marys will support the shop local campaign—Keep it in Camden (St Marys).
- St. Marys will develop as a destination based on assets—restaurants, shops, arts.
- St. Marys will create activity nodes—aquatic center, downtown, midtown.
- St. Marys will create good paying jobs that keep workers locally.
- St. Marys will identify opportunities for conventions/conferences—convention center, hotels, destination marketing.
- St. Marys will increase awareness of its outdoor activities/develop sports opportunities.

Housing

Although the City of St. Marys is experiencing significant residential growth, little attention is given to housing affordability and the development of workforce housing. The availability of appropriate residential options for all income levels is necessary and crucial to support a dynamic economy.

As stated before, encouraging home-ownership through education and innovative outreach programs are also a priority established through the Community Agenda process. Housing density and specialty housing needs must also be addressed in St. Marys as the population continues to grow, particularly as active adults flocks to the coast for retirement and seasonal residences.

Policies in Support of Housing:

- St. Marys will develop an initiative to create workforce housing.
- St. Marys will support affordable housing team.
- St. Marys will encourage alternative housing opportunities – mixed use, live-work, mother-in-law flats.

Natural Resources

During the public participation process, the City of St. Marys identified the protection of open space, waterfront properties and marshlands as priorities for future development and to ensure quality of life for visitors and residents alike. Natural resources and environmentally-sensitive areas are important features that promote a community's sense of place, particularly along the coast; as such, these resources should be both protected and promoted.

Policies in Support of Natural Resources:

- St. Marys will address requirements for commercial and industrial landscaping.
- St. Marys will require developers to meet minimum standards for commercial and industrial landscaping.
- St. Marys will develop a plan for minimum commercial and industrial landscaping requirements.
- St. Marys will investigate industrial properties that might cause environmental pollution or other instances of contamination.
- St. Marys will encourage industrial and commercial properties to maintain environmental standards to eliminate contamination.
- St. Marys will eliminate downspots into the sewer system.
- St. Marys will enhance and expand its parks and parklands.
- St. Marys will consider implementing Greenprint (2008) recommendations.
- St. Marys will protect its waterfront from obtrusive development.
- St. Marys will maintain and expand waterfront opportunities and accessibility for the public.
- St. Marys will promote, enhance and improve its natural resources and the waterfront in particular.
- St. Marys will protect its marshlands and projections of the City's existing right of ways into the marsh.

Cultural Resources

As stated above, a community's sense of place is maintained by protecting and promoting its resources. Cultural and historic resources are equally important to achieving this objective. The City of St. Marys seeks to expand its local historic district as well as to continue to identify structures that have potential to be listed on the National Register of Historic Places.

Policies in Support of Cultural Resources:

- St. Marys will expand its local historic district.
- St. Marys will consider nomination of expanded local historic district, once completed, for the National Register.
- St. Marys will maintain its current quality of life and sense of place.

Community Facilities and Services

A community's facilities and services are vital to the function and efficiency of that community. As St. Marys continues to grow, the City's infrastructure will be increasingly strained, requiring both upgrade and expansion. The City must proactively plan for the demand on facilities through exploring innovative funding sources and by maintaining quality service provision by adhering to master plans for water, sewer, etc.

Policies in Support of Community Facilities and Services:

- St. Marys will implement and update, as needed, the master water-sewer plan.
- St. Marys will expand multi-use paths and implement recommendations from the master plan.
- St. Marys will implement impact fees for new development.
- St. Marys will complete the update of its airport master plan.
- St. Marys will encourage and promote the community image of the airport.*
- St. Marys will implement a curbside recycling program.
- St. Marys will expand the senior center, programs and services.
- St. Marys will explore offering new city services and facilities, including hazard mitigation and updating emergency preparedness plan.
- St. Marys will consider expanding the city park.
- St. Marys will consider the expansion and use of pond near Aquatic Center.

Intergovernmental Coordination

The City of St. Marys endeavors to promote open communication and coordination with Camden County and the neighboring Cities of Kingsland and Woodbine. Because the City is adjacent to Naval Submarine Base Kings Bay and the point of access to the National Seashore on Cumberland Island, St. Marys must also maintain amicable and working relationships with various entities of the federal government, including the United States Navy and the National Park Service.

Policies in Support of Intergovernmental Coordination:

- St. Marys will work cooperatively with the County and encourage opportunities for additional cooperation and partnership.
- St. Marys will encourage opportunities for additional cooperation and partnership with neighboring Kingsland.
- St. Marys will eliminate unincorporated "islands" created by spot annexation.
- St. Marys will continue working with Naval Submarine Base Kings Bay to attain land for sewer plant and road improvements.
- St. Marys will encourage the National Park Service to enhance and promote the tourist opportunities at the museum.
- St. Marys will encourage the National Park Service to request the annexation of Cumberland Island.
- St. Marys will encourage discussion of annexing Naval Submarine Base Kings Bay.
- St. Marys will continue efforts to change the address of the Welcome Center and other properties within the City of St. Marys that Kingsland addresses to have St. Marys addresses.

Transportation

Transportation is an important element to the Community Agenda in that transportation is impacted by all areas of the Comprehensive Plan. Population growth means more people on the roads; residential growth dictates where the roads will be built or expanded; economic development determines traffic congestion; natural and cultural resources often direct people's leisure travel and activities; community facilities and services ensures that the capacity exists to maintain transportation corridors; and intergovernmental coordination is necessary for roads to be built, maintained and safely traveled upon.

As such, it is imperative that the City of St. Marys address transportation concerns; including connectivity, road conditions, and adequate access to hurricane evacuation routes.

Policies in Support of Transportation:

- St. Marys will consider options to improve transportation opportunities for tourists, such as a trolley.
- St. Marys will coordinate with DOT on the expansion of Colerain Road.
- St. Marys will include bike lanes in the expansion of Colerain Road.
- St. Marys will investigate ways to offer additional parking during special events.
- St. Marys will explore and consider the long-term needs for additional parking as the downtown develops.
- St. Marys will explore conducting a downtown parking study.
- St. Marys will consider the proposal of a trail from St. Marys Street to the Aquatic Center.
- St. Marys will study the possibility of expanding the cart paths throughout the city.
- St. Marys will consider and plan for safety concerns associated with the cart paths throughout the city.
- St. Marys will coordinate with the rail line to investigate the feasibility of rails-by-trails path.
- St. Marys will improve intersection of St. Marys Road and SR 40 and study opportunities for additional improvements in other areas in the City.
- St. Marys will study traffic management and encourage signalization and other traffic improvements by GDOT.
- St. Marys will coordinate with GDOT to enhance the evacuation routes.

Long Term Activities

This section of the Implementation Program outlines long-term action items developed for use by local government officials, community organizations and leaders, boards and authorities, and other entities responsible for shaping the future of the City of St. Marys. Long-term activities are specific implementation strategies that are either on-going or last beyond the initial five-year time frame of the Comprehensive Planning period.

Similar to the Short-Term Work Program, the City of St. Marys has identified the following activities, entities responsible for implementing the action items, as well as cost estimates and potential funding sources.

Table 3 - City of St. Marys Long Term Activities

Project or Activity	Responsible Party	Cost Estimate	Funding Source
DEVELOPMENT PATTERNS			
Encourage the location of new and existing overhead utility wiring underground, as feasible.	City; Public utilities	Unknown	General Fund; Utility funds
POPULATION GROWTH			
Support initiatives and projects that promote mixed-age communities via a special use for independent living elderly facilities in the R-1 zone.	City	Staff time	General Fund
Promote a public transit system to aid population growth.	City	Staff time	General Fund; State funds
Participate with GEMA on emergency evacuation processes, routes and capacities.	City	Staff time	General Fund; State funds; County funds
ECONOMIC DEVELOPMENT			
Continue to provide support to the CVB, DDA, and St. Marys Development Authority.	City	Staff time	General Fund
Market opportunities to host conventions, sports activities, etc.	City; DDA; CVB; civic groups	Staff time	General Fund
Develop methodology for St. Marys to become a destination location, based on assets—restaurants, shops, etc.	DDA	Staff time	General Fund; DDA funds; grant monies
Support the "Keep It in Camden" campaign.	City	Staff time	General Fund
Encourage businesses that will keep workers local, via good pay and benefits.	DDA; JDA	Unknown	DDA; EDA; JDA
Identify and market opportunities for conventions and conferences.	DDA; JDA	Unknown	DDA; JDA
Develop and/or encourage the development of the Harbor as a place for tall ships and other transient ships to dock and visit.	City	Unknown	General Fund; grants
Increase economic opportunities related to outdoor activities.	City	Staff time	General Fund
Encourage the development of an 'incubator' building at the Boch Plant.	City; DDA; JDA; Property owner	Unknown	General Fund; Property owner participation; grants
Work with St. Marys Railroad (SMRR) to identify and develop opportunities to keep the SMRR as a viable part of St. Marys.	City; DDA; Property owner	Unknown	General Fund; Property owner participation; grants

Project or Activity	Responsible Party	Cost Estimate	Funding Source
ECONOMIC DEVELOPMENT			
Develop the Airport into a viable 'boutique' facility with additional hangers, air taxi services, dirigible masts, flight school, skydiving, etc.	City; FFA; Airport Authority	Unknown	General Fund; Airport funds; FAA grants
Investigate, encourage and support diversification in marina opportunities.	City; Investors	Unknown	General Fund; Property owner
Work with GEMA and GDOT to resolve the negative economic impact of inadequate evacuation routes in event of a natural or man-made disaster.	City; GDOT; GEMA; County; Kingsland	Unknown	General Fund; GDOT funds; GEMA funds; County funds
HOUSING			
Adopt ordinances that allow alternative subdivision design, housing types, and styles that promote affordable housing.	City	Staff time	General Fund
Continue support for Affordable Housing Team.	City	Staff time	General Fund
Continue to work with the U.S. Navy to provide affordable military housing on and off the base.	City; U.S. Navy	Staff time	General Fund; Federal funds
Reconstitute the Housing Authority to utilize possible HUD funding for affordable housing opportunities.	City; Housing Authority	Unknown	General Fund; HUD; State funds
Work with non-profit housing agencies to identify potential sites for affordable housing opportunities.	City; non-profits; churches	Unknown	General Fund; Private funds
NATURAL & CULTURAL RESOURCES			
Establish requirements for developers to link open spaces together into a publicly accessible open space network.	City	Staff time	General Fund
Adopt corridor overlay districts for prominent roads I the City and require the preservation of existing trees in landscaped buffers.	City	Staff time	General Fund
Implement the Stormwater Master Plan.	City	Staff time	General Fund; GEFA
Review opportunities to acquire properties that are suitable for providing public access to the rivers, streams and marshes and keep existing public access at street ends into the marsh, rivers, or streams.	City	Unknown	Land Conservation Fund; Property owner donation; grant funds
Preserve existing city-owned marsh and waterfront access points.	City	Unknown	General Fund
Encourage new projects that will not cause environmental pollution or other instances of possible contamination.	City	Staff time	General Fund
Update the Tree and Landscaping ordinances, as appropriate.	City	Unknown	General Fund; grants

Project or Activity	Responsible Party	Cost Estimate	Funding Source
NATURAL & CULTURAL RESOURCES			
Implement bicycle trials, marsh walk trails, kayak trails and other trails as proposed by many different entities.	City	Unknown	General Fund; Property owner participation; grants
COMMUNITY FACILITIES & SERVICES			
Continue to develop and implement our annual capital improvements program.	City	Staff time	General Fund
Implement and update as needed the water and sewer master plan.	City	Staff time	General Fund
Implement the recommendations in the City Master Plan.	City	Staff time	General Fund
Update the City's Emergency Preparedness Plan.	City; County	Staff time	General Fund; GEMA
Prepare a long term operations plan for Oak Grove Cemetery and other cemeteries in St. Marys for maintenance and tourism.	City	Unknown	General Fund; Property owner participation (for private cemeteries); grants
If the Airport relocation occurs, then Community Agenda items relating to the Airport shall be modified to support planning studies to identify the best and highest use of the former airport lands, consistent with surrounding uses and the goals of the City of St. Marys.	City; City Airport Authority	Staff time	General Fund
INTERGOVERNMENTAL COORDINATION			
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	City	Staff time	General Fund
Continue discussions with Naval Submarine Base Kings Bay to acquire property for road improvements and wastewater treatment plant.	City	Staff time	General Fund
Work with the National Park Service to enhance the museum as a tourist destination and maintain the parking area in an attractive manner.	City	Staff time	General Fund
Actively work with anyone to create a proper emergency evacuation plan related to population.	City; County	Staff time	General Fund; County funds; GEMA
Actively support the Coastal Regional Commission, once transition from CGRDC is complete, in its work.	City	Staff time	General Fund
Actively work to continue the excellent working relationship with GDOT on projects within and adjacent to the City.	City	Unknown	General Fund
TRANSPORTATION			
Coordinate with GDOT as Colerain Road is widened and improved.	City; GDOT	Unknown	General Fund; GDOT
Explore the feasibility of a regional transit system.	City; GDOT	Unknown	General Fund; GDOT

Supplemental Plans

As reported in the Community Participation Program, Camden County and its municipalities have had the benefit of having several significant plans and reports completed related to future development trends and needs throughout the County. The following discussion provides a brief summary of these documents.

In 2004, DCA dispatched a Quality Growth Resource Team to Camden County to assist the County and the three Cities in achieving more desirable development patterns. The report addresses appropriate economic development, housing choices, natural resources protection, transportation alternatives, and places heavy emphasis on development strategies for quality growth.

Also, in August of 2004, Camden County contracted with Jordan, Jones & Goulding, Inc. to prepare a Comprehensive Transportation Plan (CTP) for all of Camden County, including the three municipalities of Kingsland, St. Mary and Woodbine. Carried out in four phases, the CTP provided an assessment of existing transportation conditions, public comment, project determination and prioritization. The CTP included a five-year short term transportation program as well as a long-range, 20-year transportation plan.

Camden County's Family Connection sponsored the Community Three-Year Strategic Plan for Camden Families and Children in March of 2005. This plan includes input from over 1,400 citizens; providing a forum for the community to express its strengths, weaknesses, concerns, and priorities. This strategic plan is relevant through June 30, 2008.

The Coastal Georgia Regional Development Center completed the Camden County Pedestrian and Bicycle Plan in May 2005. The plan was designed to facilitate and encourage a community where people could bicycle and/or walk safely and conveniently to all desired destinations; and to provide alternative transportation options that would be available to all citizens or visitors to Camden County. The Pedestrian and Bicycle Plan considered current conditions; planning, design and safety standards; as well as provided a recommended implementation program.

In October 2005, the Georgia Institute of Technology's Enterprise Innovation Institute presented the Economic Diversification of Camden County study, which was prepared for The Camden Partnership and Camden County Public Service Authority (PSA). This study provides a detailed account of community identified economic diversification issues and strategic plan recommendations, and captures Camden County's economic diversification situation and future potential.

Summarizing the results of interviews conducted with stakeholders and partners, the study assesses Camden County's economic development performance and programs; identifies business growth opportunities and issues affecting the County's potential for maintaining and enhancing its quality of life; inventories key assets for growth and development; audits current tools in place for managing growth; assesses the current physical and natural resource infrastructure's ability to meet current and future needs; and provides an assessment of the County's workforce development strengths, challenges and key assets for growing its tourism industry.

Camden County and the Cities of Kingsland, St. Marys and Woodbine were among the inaugural recipients of the Georgia Department of Community Affairs' Signature Communities designation in November 2005. The County and Cities were chosen for the honor and associated funding due to their collaborative desire to broaden the community's economic base and quality of life. Identified specialized economic development efforts included a focus on tourism, downtown revitalization, a County-wide greenspace plan, as well as a joint wayfinding initiative.

The Camden County Board of Commissioners directed a Housing Inventory of Unincorporated Camden County to be completed by the Coastal Georgia Regional Development Center in February 2006. Providing the community with a snapshot of up-to-date housing conditions in the unincorporated areas of the County, the housing inventory highlighted growth rates, the type and condition of housing, as well as identified areas where housing stock was in need of special attention. The study was completed in June of the same year.

In October 2006, the Camden County Solid Waste Authority completed an update of their Solid Waste Management Plan. This plan addressed the five core planning elements specified by the Georgia Department of Community Affairs' Minimum Planning Standards and Procedures for Solid Waste Management, as revised in 2004. These elements include waste reduction, collection, disposal, land limitation, as well as education and public involvement.

In collaboration with the Georgia Department of Transportation, the Rails to Trails Feasibility Study, Kingsland to Riceboro was another planning initiative completed by the Coastal Georgia Regional Development Center for Camden County. Completed in June 2007, the Rails to Trails Feasibility Study considered the possibility of implementing a multi-use path or trail way along the abandoned railroad corridor in Camden, Glynn, McIntosh and Liberty Counties. The study includes a needs assessment; public input; an analysis of property ownership and existing conditions; cost estimates; social environmental and economic impacts; as well as an implementation strategy, including design maintenance and operation of the proposed trail.

As stated above, Camden County and its municipalities were identified as one of DCA's initial Signature Communities. Due to that designation, the County and Cities commenced a wayfinding initiative that resulted in the Camden County Wayfinding and Signage Master Plan (2007). The plan supports many of the concepts identified throughout the Community Agenda—encouraging sense of place and community identification; helping visitors and residents navigate throughout Camden County; promoting a pedestrian-friendly environment; and reducing traffic congestion.

Also identified as a priority in Camden County and the Cities of Kingsland, St. Marys and Woodbine's application to DCA for the Signature Communities program was the intent to develop a greenspace plan. As such, the Trust for Public Land released the Greenprint for Camden County, Georgia in 2008 as the fruition of the community's desire to protect and promote its natural resources. Listed throughout the Community Agenda as an implementation measure and strategic planning tool, the Greenprint serves to encourage access and enjoyment of outdoor activities; to improve wildlife and other natural systems, such as water quality; and to enhance the overall economic vitality of the community by promoting a higher quality of life.

Finally, the Camden County Board of Commissioners adopted three primary focus areas as outlined in the Camden County Strategic Plan 2008-2013 (adopted 2007) to promote responsible and effective governance for the County and its citizens—Growth and Development, Fiscal Sustainability, and Organizational Excellence. This strategic planning effort seeks to compliment the Camden County Joint Comprehensive Plan by proactively addressing the community's growth and infrastructure concerns while guiding future budgetary needs accordingly.

City of Woodbine

adopted November 2008

Vision for the Future

The City of Woodbine established a vision for its future through comprehensive public involvement. The public was given the chance to share their views on future development and quality of life issues through participation in a community visioning process. Feedback gathered through this process was interpreted by Coastal Georgia Regional Development Center staff and submitted to the public during a series of public workshops for review.

The Vision Statement for future development and growth in the City of Woodbine is as follows:

The City of Woodbine is a family-friendly, safe community, with a welcoming small town appeal; where the community is alive, vibrant, full of possibilities, and possesses a commitment to preserving its natural amenities and rural character.

Our goals are to protect our small town character while promoting our community to its full potential.

Our priorities include: creating an all-inclusive community that appeals to young and old alike, promoting economic development opportunities, and encouraging smart growth that will preserve and enhance our quality of life.

CITY OF WOODBINE

Future Development Map Defining Narrative

The following Future Development Map represents the boundaries of previously identified Character Areas and corridors throughout the City of Woodbine. These Character Areas were identified and designated during the Community Assessment phase of the Comprehensive Plan process. Woodbine originally identified the following Character Areas:

- Agricultural Area
- Conservation Areas/Greenspace
- Courthouse Square
- Gateway Corridor
- Historic Area
- In Town Corridor
- Industrial
- Major Highway Corridor
- Scenic Corridor/Bike Route
- Suburban Area Developing
- Traditional Neighborhood Redevelopment Area
- Traditional Neighborhood Stable

The Future Development Map (FDM) Designation Areas found in the Community Agenda are iterations of the Community Assessments' Character Areas. The FDM Designation Areas have been updated based on public review and comments from a series of public workshops and now form the basis of the Future Development Map for the City of Woodbine.

The Defining Narrative includes a specific vision and description for each FDM Designation Area, as well as recommended implementation measures to achieve the vision for each area. The written descriptions for each Future Development Map Designation Area, along with accompanying photographs, make it clear what types, forms, styles and patterns of development are to be encouraged in each area.

Following the description and Vision Statement for each FDM Designation Area is a chart that provides the Quality Community Objectives (QCOs) that will be pursued in each area; the appropriate land uses to be encouraged in each area; related issues and opportunities; as well as corresponding implementation measures to achieve the desired development patterns in each area.

This information, along with the descriptions and Vision Statement are meant to help guide policies as they relate to land use, population growth, economic development, housing, natural and cultural resources, community facilities and services, intergovernmental coordination and transportation.

CITY OF WOODBINE

Community Issues and Opportunities

As part of the Future Development Map Defining Narrative, a list of the Issues and Opportunities was adapted from the Community Assessment (2007) of the Camden County Joint Comprehensive Plan. Over a series of three public workshops, this original list of issues and opportunities was refined, based on citizen input and local administrative knowledge.

As encouraged by the Georgia Department of Community Affairs, a community's Comprehensive Plan should also proactively address these concerns by outlining an action plan or provide potential solutions to these issues; such as recommended land use policies, development standards and community-based projects and programs.

Part 110-12-1-.05 of DCA's guidelines for developing the Community Agenda states:

> *This [Chapter] is the final, locally agreed upon, list of issues and opportunities the community intends to address…Each of these issues or opportunities must be followed-up with corresponding implementation measures in the Implementation Program.*

CGRDC staff incorporated the refined issues and opportunities into the appropriate FDM Designation Area, assigning policies and corresponding implementation measures to address these items as identified through the public participation process.

The Future Development Map for the City of Woodbine follows the FDM Defining Narrative. Please note that Defining Narrative headings correspond in color to the FDM Designation Areas identified on the map.

Future Development Map Designation

Commercial / Industrial Areas

Vision: To support and encourage growth of the local economy, promoting a vibrant small business community and sense of place.	
Description/Location:	Primarily, areas west of the Riverwalk between 8th Street and 11th Street and at the south end of the City. These areas also include river-front property that extends from Myrtle Avenue west along 2nd Street.
Specific Land Uses: • Retail/Office Commercial • Distribution/Warehousing • Appropriate Industrial	**Quality Community Objectives:** • Appropriate Businesses • Employment Options • Transportation Alternatives • Infill Development • Sense of Place

Issues & Opportunities	Policies	Implementation Measures
• Although the City has an active Better Hometown program, the community would benefit from greater job diversity and increased employment opportunities. • The Riverwalk creates opportunities for the City to market itself as a destination for recreational and eco-tourism activities.	• Explore opportunities and innovative marketing strategies to promote Woodbine to businesses. • Encourage a mix of business and industrial uses. • Encourage and support entrepreneurs and local business growth. • Explore opportunities to utilize existing natural resources, such as the Riverwalk, to encourage eco-tourism.	• Utilize incentive packages to promote the City and attract business development. • Plan for making Woodbine a wireless community. • Identify a niche market. • Prepare a targeted market strategy for the desired type of business and industry. • Develop a plan to market city-owned 14-acres for commercial and industrial uses. • Develop a sidewalk master plan and explore potential funding sources. • Create policies and programs that support entrepreneurial activities. • Partner with the Camden County Chamber of Commerce as part of its "Entrepreneur Friendly" community initiative. • Allocate funding to the Better Hometown program, promoting its activities, etc. • Develop eco-tourism opportunities, related to the Riverwalk and other resources.

Future Development Map Designation

Conservation Areas

Vision: To utilize the community's natural resources as a draw for the community, promoting scenic viewsheds, while protecting the area's inherent character.

Description/Location:	Various areas of natural beauty, open space located throughout Woodbine. Consists of wetlands, public parks, greenspace, and ecologically and culturally significant areas. Also, Riverwalk and areas along U.S. Highway 17. Developed or undeveloped land paralleling a major thoroughfare that has significant natural, historic, or cultural features, and scenic or pastoral views.

• Specific Land Uses: • Passive and Active Recreation • Parks/Greenspace • Public Gathering Space	• Quality Community Objectives: • Regional Identity • Heritage Preservation • Open Space Preservation • Environmental Protection • Transportation Alternatives

Issues & Opportunities	Policies	Implementation Measures
• There is insufficient land reserved for parks and recreation. • The Riverwalk and waterfront areas provide the opportunity for recreational development and preservation. • Although natural resources are largely intact, further action can be taken to preserve these important resources. • The City has the opportunity to plan for and accommodate the anticipated growth, including improving the overall road system to address traffic that would impact recreational areas.	• Encourage the designation of parks and parklands. • Explore acquiring lands suitable for conservation as opportunities arise. • Explore opportunities to utilize existing natural resources, such as the Riverwalk, to encourage eco-tourism. • Discourage view-encroaching high-rise development. • Promote the preservation and protection of the community's natural resources. • Support efforts to improve water quality in the Satilla River. • Pursue protection of the viewshed on the north side of the Satilla River.	• Set aside designated areas for a variety of park and recreational activities. • Adopt a Conservation Subdivision Ordinance. • Modify subdivision regulations to require the preservation of sensitive natural areas. • Develop eco-tourism opportunities. • Seek rails-to-trails and greenway designation for the Riverwalk. • Investigate potential of additional multi-use paths. • Consider incentives, such as conservation easements, to protect natural viewsheds. • Create incentives for developers to link greenspace together, creating a publicly accessible network.

Future Development Map Designation

Corridor / Gateway Areas

Vision: To increase accessibility to the City of Woodbine and promote mobility throughout the community, while encouraging quality development that will facilitate economic opportunities and alternative modes of transportation.	
Description/Location:	Areas adjacent to the I-95 Interchange, such as GA Spur 25 that leads into downtown Woodbine. Also, U.S. Highway 17 south of 6th Street. Developed or undeveloped land paralleling the routes of major thoroughfares that are likely to experience uncontrolled strip development if growth is not properly managed. These areas provide entrance and access to the community.
Specific Land Uses: • Retail/Office Commercial • Restaurant/Food Services • Active and Passive Recreation • Wayfinding Signage	**Quality Community Objectives:** • Regional Identity • Growth Preparedness • Appropriate Businesses • Heritage Preservation • Open Space Preservation • Transportation Alternatives

Issues & Opportunities	Policies	Implementation Measures
• As Woodbine begins to experience the rapid growth that is taking place throughout the County, there will be a need to protect corridors from unattractive commercial development and sprawl. • The City has the opportunity to plan for and accommodate the anticipated growth by improving the overall road system to address traffic throughout the community. • The costs associated with anticipated growth will outstrip the City's ability to finance needed improvements.	• Encourage design guidelines and landscaping techniques that will facilitate walkability. • Encourage corridors that support multiple modes of transportation, including trails, enhancing the aesthetics of the community. • Explore innovative strategies to pay for infrastructure improvements and expansions.	• Adopt corridor overlay districts for prominent roads in the City, encouraging design standards and guidelines for landscaping, etc. • Implement traffic calming techniques, requiring the preservation of trees in landscaped buffers. • Review and update sign ordinance, as needed, implementing recommendations from way-finding initiative. • Implement Woodbine portions of the Greenprint plan (2008), where appropriate. • Improve the intersection of U.S. Highway 17 and GA Spur 25.

Future Development Map Designation

Historic Areas

Vision: To preserve the integrity of the community's historic structures and resources, encouraging preservation and rehabilitation efforts, linking the past to the future.

Description/Location:	Located in and around the downtown area of the City, continuing to the riverfront. This area contains the oldest housing stock in the City and County. Houses are generally in good repair and represent some of the best architectural features in the area.

Specific Land Uses:	**Quality Community Objectives:**
• Single-Family Residential	• Regional Identity
• Multi-Family Residential	• Appropriate Businesses
• Retail/Office Commercial	• Heritage Preservation
• Riverfront/Water-related Commercial	• Housing Opportunities
• Public Gathering Space	• Traditional Neighborhood
• Parks/Recreation	• Infill Development
• Public/Institutional	• Sense of Place

Issues & Opportunities	Policies	Implementation Measures
• There are opportunities for reinvestment, redevelopment and infill within the City. • Arts organizations throughout the community would like to see the old theater rehabilitated to accommodate cultural activities and events. • There is a need to develop policies that support maintaining a sense of place and aesthetics intended by community leaders and residents. • Housing disinvestment exists in some areas. • Although cultural resources are largely still intact, further action can be taken to preserve these resources.	• Encourage the use of design guidelines and rehabilitation standards within the historic district. • Encourage reinvestment in older neighborhoods. • Encourage infill development through the use of existing infrastructure, etc. • Encourage compatible architectural styles. • Promote the preservation and protection of the community's cultural resources. • Explore opportunities to utilize existing natural resources, such as the Riverwalk, to encourage eco-tourism.	• Enforce the historic preservation ordinance. • Investigate ways to encourage reinvestment in older neighborhoods. • Promote the Woodbine Community Center, Opry and Museum. • Identify existing substandard structures and take appropriate measures. • Develop small area plan; encourage redevelopment and restoration where needed. • Create an historic preservation commission. • Pursue grant opportunities to provide needed infrastructure to older, traditional neighborhoods. • Control the location of development through the Future Development Map and zoning, protecting cultural resources. • Develop eco-tourism opportunities.

Future Development Map Designation

Neighborhood Infill Areas

Vision: To create housing opportunities, maintain traditional neighborhood development patterns, and encourage infill and redevelopment where applicable.

Description/Location:

Areas surrounding Spur 25 and U.S. Highway 17. Also, areas surrounding 7th Street, west of U.S. Highway 17. While some of these neighborhoods are relatively well maintained with larger lots and off-street parking, other areas have declined sufficiently; such that housing conditions are poor. There may be large tracts of vacant land and deteriorating unoccupied structures within these areas.

Specific Land Uses:

- Single-Family Residential
- Multi-Family Residential
- Retail/Office Commercial
- Parks/Recreation

Quality Community Objectives:

- Heritage Preservation
- Transportation Alternatives
- Housing Opportunities
- Traditional Neighborhood
- Infill Development

Issues & Opportunities	Policies	Implementation Measures
• There are opportunities for reinvestment, redevelopment and infill within the City; specifically, in the south end, where disinvestment is the greatest. • There is a need for policies and ordinances that encourage quality growth principles, allow for small lot development and mixed- uses, as well as support affordability. • There is a need to develop policies that support maintaining a sense of place and to address disinvestment in the south end of the City. • The costs associated with anticipated growth will outstrip the City's ability to finance needed improvements. • The City has the opportunity to plan for and accommodate the anticipated growth by improving the overall road system to address traffic around schools and residential areas.	• Consider redevelopment opportunities to maintain and preserve neighborhood character. • Encourage mixed-use, traditional neighborhoods. • Encourage reinvestment in older neighborhoods, particularly in the south end. • Encourage development that provides for a variety of residential types and densities. • Strive toward eliminating substandard or dilapidated housing throughout the community. • Encourage infill development through the use of existing infrastructure. • Explore strategies to pay for infrastructure improvements and expansions. • Ensure that vehicular traffic does not harm the residential nature of neighborhoods. • Explore funding opportunities to support the theater project.	• Create small area plans for traditional neighborhoods and the redevelopment of the south end. • Conduct a housing inventory study to identify which structures are in need of repair and take appropriate measures. • Develop and enforce beautification program to remove dilapidated structures, etc. • Complete amendment zoning ordinance to provide for appropriate residential densities and mixed-use neighborhoods. • Adopt design standards and landscaping guidelines. • Investigate available programs and funding sources to stimulate redevelopment. • Pursue grant opportunities to provide infrastructure traditional neighborhoods. • Apply for funding and complete work on the theater project. • Create a plan for putting the theater back into use.

Future Development Map Designation

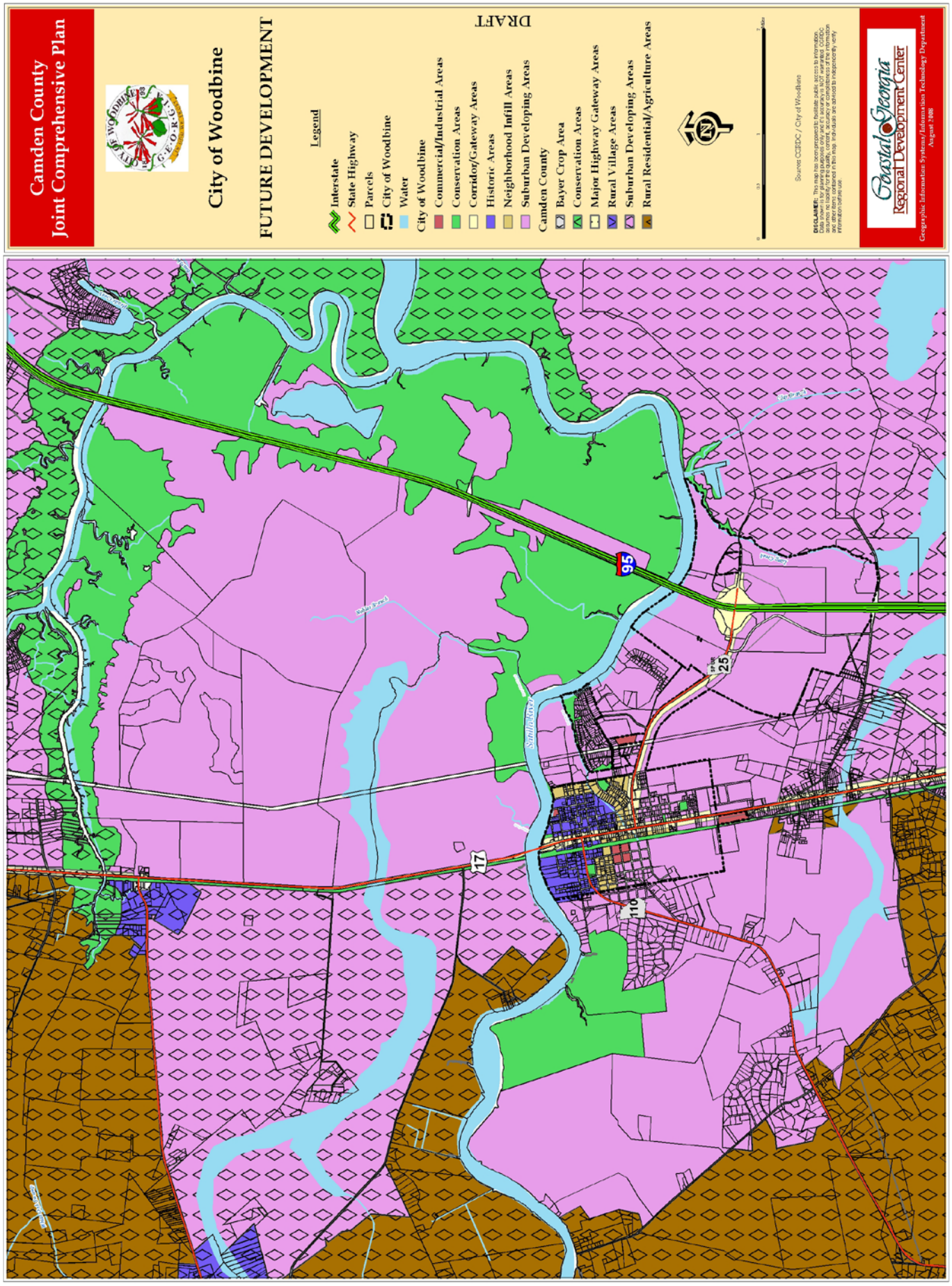
Suburban Developing Areas

Vision: To promote livable communities, where residential and commercial uses coexist; and connectivity and walkability encourage a mix of function, use and design

Description/Location:	Areas around I-95 Interchange and adjacent to the Satilla River.

Specific Land Uses:	**Quality Community Objectives:**
• Single-Family Residential • Multi-Family Residential • Retail/Office Commercial • Parks/Recreation • Mixed-Use	• Growth Preparedness • Transportation Alternatives • Housing Opportunities • Traditional Neighborhood

Issues & Opportunities	Policies	Implementation Measures
• Surrounded by unincorporated Camden County, the City recently annexed over 1,700 acres of agriculture and farmland. • Future potential for annexation exists. • There is a need to incorporate quality growth principles. • Population growth is out-pacing the City's ability to provide services. • The City should put policies and ordinances in place to guide housing development that include quality growth principles, allow for small lot development and mixed-uses, as well as support housing choices and affordability. • The City has the opportunity to plan for and accommodate the anticipated growth by improving the overall road system to address traffic around schools and residential areas.	• Encourage annexations that further the City's vision for the future. • Promote smart growth principles. • Encourage mixed-use, traditional neighborhoods. • Encourage landscape and design standards for new developments. • Explore strategies to pay for infrastructure improvements and expansions. • Encourage residential developments to provide an appropriate mix of housing styles and types for persons of all income levels. • Ensure that vehicular traffic does not harm the residential nature of neighborhoods.	• Adopt a Conservation Subdivision ordinance. • Modify subdivision regulations to require the preservation of sensitive natural areas. • Consider ordinance to require new developments to provide a percentage of units for workforce housing. • Implement traffic calming techniques and require the preservation of existing trees in landscaped buffers. • Implement Woodbine portions of the Greenprint plan (2008), where appropriate.


Camden County
Joint Comprehensive Plan
City of Woodbine
FUTURE DEVELOPMENT
DRAFT
Legend
Interstate
State Highway
Parcels
City of Woodbine
Water
City of Woodbine
Commercial/Industrial Areas
Conservation Areas
Corridor/Gateway Areas
Historic Areas
Neighborhood Infill Areas
Suburban Developing Areas
Camden County
Bayer Crop Area
Conservation Areas
Major Highway Gateway Areas
Rural Village Areas
Suburban Developing Areas
Rural Residential/Agriculture Areas
Source: CGRDC / City of Woodbine
DISCLAIMER: This map has been prepared to facilitate public access to information. Data shown is for planning purposes only and its accuracy is NOT warranted. CGRDC, Camden County and the City of Woodbine are not responsible for any misinterpretation and other items contained in this map. Individuals are advised to independently verify information before use.
Coastal Georgia
Regional Development Center
Geographic Information Systems/Information Technology Department
August 2008
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CITY OF WOODBINE

Quality Community Objectives

The list of Issues and Opportunities provides a City-wide perspective on the DCA identified elements of Population Growth, Economic Development, Housing, Natural and Cultural Resources, Community Facilities and Services, Intergovernmental Coordination and Transportation, plus the additional element of Development Patterns. Because not all of these issues and opportunities relate to a specific Future Development Map Designation Area, it is necessary to consider how these concerns apply throughout the City of Woodbine.

In an effort to further this objective while simultaneously promoting the state's overall goal of creating sustainable and livable communities, the Georgia Department of Community Affairs' Quality Community Objectives (QCOs) were utilized to create a framework by which to consider these broader Issues and Opportunities. The QCO Narrative addresses the four primary objectives of Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

Similar to the Future Development Map Defining Narrative, the QCO Narrative includes a specific vision, policies, and recommended implementation measures to achieve the vision for each area.

Quality Community Objective

Development Patterns

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To promote quality growth, affordability and a sense of place, while providing effective and efficient service delivery to all residents.	• Traditional Neighborhood • Infill Development • Sense of Place • Transportation Alternatives • Regional Identity	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• Woodbine has the greatest potential for expansion due to its location in the northern, less developed, end of the County. • The City is not experiencing the growth pressures that are evident in nearby Kingsland and St. Marys. • The costs associated with anticipated growth will outstrip the City's ability to finance needed improvements. • The City has the opportunity to plan for and accommodate the anticipated growth by improving the overall road system to address traffic around schools and residential areas. • Surrounded by unincorporated Camden County, the City annexed over 1,700 acres of agriculture and farmland. • Future potential for annexation exists. • Population growth is out-pacing the City's ability to provide services.	• Explore strategies to pay for infrastructure improvements and expansions. • Ensure that vehicular traffic does not harm the residential nature of neighborhoods. • Encourage annexations that further the City's vision for the future.	• Consider implementing impact fees. • Adopt and implement a capital improvement plan for developing or improving public facilities, such as roads, sidewalks, bike lanes and other recreational amenities, etc. • Draft a water and sewer master plan. • Pursue grant opportunities to provide infrastructure to traditional neighborhoods. • Draft an annexation plan.

Quality Community Objective

Resource Conservation

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To preserve, protect and promote the City's natural, historic and cultural resources with special consideration to the unique resources inherent to the City of Woodbine.	• Heritage Preservation • Open Space Preservation • Environmental Protection	• City-wide
Issues & Opportunities	**Policies**	**Implementation Measures**
• Further development of the Riverwalk will enhance activities and use of this unique public facility. • Although natural resources are largely intact, further action can be taken to preserve these important resources.	• Promote public access to the waterfront. • Discourage view-encroaching high-rise development. • Promote the preservation and protection of the community's natural resources.	• Pursue rail-to-trails and greenway designation for the Riverwalk. • Implement multi-use paths and trails for increased recreational use. • Control the local of new developments through the Future Development Map and zoning, protecting natural resources and viewsheds. • Consider incentives, such as conservation easements to create vegetation buffers, etc., to protect natural viewsheds.

Quality Community Objective

Social and Economic Development

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To enhance the quality of life for all residents and visitors—improving economic opportunity, housing diversity and sense of community.	• Growth Preparedness • Appropriate Businesses • Employment Options • Housing Opportunities • Educational Opportunities	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• Population projections indicate that the percentage of City residents aged 55 and older will increase to over 15% of the population by 2030. • As the City's population continues to grow, additional services will be needed to protect its citizens. • The City has an active Better Hometown program. • There is a desire to provide additional community amenities for use by the public.	• Consider reestablishing a local police force. • Encourage community support for volunteers for festivals. • Explore opportunities to provide additional amenities, such as a dog park, etc., where appropriate and as needed.	• Reestablish a local police force. • Allocate funding to the Better Hometown program to develop a marketing program, including a website for special events and fundraising activities. • Evaluate and identify potential sites for community amenities, such as a dog park, etc.

Quality Community Objective

Governmental Relations

Vision:	**Quality Community Objectives:**	**Description/Location:**
• To maintain cooperative initiatives while actively pursuing additional partnership opportunities with local municipalities, in order to provide the highest quality of services for residents and business-owners.	• Regional Solutions • Regional Cooperation	• City-wide

Issues & Opportunities	Policies	Implementation Measures
• The City will need to work with the County administration to coordinate the growth of the City and the growth of the County building complex. • The City of Woodbine has a good, working relationship with the County and the other municipalities within the County. • The City can leverage these relationships and learn from the other municipalities' experiences. • As the City's population continues to grow, additional services and facilities will be needed to provide a safe environment for its citizens.	• Continue to maintain good working relationships with the County and surrounding municipalities. • Cooperate and coordinate with adjacent jurisdictions on region-wide issues; such as the expansion of the County building complex, jail services, etc. • Explore additional opportunities to provide efficient delivery of services. • Explore opportunities to coordinate with state agencies to provide efficient and effective service delivery to citizens.	• Continue coordinating with adjacent jurisdictions on region-wide issues. • Identify local and regional partners to enhance efficient delivery of services. • Review existing intergovernmental service agreements. • Coordinate with neighboring jurisdictions to implement the Joint Comprehensive Plan. • Coordinate with GDOT to improve intersections, such as U.S. Highway 17 and GA Spur 25, etc. • Increase communication of city efforts to the public through use of a public information campaign or officer.

CITY OF WOODBINE

Implementation Program

The Comprehensive Plan is a living document, and a critical part of its evolution is the Implementation Program. As such, the Implementation Program serves as the overall strategy for the City of Woodbine to achieve its vision for the future. In addition, the implementation encourages compliance with both the Character Area and Future Development maps. It also aids Woodbine as it seeks to address the identified issues and opportunities.

By identifying specific programs and tasks to be undertaken by the City in order to implement the Agenda, the Implementation Program consists of policies, the short term work program (STWP), and long-range activities. A proposed schedule, responsible parties and potential funding sources are all outlined within this program.

The Georgia Department of Community Affairs requires the following elements as part of a community's Implementation Program:

- **Short Term Work Program** – Communities must develop a STWP to identify specific implementation actions the local government, or other entities, intend to take during the first five-year time frame for the planning period. This includes any ordinances, administrative systems (such as site plan review, design review, etc.), community improvements or investments, financing arrangements, or other initiatives to be put in place to implement the Plan. The STWP must include the following information for each listed activity:
  - Brief description of the activity;
  - Timeframe for undertaking the activity;
  - Responsible party for implementing the activity;
  - Estimated cost (if any) of implementing the activity; and
  - Funding source(s), if applicable.
- **Report of Accomplishments (ROA)** – The ROA identifies the current status of each activity in the community's previous STWP from its recent Comprehensive Plan. Local governments are required by DCA to indicate activities that:
  - Have been completed;
  - Are currently underway (including a projected completion date);
  - Have been postponed (with explanation); or
  - Have not been accomplished and are no longer activities the local government intends to undertake (with explanation).
- **Policies** – Communities must develop a set of policies the local government is willing to adopt to provide ongoing guidance and direction to local government officials for making decisions consistent with achieving the Community Vision or addressing identified Issues and Opportunities.
- **Supplemental Plans** – Communities should incorporate by reference any supplemental plans that focus on special areas, situations or issues of importance to the community, such as plans for conservation or management of natural or cultural resources, redevelopment plans for particular areas of the community, master plans for downtown development, neighborhood plans, gateway plans, rural preservation plans, recreation plans, or the community's required solid waste management plan (see definition in Chapter 110-12-1-.09).

City of Woodbine Short Term Work Program 2008-2012

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
DEVELOPMENT PATTERNS								
New development should be consistent with the Woodbine Master Plan.	X	X	X	X	X	City	Staff time	General Fund
Adopt a Conservation Subdivision Ordinance in which homes are placed on smaller lots and a portion of land is preserved as open greenspace.		X	X			City	Staff time	General Fund
Modify subdivision regulations to require preservation of sensitive and unique natural areas; including streams, wetlands, rivers and marshlands.		X	X			City	Staff time	General Fund
Draft an annexation plan.			X			City	TBD	General Fund
Redrafting and updating of development ordinances.	X					City	TBD	General Fund
Adopt corridor overlay districts for prominent roads in the City		X	X	X		City	Staff time	General Fund
POPULATION GROWTH								
Formulate a growth management plan.		X	X			City	TBD	General Fund
Adopt impact fees.			X	X	X	City	TBD	General Fund
Draft a water sewer master plan.	X	X	X			City	Staff time	General Fund
ECONOMIC DEVELOPMENT								
Allocate funding to Better Hometown to develop marketing program including website, special events, fundraising activities.	X	X	X	X	X	City	TBD	General Fund
Develop a plan to market City-owned 14 acres for commercial and industrial uses.	X					City; Chamber	TBD	General Fund
Build support for volunteers for festivals.	X	X	X	X	X	City; Better Hometown program	Staff time	General Fund
Develop eco-tourism opportunities.	X	X	X	X		City; Chamber; local business partners	Staff time; owner participation	General Fund; grants
Create a plan for bringing the theater back into use.	X					City; Better Hometown program	Staff time	Seek a funding source: public/ private

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
ECONOMIC DEVELOPMENT								
Create policies and programs that support entrepreneurial activities.	X	X				City	Staff time	General Fund
Plan for making Woodbine a wireless community.		X	X	X		City	Staff time	General Fund; DCA
HOUSING								
Complete amendment zoning ordinance to provide for appropriate residential densities, lot sizes, and mixed-use neighborhoods.	X					City; Master Plan Steering Committee	Staff time	General Fund
Develop small area plan for redevelopment of the south end.		X				City	TBD	General Fund; DCA
Consider adopting inclusionary language in the zoning ordinance to require residential developments that exceed the specific threshold of the number of units to provide a percentage of units for affordable housing.			X			City	Staff time	General Fund
Investigate available programs and funding sources to stimulate redevelopment.	X	X	X	X	X	City; Habitat	Staff time	General Fund
Identify existing substandard structures and take appropriate measures.	X	X	X	X	X	City	Staff time	General Fund
Encourage appropriate infill by taking advantage of existing infrastructure.		X				City	Staff time	General Fund
NATURAL AND CULTURAL RESOURCES								
Create incentives for developers to link greenspaces together, creating a publicly accessible network.	X					City	Staff time	General Fund
Adopt a historic preservation ordinance with design standards that require the protection of locally designated historic properties and districts.	X					City	Staff time	General Fund
Adopt local historic designation for buildings of historic significance.	X					City; HPC	Staff time	General Fund
Complete renovations to the Woodbine Theater.	X	X	X	X	X	City	TBD	General Fund; grants
Explore acquiring land suitable for conservation as opportunities arise.	X	X	X	X	X	City	TBD	Georgia Land Conservation Program; Trust for Public Land

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
COMMUNITY FACILITIES AND SERVICES								
Adopt a capital improvements program for developing or improving public facilities (roads, sidewalks, recreational facilities, etc.) that bring predictability to the extent of public facility expansions.	X					City	Staff time	General Fund
Implement impact fees.				X		City	Staff time	General Fund
Pursue rails-to-trails and greenway designation for the Riverwalk.			X			City	Staff time	General Fund; grants
Reestablish police service.					X	City	Staff time	General Fund
INTERGOVERNMENTAL COORDINATION								
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	X	X	X	X	X	City; Kingsland; St. Marys; County	Staff time	General Fund
Renew existing intergovernmental service agreements.	X	X	X	X	X	City; Kingsland; St. Marys; County	Staff time	General Fund
Identify local and regional partners to enhance efficient delivery of services.	X	X	X	X	X	City	Staff time	General Fund
Continue coordinating with adjacent jurisdictions on region-wide issues.	X	X	X	X	X	City; Kingsland; St. Marys; County	Staff time	General Fund
TRANSPORTATION								
Improve the intersection of U.S. Highway 17 and Georgia Spur 25.	X	X	X			City; GDOT	TBD	General Fund; GDOT funds
Construct a new multi-use path along the Satilla River.					X	City; Developers	TBD; owner participation	General Fund
Improve connectivity of the Riverwalk to the downtown.		X	X	X		City; Better Hometown; Developers	Staff time	General Fund
Implement traffic calming techniques in residential neighborhoods, and around schools and recreational areas.			X	X		City	Staff time	General Fund; GDOT funds; SRTS funds
Implement Woodbine portions of the Signature Communities Greenprint plan (2008).		X	X	X	X	City	TBD	General Fund

City of Woodbine Report of Accomplishments

2002-2007

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
LAND USE					
Revise zoning regulations and procedures to include formal determination of compliance with the Comprehensive Plan.		X			On-going activity to be carried over.
Prepare annual review of rezoning activity in coordination with annual Comprehensive Plan review.		X			On-going activity to be carried over.
Annually review growth data for consistency with assumptions and forecasts in Plan.		X			On-going activity to be carried over.
Establish uniform mapping criteria for all Plan amps, including Future Land Use maps.		X			On-going activity to be carried over.
Prepare Major Update to Comprehensive Plan in 2006 for recertification in 2007, per DCA requirements.		X			On-going activity to be carried over.
ECONOMIC DEVELOPMENT					
Continue downtown revitalization activities as part of economic development efforts.		X			On-going activity to be carried over.
Continue to participate in updating and implementing the Economic Development Strategy in cooperative efforts with the Camden County Joint Development Authority.	X				Economic Diversification study completed in 2006 with The Camden Partnership.
Continue to develop and implement elements of the Tourism Program through the Chamber of Commerce.	X				Economic Diversification study completed in 2006 with The Camden Partnership.
Continue administrative support of the annual Crawfish Festival.		X			On-going activity to be carried over.
Development of industrial park.				X	Viability of property use under evaluation.
NATURAL AND CULTURAL RESOURCES					
Expand Current Historic District based on results of Survey of Historic Resources.		X			
Evaluate results of historic preservation programs.		X			Appointed commission April 2008.

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
NATURAL AND CULTURAL RESOURCES					
Survey of Historic Resources for Camden County, Woodbine and Kingsland.	X				
Adopt ordinances that address the Georgia Department of Natural Resources' "Part V Environmental Planning Criteria," which covers the protection of wetlands, groundwater recharge areas, designated river corridors and water supply watersheds.				X	Will be included as part of the Master Plan process.
COMMUNITY FACILITIES AND SERVICES					
Road projects—drainage, base and paving: West Second Street from U.S. Highway 17 west to East Oak Street, and East Oak Street from West Second Street south to West Third Street.	X				
Continue program to renovate U.S. Highway 17 medians by installing electricity.			X		Conduit for electricity in place—SPLOST 6 funding pending.
Undertake Downtown Charrette Program.	X				
Undertake Sidewalk Replacement/ Construction Program.			X		Lack of funding—to be funded through SPLOST 6.
Dump Truck.			X		Included in Capital Improvements Plan.
Truck with knuckle boom loader and dump body.	X				
John Deere tractor mower with cab.	X				
Open and pave unopened streets in the City.				X	Developers to assume costs as development occurs.
Clean ditches behind Ralph Bunch High School; south of school to U.S. Highway 17; in northeast, northwest and southwest quadrants.		X			To be advanced with SPLOST 5 and 6 funding.
Undertake street resurfacing program.		X			As LARP funding permits.
Update map of water and sewer systems.	X				

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
COMMUNITY FACILITIES AND SERVICES					
Install de-gasifer (aeration unit) for water system at plant.	X				
Sewage pump station—Eighteenth Street and U.S. Highway 17 Industrial Park site.		X			
Water main extension—2,000 feet east side of I-95 interchange at GA Spur 25.		X			Developers to assume costs as development occurs.
Sewage pump station—east side of I-95 at GA Spur 25.		X			Developers to assume costs as development occurs.
Install 8" water main with casing across GA Spur 25 on Brewster Avenue to tie-in Owls Head Subdivision.		X			
Install eight, 6" gate valves on main lines so water can be rerouted.	X				
Water system back flow prevention program.	X				
Extend water mains into Plantation Point subdivision for water service and fire protection.				X	Requires annexation request from property owners.
Water and sewer vehicle replacement plan. Replace one vehicle every six years.	X				
Water main extension from GA Spur 25 down Gap Swamp Road to Billyville Road, then from Billyville Road to U.S. Highway 17 for water service and fire protection.		X			Developers to assume costs as Development occurs. Requires annexation request from property owners.
Water main extension from Eighteenth Street on U.S. Highway 17 to Billyville Road for water service and fire protection.		X			Requires annexation request from property owners.
Sewer line expansions.	X				
Participate on Standing Technical Advisory Committee to E-911 system created by PSA.				X	Committee not functioning.
Police vehicle replacement plan. Replace one vehicle every five years.				X	Police disbanded in October 2002.
Renovate an existing City-owned building for relocation of Police Department.				X	Police disbanded in October 2002.

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
COMMUNITY FACILITIES AND SERVICES					
Expand Riverwalk from Georgia Avenue to Old Woodbine Plantation.				X	Developers' responsibility. Difficulty in obtaining easements.
Lighting of Riverwalk Project, Phase II.		X			PSA responsibility.
Renovate an existing City-owned building for relocation and placement of record retention center.	X				
Review capital improvement projects listed in Short Term Work Program.		X			

CITY OF WOODBINE

Policies

This section of the Implementation Program outlines policies developed for use by local government officials, community organizations and leaders, boards and authorities, and other entities responsible for shaping the future of the City of Woodbine. Policies provide overall guidance for making decision consistent with the community's vision. As outlined in the Community Agenda, the policies identified in this section will serve as tools for elected and administrative officials when making future land use and zoning decisions. The purpose of the State Planning Act is for the Comprehensive Plan to be developed, implemented and activity utilized by the local government.

The policies outlined in the following discussion reflect conclusions drawn from the analysis provided in the Community Assessment as well as the issues and opportunities identified during the Community Participation Program.

Development Patterns

The City of Woodbine seeks to support development that is consistent with promoting its community vision—to maintain small town character while planning progressive for future growth and infrastructure needs. As such, it is necessary that City officials review current zoning and other land use regulations. By encouraging smart growth principles, Woodbine advances the community vision identified through the public participation process of the Community Agenda.

Policies in Support of Development Patterns:

- Woodbine will require a master plan for future annexations.
- Woodbine will have a clear process for developers to follow. Developers have a pre-review of plans by neighborhood.
- Woodbine will set aside and designate areas dedicated for a variety of park/recreational activities and open space.
- Woodbine will adopt smart growth principals.
- Woodbine will create small area plans for traditional neighborhoods.
- Woodbine will encourage mixed-use, traditional neighborhoods.
- Woodbine will encourage design guidelines and landscaping techniques that will facilitate walkability.
- Woodbine will implement design standards.

Population Growth

While Camden County is certainly experiencing population growth, this residential boom has been slower to come to northern portion of the County, including the City of Woodbine. Because this growth is sure to be an issue in the future, it is necessary for City officials to be prepared and have existing infrastructure in place.

Policies in Support of Population Growth:

- Woodbine will pursue grant opportunities with financial assistance for infrastructure in traditional neighborhoods.

Economic Development

Economic development is important to the vitality and quality of life of a community—it means jobs, business growth, revenues and tax dollars. Woodbine seeks to take advantage of its unique position as the County's most rural municipality by identifying its niche in Camden County and marketing itself accordingly.

Other important themes are addressed in the Economic Diversification of Camden County study released by the Georgia Institute of Technology's Enterprise Innovation Institute in 2005.

Policies in Support of Economic Development:

- Woodbine will market itself and develop opportunities "outside the box" by utilizing incentive packages.
- Woodbine will explore opportunities to utilize existing natural resources, such as the Riverwalk and other water-front amenities, to encourage eco-tourism.
- Woodbine will begin work on the theater project.
- Woodbine will identify a niche market.

Housing

The City of Woodbine has established neighborhood revitalization and clean-up as an on-going priority. As disinvestment and dilapidated housing is a problem in some neighborhoods, Woodbine is committed to eliminating substandard housing and abandoned properties; as well as promoting compatible infill development where appropriate or needed.

Policies in Support of Housing:

- Woodbine will establish regulations encouraging residential developments with an appropriate mix of housing styles and types for persons of all income levels.
- Woodbine will investigate innovative ways to encourage reinvestment in our older neighborhoods, particularly in the south end.
- Woodbine will encourage developments that provide for a variety of residential types and densities.
- Woodbine will strive toward the elimination of substandard or dilapidated housing in our community.
- Woodbine will encourage infill development through the use of existing infrastructure.

Natural Resources

During the public participation process, the City of Woodbine identified the protection of the Satilla River corridor and viewshed as a primary objective for future development, ensuring quality of life for visitors and residents alike. Natural resources and environmentally-sensitive areas are important features that promote a community's inherent sense of place, especially in Georgia's coastal communities; as such, these resources should be both protected and promoted.

Policies in Support of Natural Resources:

- Woodbine will continue to support regional environmental organizations.
- Woodbine will protect, conserve, and enhance our natural resources by controlling the location of proposed developments through all available means including our Future Development Map and Zoning Ordinance, requiring green space as part of development projects.
- Woodbine will protect its river corridor.
- Woodbine will support efforts to improve water quality in the Satilla River.
- Woodbine will pursue protection of land beyond the north side of the Satilla River.

Cultural Resources

As stated above, a community's sense of place is maintained by protecting and promoting its resources. Cultural and historic resources are equally important to achieving this objective. In an effort to embrace its heritage, the City of Woodbine has committed to renovating the old Woodbine Theater.

Policies in Support of Cultural Resources:

- Woodbine will protect, conserve, and enhance our cultural resources by controlling the location of proposed developments through all available means including our Future Development Map and Zoning Ordinance, requiring green space as part of development projects.
- Woodbine will continue to promote the Woodbine Community Center and Opry.
- Woodbine will complete renovations to the Woodbine Theater.

Community Facilities and Services

A community's facilities and services are vital to the function and efficiency of that community. As the City of Woodbine continues to grow, the City's infrastructure will be increasingly strained, requiring both upgrade and expansion. The City must proactively plan for the demand on facilities and services through maintaining a capital improvements plan.

In addition, Woodbine's Riverwalk is an important public resource that must continue to be promoted and developed as it fosters both community health and pride.

Policies in Support of Community Facilities and Services:

- Woodbine will make the developer pay for infrastructure improvements and expansion.
- Woodbine will continue to develop the Woodbine Riverwalk.
- Woodbine will use infrastructure to guide growth.
- Woodbine will implement a capital improvement plan.
- Woodbine will promote public access to the water front.
- Woodbine will consider reestablishing local police force.

Intergovernmental Coordination

The City of Woodbine endeavors to promote open communication and coordination with Camden County and the neighboring Cities of Kingsland and St. Marys. These relationships are beneficial to the City and encourage efficient service delivery and responsible governance.

Policies in Support of Intergovernmental Coordination:

- Woodbine will continue to maintain good working relationships with surrounding municipalities.
- Woodbine will cooperate and coordinate with adjacent jurisdictions on region-wide issues; such as the expansion of the Camden County building complex, jail services, etc.
- Woodbine will explore additional opportunities to provide efficient delivery of services.
- Woodbine will identify local and regional partners to enhance efficient delivery of services.

Transportation

Transportation is an important element to the Community Agenda in that transportation is impacted by all areas of the Comprehensive Plan. Population growth means more people on the roads; residential growth dictates where the roads will be built or expanded; economic development determines traffic congestion; natural and cultural resources often direct people's leisure travel and activities; community facilities and services ensures that the capacity exists to maintain transportation corridors; and intergovernmental coordination is necessary for roads to be built, maintained and safely traveled upon.

The City of Woodbine is also committed to developing as a pedestrian-friendly community. By placing a priority on providing alternative modes of transportation, the City encourages projects that promote walkability as well as aesthetic design.

Policies in Support of Transportation:

- Woodbine will encourage transportation corridors that support multiple modes of transportation, including trails, enhancing the aesthetics of the community.
- Woodbine will ensure that vehicular traffic will not harm the residential nature of our neighborhoods.

Supplemental Plans

As reported in the Community Participation Program, Camden County and its municipalities have had the benefit of having several significant plans and reports completed related to future development trends and needs throughout the County. The following discussion provides a brief summary of these documents.

In 2004, DCA dispatched a Quality Growth Resource Team to Camden County to assist the County and the three Cities in achieving more desirable development patterns. The report addresses appropriate economic development, housing choices, natural resources protection, transportation alternatives, and places heavy emphasis on development strategies for quality growth.

Also, in August of 2004, Camden County contracted with Jordan, Jones & Goulding, Inc. to prepare a Comprehensive Transportation Plan (CTP) for all of Camden County, including the three municipalities of Kingsland, St. Mary and Woodbine. Carried out in four phases, the CTP provided an assessment of existing transportation conditions, public comment, project determination and prioritization. The CTP included a five-year short term transportation program as well as a long-range, 20-year transportation plan.

Camden County's Family Connection sponsored the Community Three-Year Strategic Plan for Camden Families and Children in March of 2005. This plan includes input from over 1,400 citizens; providing a forum for the community to express its strengths, weaknesses, concerns, and priorities. This strategic plan is relevant through June 30, 2008.

The Coastal Georgia Regional Development Center completed the Camden County Pedestrian and Bicycle Plan in May 2005. The plan was designed to facilitate and encourage a community where people could bicycle and/or walk safely and conveniently to all desired destinations; and to provide alternative transportation options that would be available to all citizens or visitors to Camden County. The Pedestrian and Bicycle Plan considered current conditions; planning, design and safety standards; as well as provided a recommended implementation program.

In October 2005, the Georgia Institute of Technology's Enterprise Innovation Institute presented the Economic Diversification of Camden County study, which was prepared for The Camden Partnership and Camden County Public Service Authority (PSA). This study provides a detailed account of community identified economic diversification issues and strategic plan recommendations, and captures Camden County's economic diversification situation and future potential.

Summarizing the results of interviews conducted with stakeholders and partners, the study assesses Camden County's economic development performance and programs; identifies business growth opportunities and issues affecting the County's potential for maintaining and enhancing its quality of life; inventories key assets for growth and development; audits current tools in place for managing growth; assesses the current physical and natural resource infrastructure's ability to meet current and future needs; and provides an assessment of the County's workforce development strengths, challenges and key assets for growing its tourism industry.

Camden County and the Cities of Kingsland, St. Marys and Woodbine were among the inaugural recipients of the Georgia Department of Community Affairs' Signature Communities designation in November 2005. The County and Cities were chosen for the honor and associated funding due to their collaborative desire to broaden the community's economic base and quality of life. Identified specialized economic development efforts included a focus on tourism, downtown revitalization, a County-wide greenspace plan, as well as a joint wayfinding initiative.

The Camden County Board of Commissioners directed a Housing Inventory of Unincorporated Camden County to be completed by the Coastal Georgia Regional Development Center in February 2006. Providing the community with a snapshot of up-to-date housing conditions in the unincorporated areas of the County, the housing inventory highlighted growth rates, the type and condition of housing, as well as identified areas where housing stock was in need of special attention. The study was completed in June of the same year.

In October 2006, the Camden County Solid Waste Authority completed an update of their Solid Waste Management Plan. This plan addressed the five core planning elements specified by the Georgia Department of Community Affairs' Minimum Planning Standards and Procedures for Solid Waste Management, as revised in 2004. These elements include waste reduction, collection, disposal, land limitation, as well as education and public involvement.

In collaboration with the Georgia Department of Transportation, the Rails to Trails Feasibility Study, Kingsland to Riceboro was another planning initiative completed by the Coastal Georgia Regional Development Center for Camden County. Completed in June 2007, the Rails to Trails Feasibility Study considered the possibility of implementing a multi-use path or trail way along the abandoned railroad corridor in Camden, Glynn, McIntosh and Liberty Counties. The study includes a needs assessment; public input; an analysis of property ownership and existing conditions; cost estimates; social environmental and economic impacts; as well as an implementation strategy, including design maintenance and operation of the proposed trail.

As stated above, Camden County and its municipalities were identified as one of DCA's initial Signature Communities. Due to that designation, the County and Cities commenced a wayfinding initiative that resulted in the Camden County Wayfinding and Signage Master Plan (2007). The plan supports many of the concepts identified throughout the Community Agenda—encouraging sense of place and community identification; helping visitors and residents navigate throughout Camden County; promoting a pedestrian-friendly environment; and reducing traffic congestion.

Also identified as a priority in Camden County and the Cities of Kingsland, St. Marys and Woodbine's application to DCA for the Signature Communities program was the intent to develop a greenspace plan. As such, the Trust for Public Land released the Greenprint for Camden County, Georgia in 2008 as the fruition of the community's desire to protect and promote its natural resources. Listed throughout the Community Agenda as an implementation measure and strategic planning tool, the Greenprint serves to encourage access and enjoyment of outdoor activities; to improve wildlife and other natural systems, such as water quality; and to enhance the overall economic vitality of the community by promoting a higher quality of life.

Finally, the Camden County Board of Commissioners adopted three primary focus areas as outlined in the Camden County Strategic Plan 2008-2013 (adopted 2007) to promote responsible and effective governance for the County and its citizens—Growth and Development, Fiscal Sustainability, and Organizational Excellence. This strategic planning effort seeks to compliment the Camden County Joint Comprehensive Plan by proactively addressing the community's growth and infrastructure concerns while guiding future budgetary needs accordingly.