

Bryan County and the Cities of  
Pembroke and Richmond Hill  
Joint Comprehensive Plan

Community Agenda

**Adopted October 2008**

*Prepared by:*

*Coastal Georgia*  
  
Regional Development Center

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The Comprehensive Plan could not have been developed without the dedication and commitment of each community's Advisory Committee. Their input and insight into the issues that impact Bryan County as well as the Cities of Pembroke and Richmond Hill was crucial to the development of this project. Our gratitude to these individuals for their efforts is immeasurable.

In addition, the writers would like to acknowledge the significant contributions of the administrative staff in all three jurisdictions. The writers greatly appreciate their commitment of time and energy towards this project. The addition of their time, professional knowledge, and experience was a tremendous asset.

CGRDC staff would also like to thank the local media outlets for all of the coverage and support we received throughout this process. Without their efforts, the public would have been less informed and less able to participate in the Comprehensive Plan. The support we received from local news sources in Bryan County was invaluable.

The CGRDC was pleased to have the opportunity to assist and support the community in developing the Bryan County and the Cities of Pembroke and Richmond Hill 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

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***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, the 1989 Georgia Planning 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. Bryan County submitted its *Community Assessment* and *Community Participation Program* in 2006; whereas the Cities of Pembroke and Richmond Hill submitted their *Community Assessments* and *Participation Programs* in 2008. This document is the *Community Agenda* of the Joint Comprehensive Plan for unincorporated Bryan County and the Cities of Pembroke and Richmond Hill.

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, evolving document, 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 as 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 listing of the Issues and Opportunities as developed 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 Bryan County and its municipalities.

# Bryan County Joint Comprehensive Plan

## Executive Summary

The Bryan County Joint Comprehensive Plan Community Agenda Executive Summary provides a brief overview of the Vision for the Future for Bryan County and the Cities of Pembroke and Richmond Hill, 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 Bryan 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 Bryan County Joint Comprehensive Plan provides an overall picture for future growth and development for the three jurisdictions collectively; yet, each section is able to stand alone for review as desired.

### **Bryan County**

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that Bryan County can expect an increase in population from its 2000 size of 23,417 residents to 45,986 residents in 2030—an increase of 96 percent. However, as large developments continue to locate throughout the County, these numbers more than likely do not reflect the real growth that is taking place. Due to this disparity, planning for the future remains imperative.

Throughout the Community Agenda process, a 16-member Advisory Committee worked diligently to develop the community's vision for the future as well as identify strategies designed to ensure that development occurs at a pace and scale that accommodates their objectives.

Committee meetings were also supplemented by a series of public workshops held County-wide in both the City of Pembroke and the City of Richmond Hill. The first round of workshops was facilitated by the University of Georgia's Fanning Institute. The session, which required citizens to indicate their preferences on electronic keypads, was designed to encourage citizen input regarding preferences for future development and design throughout Bryan County. The second series of workshops offered the public the opportunity to review the Community Agenda and Future Development Map in an open house forum. CGRDC staff was on-hand to take comments and answer questions as needed.

Based on citizen comment, public input and the work of the Advisory Committee, Bryan County conceived a Vision for the Future that reflects the community's desire to balance projected growth with quality, sustainable development. Building on the Vision for the Future, Bryan County's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Conservation Areas
- Corridor/Gateway Areas
- Crossroad Community Areas
- Kilkenny
- Regional Commercial Areas
- Rural Residential/Agriculture 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 list of the Quality Community Objectives (QCOs) that will be pursued in each area, the appropriate land uses to be encouraged in each area, and 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.

Bryan 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, this vision includes maintaining natural character and cultural heritage while continuing to promote quality education and economic opportunity for citizens.

Specific implementation measures towards this end are as follows:

- Develop heritage and eco-tourism programs, based on natural amenities such as rivers, fishing, shrimping, hiking, etc.;
- Create innovative partnerships with local high schools, technical colleges and continuing education programs to produce a qualified labor force;
- Provide incentives and establish requirements for affordable housing;
- Concentrate new development around commercial nodes; and
- Adopt development guidelines to protect agricultural lands from commercial encroachment, preserving rural character and quality of life.

## **City of Pembroke**

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of Pembroke can expect an increase in population from its 2000 size of 2,379 residents to 4,672 residents in 2030—an increase of 96 percent. With such considerable growth taking place within the City, planning for future development and opportunity is critical.

Throughout the Community Agenda process, a 17-member Advisory Committee worked diligently to develop the community's vision for the future as well as identify strategies designed to ensure that development occurs at a pace and scale that accommodates their objectives. As stated above, committee meetings were also supplemented by a series of public workshops held County-wide in both the City of Pembroke and the City of Richmond Hill.

Based on citizen comment, public input and the work of the Advisory Committee, the City of Pembroke conceived a Vision for the Future that reflects the City's desire to maintain its rural, small town atmosphere while simultaneously providing quality education and opportunity for their growing community. Building on the Vision for the Future, Pembroke's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Conservation Areas
- Educational Campus
- Gateway Areas
- Highway Commercial Areas
- Historic Pembroke
- Industrial Areas
- Suburban Developing Areas
- Traditional Neighborhood Areas

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

Specific implementation measures towards this end are as follows:

- Pursue implementation of a trail network along the existing canal system throughout the City;
- Create policies and programs to support entrepreneurial activities;
- Identify workforce training resources to match the needs of the local workforce, including formal education programs, private providers, as well as specialized training;
- Develop small area plans for traditional neighborhoods and the redevelopment of older neighborhoods; and
- Construct a recreational complex for community activities.

## **City of Richmond Hill**

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of Richmond Hill can expect an increase in population from its 2000 size of 6,959 residents to 14,825 residents in 2030—a substantial increase of 113 percent. As the population continues to boom due to in-migration to the coast and spillover growth from neighboring Savannah and Chatham County, planning for development and its related impacts remains vitally important.

Throughout the Community Agenda process, a 19-member Advisory Committee worked diligently to develop the community's vision for the future as well as identify strategies designed to ensure that development occurs at a pace and scale that accommodates their objectives. As stated above, committee meetings were also supplemented by a series of public workshops held County-wide in both the City of Pembroke and the City of Richmond Hill.

Based on citizen comment, public input and the work of the Advisory Committee, the City of Richmond Hill conceived a Vision for the Future that reflects the City's desire to encourage sustainable development through progressive leadership and a commitment to preserving the community's rich coastal heritage. Building on the Vision for the Future, Richmond Hill'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
- Mixed Use Areas
- Suburban Developing Areas
- Traditional Residential Areas

As with Bryan County, the City of Richmond Hill'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 (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 Richmond Hill's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, Richmond Hill seeks to balance rapid growth and development with a desire to maintain the community's coastal heritage and quality of life.

Specific implementation measures towards this end are as follows:

- Continue efforts to acquire funding for the extension of the natural trail at J.F. Gregory Park to the Ogeechee River for the purpose of providing nature-interpretive public access to the River;
- Evaluate current buffer standards for effectiveness with an emphasis on viewsheds as they relate to historic sites and natural vistas;
- Collaborate with the Bryan County Board of Education to continue to address the increased traffic congestion resulting from a concentration of residential developments around school locations;
- Study the feasibility of implementing a form-based code for development;
- Continue to collaborate with state and national natural resource and/or land conservation programs to preserve environmentally sensitive areas; and
- Contract in cooperation with the Development Authority of Bryan County to conduct a public seminar on the economic values of high-paying, high-technology industry.

# Bryan County

Housing



Natural Resources



Land Use



Cultural Resources



Community Facilities



Population



Economic Development



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*Coastal Georgia*  
Regional Development Center



## Bryan County - Vision for the Future

Bryan County established a vision for its future through a comprehensive public involvement program. The public shared their views on future development and quality of life issues through participation in a community visioning process, which included stakeholder meetings of the 16-member Community Agenda Advisory Committee. Feedback gathered through this process was interpreted by Coastal Georgia Regional Development Center staff and submitted to the Advisory Committee for review. The following Vision Statement for future development and growth in Bryan County was crafted:

*Bryan County is a family-oriented community that values its education system, coastal amenities and unique rural character, where location and quality of life are recognized as important features of our vibrant and growing county.*

*Our goals are to master plan and prepare for growth, economic development and provide adequate facilities and services for our citizens while preserving our natural resources and native character.*

*Our priorities include: preserving our natural heritage while providing for quality growth by evolving higher standards for all types of development; continuing our commitment to sustaining a family-friendly community through exceptional educational opportunities; continuing economic development through job creation and attracting wealth-building enterprises; increasing recreational options and housing affordability.*

## Future Development Map Defining Narrative

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

- Areas of particularly rapid development;
- Areas of poverty and/or disinvestment; and
- A “remainder” area representing Bryan County’s agricultural and residential areas outside of the incorporated Cities of Pembroke and Richmond Hill.

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 Bryan 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.



The Future Development Maps for northern and southern portions of Bryan County follow the FDM Defining Narrative. Please note that Defining Narrative headings correspond in color to the FDM Designation Areas identified on the maps.





## Future Development Map Designation Conservation Areas



<p><b>Vision:</b> To preserve and protect Bryan County’s natural, cultural and historic resources, while promoting these amenities for tourism, recreational use and public enjoyment.</p>		
<p><b>Description/Location:</b></p>	<p>Natural features and viewsheds—coastal areas, marshlands, rivers, floodplains, wetlands, watersheds, wildlife management areas, barrier islands, etc.—as well as other environmentally sensitive areas located throughout the County. Also areas designated as conservation lands, “in perpetuity.”</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Active and Passive Recreation</li> <li>• Parks/Greenspace</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Heritage Preservation</li> <li>• Open Space Preservation</li> <li>• Environmental Protection</li> <li>• Regional Cooperation</li> <li>• Transportation Alternatives</li> </ul>	
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• Preservation of natural resources is becoming increasingly important due to development pressures.</li> <li>• Bryan County is losing its remaining rural character due to rapid growth and development.</li> <li>• Bryan County has archaeological sites in need of protection and promotion.</li> <li>• Natural, cultural and historic resources lack appropriate preservation protections.</li> <li>• Alternative modes of transportation exist in Bryan County.</li> <li>• Existing trails could have improved connectivity to communities and regional trail networks.</li> <li>• There is potential for the County to capitalize on regional tourism initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider incentives to encourage environmentally-friendly practices, such as green growth and design guidelines, etc., to protect natural, cultural and historic resources.</li> <li>• Explore ways to incorporate greenspace and land designated for recreational purposes into the land use plan.</li> <li>• Promote opportunities for passive recreation.</li> <li>• Consider implementing a dual approach for recreation by encouraging neighborhood parks and regional public park facilities.</li> <li>• Promote eco-tourism, such as outdoor amenities and recreational opportunities—rivers, fishing, shrimp boat tours, hiking, multi-use paths, trails, etc.</li> <li>• Promote natural amenities for day-trips and excursions, such as “floating the river,” etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement measures to protect valued natural, cultural and historic resources through local inventories, assessments and ordinances.</li> <li>• Adopt Part V Environmental standards related to groundwater recharge, river corridor and wetlands protection.</li> <li>• Continue to protect and conserve land, in perpetuity, according to the objectives of Bryan County’s Community Greenspace program (2001).</li> <li>• Continue with Greenway trail improvements, as approved in the plan.</li> <li>• Follow Bryan County Bicycle &amp; Pedestrian Plan (2007) recommendations.</li> <li>• Implement a dual approach to recreation, encouraging neighborhood parks and public facilities.</li> <li>• Develop heritage and eco-tourism and education programs.</li> <li>• Redevelop the Old Bryan Fisherman’s Co-Op as a tourist attraction.</li> </ul>



## Future Development Map Designation Corridor / Gateway Areas



<p><b>Vision:</b> To enhance mobility while creating an inviting and aesthetically pleasing entrance to Bryan County; where sense of place is balanced with economic opportunity and vitality.</p>		
<p><b>Description/Location:</b></p>	<p>Areas of developed or undeveloped land adjacent to major thoroughfares—Interstates 16 and 95; U.S. Highways 17 and 280; Georgia Highways 67, 80, 144 and 204—that provide access to the County. This includes Exit numbers 87 and 90 on I-95 as well as Exit 143 on I-16.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Retail Commercial</li> <li>• Hotel/Restaurant Services</li> <li>• Distribution/Industrial</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Appropriate Businesses</li> <li>• Regional Cooperation</li> <li>• Transportation Alternatives</li> <li>• Regional Solutions</li> </ul>	
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• The need for public transportation is a growing concern due to problems associated with increasing traffic congestion.</li> <li>• The new interchange at I-95 and Belfast Siding Road provides increased access to southern portions of the County.</li> <li>• The new interchange at I-16 and U.S. Highway 280 provides increased access to northern portions of the County.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider adopting corridor overlay districts to facilitate design guidelines along entranceways and gateways.</li> <li>• Support local businesses that draw tourists off the interstate and into Bryan County, such as bed and breakfast establishments, antique and boutique shops, etc.</li> <li>• Encourage more stringent design controls, especially as they relate to signage.</li> <li>• Encourage transportation corridors that support multiple modes of transportation and enhance aesthetics.</li> <li>• Encourage a multi-modal transportation network that will be used to support efficient land use, minimize traffic congestion and facilitate community-wide and regional mobility.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt architectural and design overlay ordinances for important gateways and corridors.</li> <li>• Adopt and implement community appearance ordinances—landscaping guidelines, litter and design controls, corridor management, etc.</li> <li>• Concentrate new development around commercial nodes at major intersections.</li> <li>• Promote areas around exits for services and amenities.</li> <li>• Install “Welcome to Bryan County,” signs at appropriate entrances to the County, encouraging tourism and creating a sense of identity and community brandings.</li> <li>• Increase restrictions on signage; enforce ordinance and update, if necessary.</li> <li>• Continue to improve, expand and connect local pedestrian/ bicycle trails networks and sidewalks on SR 144 .</li> </ul>



## Future Development Map Designation Crossroad Community Areas



**Vision:** To maintain the character of Bryan County’s crossroads communities as development pressures increase, protecting these commercial enclaves while promoting opportunities for heritage tourism.

<b>Description/Location:</b>	Crossroad communities are located throughout the County, including Black Creek, Blyton, Dixie Daniel, Ellabell, Groover Hill, Groveland, Keller and Lanier. Primarily, these are commercial activity areas located at the intersection of highways with buildings in the center surrounded by open spaces. Some of these communities are in need of redevelopment.
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<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Rural Retail Commercial</li> <li>• Single Family Residential</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Heritage Preservation</li> <li>• Open Space Preservation</li> </ul>
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Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• There is potential for the County to capitalize on regional tourism initiatives.</li> <li>• Bryan County has abandoned and/or contaminated properties.</li> <li>• Preservation of natural resources is becoming increasingly important due to development pressures.</li> <li>• Bryan County is losing its remaining rural character due to rapid growth and development.</li> <li>• Historic and cultural resources lack appropriate preservation protections.</li> <li>• There are limited alternative forms of transportation opportunities in the County, including local trail networks.</li> <li>• Existing trails could have improved connectivity to communities and regional trail networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider incentives to encourage environmentally-friendly practices, such as green growth and design guidelines to protect natural, cultural and historic resources.</li> <li>• Maintain rural atmosphere of crossroads communities, which possess historic sites and values.</li> <li>• Support efforts to increase awareness of the County’s natural and cultural resources.</li> <li>• Promote the sense of place and community inherent to these rural crossroad communities.</li> <li>• Support historic preservation efforts throughout Bryan County.</li> <li>• Promote open space and greenspace, including the development of local trail networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt development guidelines to protect agricultural lands from encroachment.</li> <li>• Adopt pollution ordinance to eliminate unwanted noise, light and signage.</li> <li>• Develop small area plans, including landscape and design guidelines.</li> <li>• Seek funding for redevelopment projects.</li> <li>• Develop and enforce transitional zoning, buffers, etc.</li> <li>• Increase code enforcement.</li> <li>• Nominate applicable historic structures to the National Register.</li> <li>• Adopt local historic preservation ordinance.</li> <li>• Seek funding for historic preservation projects.</li> <li>• Review zoning and subdivision regulations for compatibility with historic preservation goals.</li> <li>• Develop heritage and eco- tourism and outreach programs.</li> <li>• Continue Greenway trail improvements, as approved in the plan.</li> <li>• Follow <b>Bryan County Bicycle &amp; Pedestrian Plan (2007)</b> recommendations.</li> </ul>



# Future Development Map Designation Kilkenny



<p><b>Vision:</b> To preserve the traditional character of this fishing village and its historic heritage along Georgia’s coast; maintaining rural quality of life while promoting appropriate economic sustainability.</p>		
<p><b>Description/Location:</b></p>	<p>Located in the southern end of Bryan County, Kilkenny is a unique vestige of a bygone era in coastal Georgia. A traditional fish camp and campground, the property has direct access to the Intracoastal Waterway. Future development is limited due to conservation land and the wildlife management areas surrounding Kilkenny. A historic home, built in 1837, is also located in this area.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Active and Passive Recreation</li> <li>• Parks/Greenspace</li> <li>• Campground/Restaurant Services</li> <li>• Related Commercial</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Heritage Preservation</li> <li>• Open Space Preservation</li> <li>• Environmental Protection</li> </ul>	
<p><b>Issues and Opportunities</b></p>	<p><b>Policies</b></p>	<p><b>Implementation Measures</b></p>
<ul style="list-style-type: none"> <li>• The benefits of varying residential densities should be taken into consideration before allowing low or high density developments in certain areas of the County.</li> <li>• There is potential for the County to capitalize on regional tourism initiatives.</li> <li>• Preservation of natural resources is becoming increasingly important due to development pressures.</li> <li>• Bryan County is losing its remaining rural character due to rapid growth and development.</li> <li>• Historic resources lack appropriate preservation protections.</li> <li>• Public access to waterways is limited in Bryan County.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote and protect the existing character of a traditional fishing village.</li> <li>• Promote the protection of recreational land use and greenspace.</li> <li>• Promote opportunities for passive recreation and linear parks.</li> <li>• Promote eco-tourism, such as outdoor amenities and recreational opportunities— rivers, fishing, shrimp boat tours, etc.—as a draw for the community.</li> <li>• Promote natural amenities for potential day-trips and excursions.</li> <li>• Consider incentives to encourage environmentally-friendly practices, such as green growth guidelines.</li> <li>• Encourage opportunities for public access to the County’s waterways.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a “fishing village” overlay district or small area development plan for Kilkenny.</li> <li>• Incorporate recreational and greenspace land use an integral facet of the community’s land use plan.</li> <li>• Protect, conserve and enhance natural, cultural and historic resources by controlling the location of proposed developments through all available means including the Future Development Map and zoning ordinances.</li> <li>• Partner with DNR to enforce marine regulations and maintain public safety.</li> </ul>



## Future Development Map Designation Regional Commercial Areas



<p><b>Vision:</b> To promote diversified economic and employment opportunities for Bryan County residents; to improve quality of life and strengthen the County's economic independence.</p>		
<p><b>Description/Location:</b></p>	<p>Areas along major commercial/transportation corridors, such as the Interstate Centre along I-16 and Belfast Siding Road on I-95. Developed and undeveloped land on either side of these high traffic volume arterials. Varying lot sizes and densities, multi-story and mid-rise buildings; commercial, light industrial and distribution uses.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Retail and Office Commercial</li> <li>• Mixed Use</li> <li>• Distribution/Warehousing</li> <li>• Appropriate Industrial</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Appropriate Business</li> <li>• Employment Options</li> <li>• Transportation Alternatives</li> </ul>	
<b>Issues and Opportunities</b>	<b>Policies</b>	<b>Implementation Measures</b>
<ul style="list-style-type: none"> <li>• The County lacks a mix of land uses.</li> <li>• Bryan County lacks a skilled labor force and has limited diversity in its employment base.</li> <li>• The County competes with neighboring counties for economic opportunities.</li> <li>• Service provision will continue to be a priority as the County experiences growth and development pressures.</li> <li>• Transportation planning is directly related to new commercial development.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage developers to be innovative in their plans.</li> <li>• Promote economic development by considering appropriate ordinances to maintain consistent community appearances—landscaping guidelines, litter and design controls, corridor management, etc.</li> <li>• Encourage proposed development to locate in areas adequately served by public facilities.</li> <li>• Consider regulations or fee structures that will serve as a way for new growth to pay for itself.</li> <li>• Continue on-going relationship with GDOT to facilitate needed road improvements and enhancements.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt architectural and design overlay ordinances.</li> <li>• Adopt and implement community appearance ordinances—landscaping guidelines, litter and design controls, etc.</li> <li>• Develop and enforce transitional zoning, buffers, etc.</li> <li>• Adopt pollution ordinance to eliminate unwanted noise, light and commercial signage.</li> <li>• Follow Economic Diversification of Bryan County (2007) recommendations.</li> <li>• Concentrate development around commercial nodes at major intersections.</li> <li>• Implement impact fees.</li> <li>• Require transportation corridors to support multiple modes of transportation.</li> </ul>



## Future Development Map Designation *Rural Residential / Agriculture Areas*



<p><b>Vision:</b> To preserve and protect the County’s remaining rural character; to accommodate limited residential development with consideration to local practices of agriculture and forestry.</p>		
<p><b>Description/Location:</b></p>	<p>Areas of undeveloped land likely to face development pressures for low density residential development. Typically, these areas have low pedestrian orientation and accessibility, large lot sizes, open space, and a high degree of building separation. These areas are also frequently used for agricultural, timber and forestry purposes.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Single-Family Residential</li> <li>• Agriculture</li> <li>• Forestry/Silviculture</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Open Space Preservation</li> <li>• Environmental Protection</li> <li>• Housing Opportunities</li> </ul>	
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• The benefits of varying residential densities should be taken into consideration before allowing low or high density developments in certain areas of the County.</li> <li>• The County has an overabundance of manufactured housing.</li> <li>• Preservation of natural resources is becoming increasingly important due to development pressures.</li> <li>• There is a proliferation of septic systems throughout the County.</li> <li>• Code enforcement is an issue.</li> <li>• The County has alternative modes of transportation.</li> </ul>	<ul style="list-style-type: none"> <li>• Protect, conserve and enhance natural resources by controlling the location and density of proposed developments through all available means, including the Future Development Map and zoning ordinance, requiring green and open space.</li> <li>• Support the protection of agriculture and farmlands from development pressures, recognizing the contribution of farming and the rural character of the community.</li> <li>• Consider ordinances to reduce the reliance on septic systems.</li> <li>• Discourage the further proliferation of new septic systems by requiring new developments to provide adequate infrastructure.</li> <li>• Investigate alternative transportation options.</li> <li>• Encourage a multi-modal transportation network that will support efficient land use, minimize traffic congestion and facilitate community-wide and regional mobility.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement and enforce regulations dealing with tree buffers, light and noise pollution, and the proliferation of signage.</li> <li>• Adopt development guidelines protecting agricultural lands from commercial encroachment.</li> <li>• Develop and enforce transitional zoning.</li> <li>• Increase code enforcement.</li> <li>• Adopt a conservation subdivision ordinance.</li> <li>• Modify subdivision regulations to require the protection of natural resources, features and viewsheds.</li> <li>• Implement and enforce ordinance reducing the number of septic systems.</li> <li>• Provide incentives to developers to conserve open and greenspace, linking together open space networks.</li> </ul>



## Future Development Map Designation Suburban Developing Areas



<p><b>Vision:</b> To encourage livable communities where residential and commercial uses coexist; to maintain a level of density that is both appropriate and desired in unincorporated Bryan County.</p>		
<p><b>Description/Location:</b></p>	<p>Areas where growth pressures result in typical types of suburban residential development. These areas are likely to be characterized by low pedestrian orientation, low traffic volumes and larger open spaces for recreation and outdoor use.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Single-Family Residential</li> <li>• Multi-Family Residential</li> <li>• Retail and Residential Commercial</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Growth Preparedness</li> <li>• Appropriate Businesses</li> <li>• Open Space Preservation</li> <li>• Housing Opportunities</li> <li>• Transportation Alternatives</li> <li>• Traditional Neighborhood</li> </ul>	
<p><b>Issues and Opportunities</b></p>	<p><b>Policies</b></p>	<p><b>Implementation Measures</b></p>
<ul style="list-style-type: none"> <li>• The County lacks a mix of land uses.</li> <li>• There are not enough neighborhood recreation centers.</li> <li>• There is general opposition to rezoning when it might negatively affect property values.</li> <li>• The County must consider future growth in relation to service availability.</li> <li>• The benefits of varying residential densities should be considered before allowing low or high density developments in certain areas of the County.</li> <li>• Citizens express a distaste of locating undesirable land uses near neighborhoods.</li> <li>• Rising costs of housing and rental property is a problem.</li> <li>• Transportation planning is related to new residential development.</li> <li>• There is a lack of context-sensitive street design throughout Bryan County.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote high density, mixed-use, mixed-income neighborhoods with infill development, where applicable.</li> <li>• Encourage innovative development.</li> <li>• Promote well-designed, pedestrian-friendly developments.</li> <li>• Encourage a percentage of new subdivisions to be developed for low-to-middle income housing.</li> <li>• Encourage proposed developments to locate in areas adequately served by public facilities.</li> <li>• Consider regulations or fees that encourage growth to pay for itself.</li> <li>• Encourage a multi-modal transportation network that supports efficient land use, minimizes congestion and facilitates mobility.</li> </ul>	<ul style="list-style-type: none"> <li>• Modify local ordinances to allow development credits.</li> <li>• Adopt conservation subdivision ordinance.</li> <li>• Enhance and enforce the tree management plan.</li> <li>• Adopt increased landscape and design standards, where appropriate.</li> <li>• Adopt pollution ordinance reducing unwanted noise, light and signage.</li> <li>• Require Planned Unit Developments.</li> <li>• Provide incentives and establish requirements for affordable housing.</li> <li>• Implement the Water and Sewer Master Plan to eliminate use of septic tanks.</li> <li>• Evaluate development projects for impact on public facilities and services.</li> <li>• Implement impact fees.</li> <li>• Require transportation corridors to support multiple modes of transportation.</li> </ul>







# Future Development South Bryan County Georgia



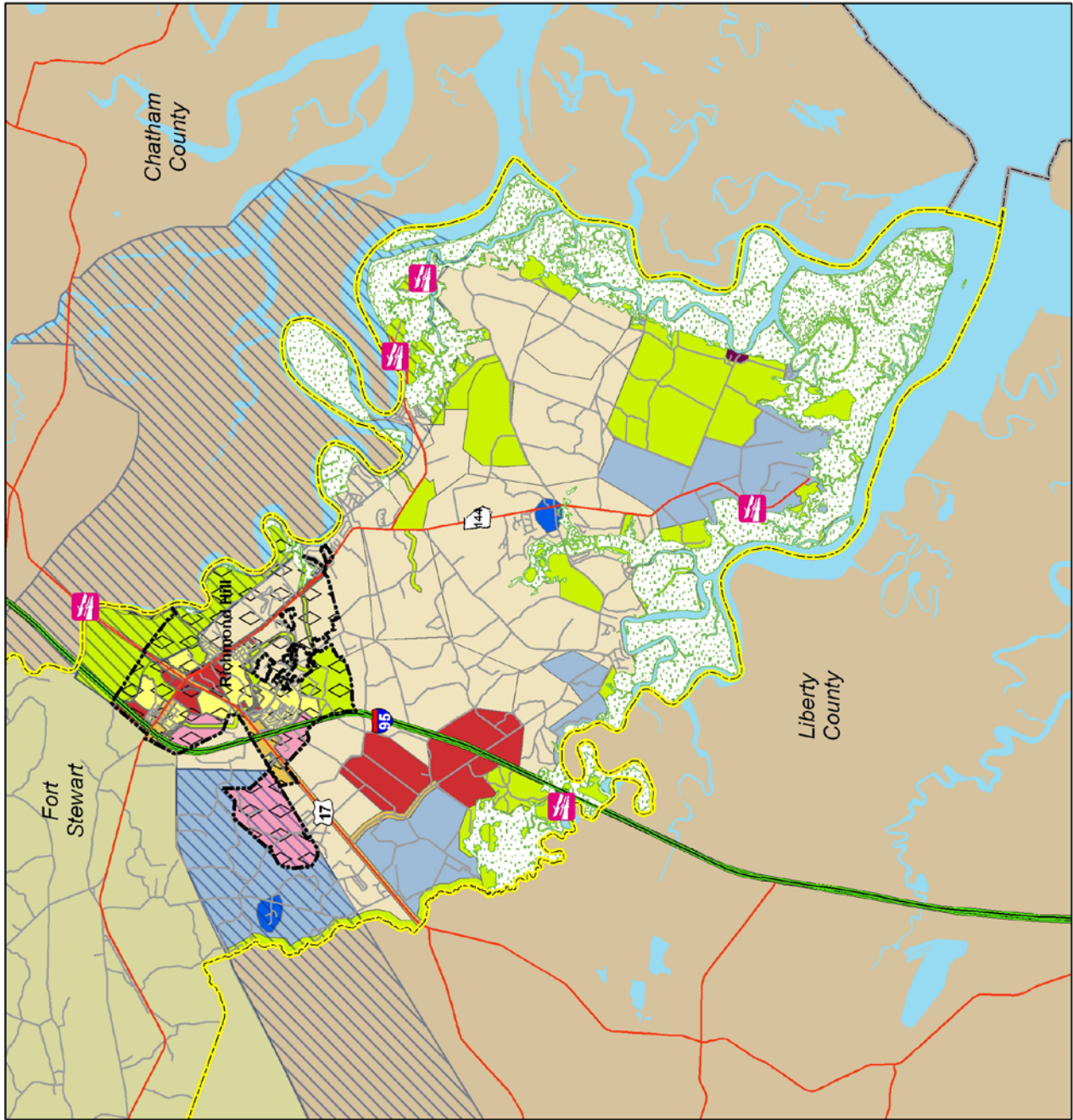
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### Legend

- Boat Ramp
- Marsh
- Interstate
- State Highway
- Roads
- ACUB Boundary
- Fort Stewart
- County Future Development
- Regional Commercial
- Conservation
- Corridor/Gateway
- Crossroad Community
- Rural Residential/Agriculture
- Suburban Developing
- Killkenny
- Richmond Hill Future Development
- Commercial
- Conservation
- Corridor/Gateway
- Suburban Developing
- Mixed Use
- Traditional Residential
- Water
- City Boundaries
- Bryan County Boundary
- County Boundaries



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## Quality Community Objectives

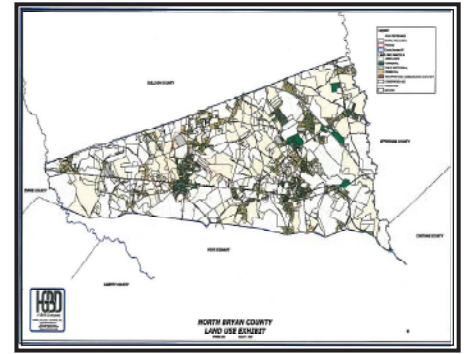
Because not all of the issues and opportunities within a community can be geographically tied to an area on a Future Development Map, it is necessary to consider how these concerns apply throughout Bryan County.

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



<p><b>Vision:</b> To promote quality growth, affordability and a sense of place throughout Bryan County, while continuing to provide effective and efficient service delivery to all residents.</p>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Traditional Neighborhood</li> <li>• Infill Development</li> <li>• Sense of Place</li> <li>• Transportation Alternatives</li> <li>• Regional Identity</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>• County-wide</li> </ul>
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• The presence of Fort Stewart creates a physical divide, separating Bryan County into northern and southern portions.</li> <li>• The dual nature of Bryan County, due to the north-south division caused by Fort Stewart, creates two different environments for future growth.</li> <li>• Neighborhood revitalization is needed in some communities.</li> <li>• Service provision will continue to be a priority as the County continues to experiences growth and development pressures.</li> <li>• Public water and sewer systems are important to support future growth needs.</li> <li>• The County is developing a Water and Sewer Master Plan.</li> <li>• Bryan County has an E-911 system.</li> <li>• There is an interest in reducing solid waste in Bryan County.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote well-designed, pedestrian-friendly, development patterns with a mix of uses and efficient, creative land uses.</li> <li>• Encourage innovative land uses, such as higher density, mixed-use development and infill development, where applicable.</li> <li>• Promote increased residential density in areas that meet community design standards, environmental constraints, and infrastructure capacity.</li> <li>• Encourage developers to be innovative in their plans.</li> <li>• Prepare population growth through long-range comprehensive planning.</li> <li>• Consider the buffer zones surrounding Fort Stewart.</li> <li>• Evaluate development projects for impact on public facilities and services.</li> <li>• Evaluate potential revenue sources as the demand for services and facilities grows.</li> <li>• Consider recommendations for inspection and maintenance of septic tanks as outlined in the Statewide Water Management Plan.</li> <li>• Encourage solid waste reduction and recycling initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>• Educate citizens on the purpose of zoning.</li> <li>• Implement the Master Plan; adhere to the Future Development Map.</li> <li>• Prepare a conceptual land use master plan.</li> <li>• Conduct zoning ordinance review; consider reclassifying residential zones where needed.</li> <li>• Direct growth appropriately as it relates to the ACUB and other buffer zones surrounding Fort Stewart.</li> <li>• Implement impact fees.</li> <li>• Explore the feasibility of Infrastructure Development Districts.</li> <li>• Explore implementing user fees for County services.</li> <li>• Follow recommendations from the Statewide Water Management Plan.</li> <li>• Follow Coastal Supplement for the Georgia Stormwater Management Manual guidelines.</li> <li>• Implement the Water and Sewer Master Plan.</li> <li>• Routinely review 911 and E-911 systems; establish a 911 Committee.</li> <li>• Achieve nationally recognized standards of adequate ratio of police officers per 1,000 population.</li> <li>• Institute curbside recycling.</li> </ul>



## Quality Community Objective Resource Conservation



<p><b>Vision:</b> To preserve, protect and promote the County's natural, historic and cultural resources with special consideration to the rural character inherent to Bryan County.</p>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Heritage Preservation</li> <li>• Open Space Preservation</li> <li>• Environmental Protection</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>• County-wide</li> </ul>
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• Preservation of natural resources is becoming increasingly important due to development pressures.</li> <li>• Public access to waterways is limited in Bryan County.</li> <li>• Bryan County is losing its remaining rural character due to rapid growth and development.</li> <li>• Bryan County has archaeological sites in need of protection and promotion.</li> <li>• Historic resources lack appropriate preservation protections.</li> <li>• Existing trails need enhanced connectivity to communities and other regional trail networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure adequate supplies of quality water through protection of groundwater resources.</li> <li>• Discourage the construction of docks beyond a certain length to limit marsh erosion.</li> <li>• Encourage opportunities for public access to the County's waterways.</li> <li>• Explore opportunities to incorporate recreational and greenspace land use as an integral facet of the community's land use plan.</li> <li>• Support the protection of agriculture and farmlands from development pressures, recognizing the contribution of farming and the rural character of the community.</li> <li>• Protect, conserve and enhance natural, cultural and historic resources by controlling the location of proposed developments through all available means.</li> <li>• Promote opportunities for passive recreation.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt Part V Environmental standards related to groundwater recharge, river corridor and wetlands protection.</li> <li>• Partner with DNR to enforce marine regulations and maintain public safety.</li> <li>• Coordinate with state entities to acquire property for public access to waterways.</li> <li>• Implement and enforce the Tree Management Plan.</li> <li>• Incorporate recreational and greenspace land use as an integral facet of the community's land use plan.</li> <li>• Require green and open space as part of large developments.</li> <li>• Utilize zoning and other plans to protect agriculture and farmlands from development pressures.</li> <li>• Implement and enforce regulations dealing with tree buffers, light and noise pollution, and the proliferation of signage along rights-of-way.</li> <li>• Require new development projects to identify and protect archaeological sites.</li> <li>• Develop plan to promote eco-tourism opportunities based on natural amenities, such as rivers, fishing, shrimping, hiking, etc.</li> <li>• Partner with DNR to promote Fort McAllister.</li> </ul>



## Quality Community Objective *Social and Economic Development*



<p><b>Vision:</b></p> <p>To enhance the quality of life for County residents and visitors—improving economic opportunity, housing diversity and sense of community.</p>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Growth Preparedness</li> <li>• Appropriate Businesses</li> <li>• Employment Options</li> <li>• Housing Opportunities</li> <li>• Educational Opportunities</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>• County-wide</li> </ul>
<b>Issues and Opportunities</b>	<b>Policies</b>	<b>Implementation Measures</b>
<ul style="list-style-type: none"> <li>• There is a need for additional options for affordable housing.</li> <li>• The movement of Fort Stewart’s military populations impacts Bryan County as well as growth in civilian population.</li> <li>• Bryan County’s employment base lacks diversification.</li> <li>• Competition with neighboring counties for business and industry, creating a need for a diversified and skilled labor force.</li> <li>• The County lacks sufficient facilities for cultural activities.</li> <li>• The need for public transportation is a growing concern due to problems associated with increasing population growth and associated traffic congestion.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage home-ownership; establish housing options.</li> <li>• Consider partnerships with companies and/or developers to provide affordable housing.</li> <li>• Explore CDBG funding for housing rehabilitation.</li> <li>• Encourage development that meets the needs of active adults.</li> <li>• Create opportunities for military families and retirees regarding employment, recreation, health, etc.</li> <li>• Continue to support Bryan County Family Connection.</li> <li>• Support the Development Authority’s efforts to solicit small business and industry.</li> <li>• Consider the growth of the area’s regional ports and their economic impacts.</li> <li>• Encourage innovative partnerships to produce a qualified labor force.</li> <li>• Foster continuing education.</li> <li>• Promote tourism as economic development.</li> <li>• Explore opportunities to increase cultural activities by considering sites for arts, activities, performances, etc.</li> <li>• Explore the option of the Recreational Association becoming a County-run organization.</li> <li>• Explore providing public transportation.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement outreach programs to encourage home-ownership.</li> <li>• Educate citizens on the value of high density, mixed-use, neighborhoods.</li> <li>• Establish regulations that encourage a mix of housing for all income levels.</li> <li>• Partner with Habitat for Humanity to rehabilitate homes.</li> <li>• Conduct housing inventory and needs assessment.</li> <li>• Seek CDBG funding for housing rehabilitation.</li> <li>• Implement programs to employ military spouses.</li> <li>• Support Quick Start program.</li> <li>• Support efforts of the Development Authority.</li> <li>• Create partnerships with local schools and technical colleges to produce a qualified labor force.</li> <li>• Follow <b>Economic Diversification of Bryan County (2007)</b> recommendations.</li> <li>• Coordinate tourism efforts with the City of Savannah.</li> <li>• Support entrepreneurship.</li> <li>• Create an Arts Council.</li> <li>• Complete construction of new amphitheater.</li> <li>• Gauge support for public transit.</li> <li>• Participate in the CGRDC’s Regional Public Transit Plan.</li> </ul>



## Quality Community Objective Governmental Relations



<p><b>Vision:</b></p> <p>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 Bryan County residents and business-owners.</p>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Solutions</li> <li>• Regional Cooperation</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>• County-wide</li> </ul>
<b>Issues and Opportunities</b>	<b>Policies</b>	<b>Implementation Measures</b>
<ul style="list-style-type: none"> <li>• As the County continues to grow, consolidating services becomes an option for improved efficiency of service provision.</li> <li>• The County can utilize a regional approach where appropriate or desired.</li> <li>• The regional library system continues to be a valuable resource for Bryan County.</li> <li>• Opportunities exist to increase efforts of regional coordination and cooperation.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider consolidating some services to increase overall efficiency, such as planning, zoning, code enforcement, water and sewer, fire protection, and building inspections.</li> <li>• Increase cooperation, communication and coordination with local municipalities and jurisdictions, and citizen, nonprofit and social service organizations with regards to planning and all types of development.</li> <li>• Create a Bryan County Intergovernmental Council to meet, evaluate performance, services, identify goals, discuss issues, etc., possibly twice a year—encouraging accountability and efficiency.</li> <li>• Continue on-going relationship with GDOT to facilitate road development, improvements and enhancements.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue discussions related to consolidation of services.</li> <li>• Share services and information with other public entities within the jurisdiction.</li> <li>• Establish coordination mechanisms with local governments, in addition to the Bryan County Board of Education, to provide for the exchange of information.</li> <li>• Pursue joint processes for collaborative planning and decision-making.</li> <li>• Study and explore the adequacy of regional facilities, such as the regional library system and solid waste management practices, etc.</li> <li>• Continue to explore option of regional sales tax for Regional Transportation Plan.</li> </ul>



## Issues and Opportunities

Identifying issues and opportunities is only one piece of a thorough and effective Comprehensive Plan. 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.*

The following discussion contains issues and opportunities adapted from Bryan County's 2006 Community Assessment. Over a series of four Advisory Committee meetings, the original list of issues and opportunities was refined, based on committee input and staff administrative knowledge.

The Issues and Opportunities are categorized according to eight community elements, as defined by DCA's Local Planning Requirements. These elements include Population Growth, Economic Development, Housing, Natural and Cultural Resources, Community Facilities and Services, Intergovernmental Coordination, and Transportation. The Community Agenda also considers a ninth element—Development Patterns. As each of the eight DCA-outlined elements impact land use and development patterns, the ninth element was included to address long-range concerns for growth and development in Bryan County.

### Development Patterns

- *The County lacks a mix of land uses*

The Advisory Committee identified an inadequate mix of uses throughout parts of Bryan County. Mixed used development is a preferred development pattern for the rapidly growing community, particularly as the County strives to maintain sustainability and adhere to smart growth principles.

- *Bryan County does not have enough neighborhood recreation centers.*

The Advisory Committee expressed not only a need for more neighborhood recreation centers but also a need for evenly appointed facilities. Currently, as the County relies on developers to supply recreational amenities as neighborhoods are built out, recreational facilities vary in quality due to the variety of resources available to large and smaller developments.

- *There is general opposition to rezoning when it might have a negative affect on property values.*

In supporting private property rights, Bryan County residents have expressed general opposition to rezoning or any other attempts to implement regulatory policies that might adversely impact property values.

- *The presence of Fort Stewart creates a physical divide, separating Bryan County into northern and southern portions.*

Not only does Fort Stewart divide the County into northern and southern sections creating complications, and often duplication, of service delivery; but Fort Stewart also complicates development patterns within the County due to limitations and restraints created by military buffer zones due to noise and safety provisions.



## **Population Growth**

- *The dual nature of Bryan County, due to the north-south division caused by Fort Stewart, creates two different environments for future growth.*

Most future growth is anticipated to take place in southern portions of the County due to the increased services available within the urban service area, such as water and sewer. Additionally, the southern portions of Bryan County are home to large, master-planned communities as well as marsh-front property. Northern parts of the County are decidedly more rural, only recently experiencing growth in residential development.

- *The County must consider future growth in relation to service availability.*

Because Bryan County already has to duplicate services due to the division created by Fort Stewart, County officials must be cognizant of service demands and costs. By providing public services to dispersed or low density developments, the County may drive up the cost of these services and risk driving up the property tax rate.

- *The benefits of varying residential densities should be taken into consideration before allowing low or high density developments in certain areas of the County.*

Low density developments—those that have one unit per acre or less—do not require public investment in water and sewer services. Therefore, low density developments are often used as a growth management strategy; they are also beneficial in rural or environmentally sensitive areas. However, low densities can cost significantly more in the long run as demands on schools, bus routes, etc., increase. High density developments—developments with three to four units per acre, or more—are more cost efficient, especially in terms of service delivery. As such, high density developments should be considered in areas that are already served by water and sewer lines, or where lines can feasibly be extended.

- *The movement of Fort Stewart's military population impacts Bryan County as well as growth in civilian population.*

As troops move in and out of Fort Stewart, Bryan County's residential and employment growth fluctuate as well. In addition, the presence of the military base affects the County's overall economic welfare and land use decisions.

## **Economic Development**

- *Bryan County lacks a skilled labor force and has limited diversity in its employment base.*

More local jobs are needed in order to move the County beyond being a bedroom community. In addition to attracting employers, the County also needs to continue efforts to increase training and education opportunities to meet the needs of the workforce and local employers.

- *Bryan County competes with neighboring counties for economic opportunities.*

The rapid growth taking place throughout the region creates a change in the type, location and scale of business opportunities. Bryan County is in competition with its neighboring counties whenever an industry or business is looking to locate. Therefore, the County needs to work with the Development Authority to continue diversification of business and industry.

- *There is potential for the County to capitalize on regional tourism initiatives.*

There is an expressed desire to capture a greater share of regional tourism dollars. Bryan County needs to emphasize the potential for economic activities based on historic and natural resources, such as heritage tourism, recreational tourism, and eco- and agri-tourism.





## Housing

- *The County has an overabundance of manufactured housing.*

Bryan County retains a large stock of manufactured housing. While this type of housing helps meet the needs of many residents, it does not necessarily offer much of a range for the changing demands of the growing market. In addition, while the County is experiencing growth, this is not the type of housing development citizens want to pursue.

- *Neighborhood revitalization is needed in some communities in Bryan County.*

There is a need for revitalization or upgrade to some neighborhoods in the County. This includes dwellings that are substandard, dilapidated and decaying (mostly manufactured housing) and have inadequate water and sewer services.

- *Citizens express a distaste of locating undesirable land uses near neighborhoods, as often associated with the NIMBY syndrome.*

Many Bryan County residents express sentiments associated with the Not In My Back Yard (NIMBY) syndrome. This could possibly be alleviated through more information and education being offered to residents of the County.

- *Rising costs of housing and rental property is a problem for Bryan County residents.*

There are rising housing costs due to increased demands in the rental market because of military personnel. One of the challenges County officials face is to maintain affordable housing costs in the face of these rising costs, and in addition to costs associated with increasing property values and demand for buildable land.

- *There is a significant need for affordable housing.*

The County needs to continue to address the housing needs of those within the low-to-moderate income bracket.

## Natural Resources

- *Preservation of natural resources is becoming increasingly important due to development pressures.*

Bryan County must make preserving its natural resources a priority. These areas include environmentally sensitive areas such as farmland, forestland, and wetlands; and are rapidly being lost due to encroachment of new development.

- *There is a proliferation of septic systems throughout the County.*

Septic systems are prevalent throughout the unincorporated areas of the County, many of them failing or near failure. The County is working on ordinances to address this issue, including having recently passed a water and sewer plan to require community water in developments with 25 or more lots.

- *Bryan County has abandoned and/or contaminated properties.*

There are abandoned and/or contaminated properties that exist throughout Bryan County that are often not only cause aesthetic problems, but are an environmental issue, such as underground storage tanks. County ordinances and development practices need to be encouraged to address this issue.

- *Code enforcement is an issue in the County.*

Bryan County needs to improve the enforcement of existing environmental ordinances, which is often difficult due to staff resources and courts that consider code of ordinances non-binding.



- *Bryan County is losing its remaining rural character due to rapid growth and development.*

Existing farmlands and agricultural lands should be protected in Bryan County, where desired. New developments in these areas should be required to preserve existing rural character. In addition, these developments should not substantially interfere with any adjacent agricultural uses.

## **Cultural Resources**

- *Bryan County has archaeological sites in need of protection and promotion.*

Archaeological sites in Bryan County need to be identified and protected, including sites associated with Yamacraw and Gule Native American Indian tribes, and with early European colonization. Currently, this process is initiated during the Corps of Engineers wetland permitting process. The County may choose to further encourage preserving sites of significance by providing development credits. Bryan County should consider exploring the use of these sites to promote tourism efforts.

- *Historic resources lack appropriate preservation protections.*

Bryan County should consider implementing a preservation program for historic resources throughout the unincorporated areas of the County.

## **Community Facilities and Services**

- *Service provision will continue to be a priority as the County experiences growth and development pressures.*

Bryan County must consider the cost of providing facilities and services for new developments, especially as it relates to gaps in service provision such as inadequate public facilities, limited groundwater supply, longer response times for emergency services and longer travel and commuting times for residents.

- *The County lacks sufficient facilities for cultural activities.*

Cultural amenities, such as public gathering places and facilities, are lacking in Bryan County.

- *Bryan County has an E-911 system.*

The County needs to further develop and maintain its E-911 system.

- *Public water and sewer systems are important to support future growth needs.*

Bryan County should encourage the installation of public water and sewer systems in areas of high growth instead of relying on individual wells and on-site sewage management systems.

- *The County is developing a Water and Sewer Master Plan.*

Once completed, the County should continue with the implementation of its Water and Sewer Master Plan.

- *There is an interest in reducing solid waste in Bryan County.*

There is a need for recycling programs and other initiatives to reduce the volume of solid waste in Bryan County.

- *Public access to waterways is limited in Bryan County.*

There is a need to maintain current points of public access to the County's waterways, such as put-in sites and boat ramps. Additional opportunities to increase public access to rivers, creeks and open water exist.



## Intergovernmental Coordination

- *As the County continues to grow, consolidating services becomes an option for improved efficiency of service provision.*

To most efficiently meet the needs of the growing population within the Cities and the County, Bryan County should consider facility and service sharing, or consolidation.

- *The County can utilize a regional approach where appropriate or desired.*

A regional approach should be used to address what are regional problems, such as jail facilities, storm drainage, water and sewer supplies, as well as solid waste management.

- *The regional library system continues to be a valuable resource for Bryan County.*

Due to the increase in population throughout not only Bryan County, but also the coastal region, the adequacy of the regional library system should be evaluated.

- *Opportunities exist to increase efforts of regional coordination and cooperation.*

Bryan County has little intergovernmental coordination and cooperation with the local municipalities. This is important to have, particularly in the areas of public safety, economic development agencies, efforts and initiatives, and land use planning and development review.

## Transportation

- *The need for public transportation is a growing concern due to problems associated with increasing traffic congestion.*

With the increasing growth leading to continued congestion throughout the County, the lack of public transportation means limited transportation choices and access to housing, jobs, services, goods, health care and recreation.

- *Alternative modes of transportation exist in Bryan County.*

Because there are limited alternative forms of transportation opportunities for Bryan County residents, the County should support such efforts, including local trail networks, better connectivity to existing trails and communities, and regional trail networks.

- *Transportation planning is directly related to new commercial and residential development.*

The County should consider transportation planning and impact when reviewing developing areas.

- *There is a lack of context-sensitive street design throughout Bryan County.*

There is a lack of context-sensitive design in the County, such as local street designs that are not sensitive to location, context, and pedestrian and automotive needs.

- *The new interchange at I-95 and Belfast Siding Road provides increased access to southern portions of the County.*

The new interchange planned for I-95 at Belfast Siding Road will significantly impact traffic patterns, congestion, etc. throughout southern Bryan 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 Bryan 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).



## Bryan County Short Term Work Program 2007-2011

Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
<b>DEVELOPMENT PATTERNS</b>								
Comprehensive Plan Update	x	x	x	x		County	\$15,000	General Funds
Continually review and update zoning ordinance and subdivision regulations	x	x	x	x	x	County	\$5,000	General Funds; DCA
Continually review and update Engineering Manual	x	x	x	x	x	County	\$1,000	General Funds
Implement "Georgia Stormwater Management Manual" (Blue Book) requirements for stormwater management		x	x	x		County	\$1,000	General Funds; DCA; EPA; EPD
Modify existing ordinances to include references to ACUB to ensure new development is compatible with military activities			x	x		County	\$1,000	General Funds; DOD
Coordinate zoning districts with plans for water or sewer services in the unincorporated areas of the county and encourage new development in areas of proximity of existing infrastructure			x	x	x	County	\$1,000	General Funds
Explore the possibility of Infrastructure Development Districts (IDDs) for the area, to ensure infrastructure does not lag behind development			x	x	x	County	\$2,000	General Funds
Create educational materials to inform the public of land use regulations			x	x	x	County	\$3,000	General Funds; DCA; HUD; USDA
Install "Welcome to Bryan County" signs at appropriate entrances to the County			x	x		County	\$5,000	General Funds
Develop corridor management plan for U.S. Highway 17 from Richmond Hill city limits to the Bryan County line, to provide a transition from residential to commercial uses	x	x	x	x		County	Staff time	General Funds
<b>ECONOMIC DEVELOPMENT</b>								
Bryan County should follow the strategies laid out in the report completed by Georgia Tech, "Economic Diversification of Bryan County, Georgia"		x	x	x	x	County and EDA	\$5,000 annually	General Funds; EDA
Promote higher-paying varieties of employment through the local marketing program	x	x	x	x	x	County and EDA	\$10,000 annually	General Funds



Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
<b>ECONOMIC DEVELOPMENT</b>								
Continue to promote and support Quick Start program	x	x	x	x	x	County	\$5,000 annually	General Funds
Continue to support Savannah Tech in their job training	x	x	x	x	x	County	\$5,000 annually	General Funds
Promote tourism efforts by encouraging accessibility to attractions and outdoor activities, such as fishing, kayaking, coordinating day trips to places like Savannah and Fort McAllister, float trips down the river, etc.			x	x	x	County	\$5,000 annually	General Funds
Explore opportunity of utilizing Old Bryan Fisherman's Co-Op as a tourist attraction			x	x	x	County	\$2,000	General Funds; EDA Grants
Continue to promote the the growth surrounding the Ports and the economic advantages that this brings	x	x	x	x	x	County	\$5,000 annually	General Funds
Through the Development Authority, concentrate on business recruitment for the cities			x	x	x	DA, County and Cities	\$5,000 annually	General Funds
Prepare workforce for desired jobs through appropriate high-school and vocational-technical school programs, including work-study opportunities			x	x	x	DA; CC; County; Cities; BoE; DTAE	\$5,000 annually	General Funds; School taxes; U.S. Depts. Of Commerce; Labor; Agriculture
Take proactive measures to protect valued historic and natural resources through local inventories, assessments, and ordinances			x	x	x	County	\$5,000 annually	General Funds; USDA; DCA; DNR
<b>HOUSING</b>								
Conduct a housing inventory of the County			x	x	x	County	\$10,000	General Funds; DCA; HUD; USDA
Explore partnering with J.C. Vision and Associates, Inc., Mercy Housing, or other faith-based non-profit organizations to provide comprehensive housing counseling services and opportunities for affordable housing			x	x	x	County	\$2,000	General Funds; HUD; DCA



Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
<b>HOUSING</b>								
Conduct a housing rehabilitation needs assessment. Explore the feasibility of applying for CDBG funding for Housing Rehabilitation			x	x	x	County	\$3,000	General Funds; DCA; HUD; USDA
Conduct a comprehensive review of zoning ordinance to consider reclassification of residential zones			x	x	x	County	\$3,000	General Funds
<b>NATURAL &amp; CULTURAL RESOURCES</b>								
Nominate Historic Resources to National Register	x	x	x	x	x	County	\$2,000	Private Funds
Adopt Local Historic Preservation Ordinances	x	x	x	x	x	County	\$2,000	General Funds
Develop Design Guidelines for Historic Districts				x	x	County	\$5,000	General Funds; Private Funds
Seek Funding for Historic Preservation Projects			x	x	x	County	\$1,000	DNR-HPD, Private Funds; DCA
Review Zoning and Subdivision Regulations for Compatibility with Historic Preservation Goals			x	x	x	County	\$1,000	General Funds
Develop Historical and Ecological Heritage Tourism Programs			x	x	x	County	\$5,000 annually	General Funds; Private Funds
Develop Historical and Ecological Heritage Education Programs			x	x	x	County	\$5,000 annually	General Funds; Private Funds; EPA
Adopt criteria for protection of Groundwater Recharge areas in accordance with Part V Environmental standards			x	x		County	\$6,000	General Funds
Continue with watershed protection upgrades and drainage improvements	x	x	x	x		County	\$4,000	General Funds
Adopt criteria for River Corridor protection in accordance with Part V Environmental standards			x	x		County	\$2,000	General Funds
Adopt criteria for protection of Wetland areas in accordance with Part V Environmental standards			x	x		County	\$8,000	General Funds



Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
<b>NATURAL &amp; CULTURAL RESOURCES</b>								
Continue to protect and conserve land, in perpetuity, according to the objectives of the Community Greenspace program (2001).	x	x	x	x	x	County	\$2,000	General Funds
Enhance and enforce existing tree management plan		x	x	x	x	County	\$2,000	General Funds
Adopt development guidelines for the protection of agricultural lands from unreasonable encroachment of commercial use	x	x	x	x		County	\$2,000	General Funds
Adopt pollution ordinance to protect against unwanted noise, light, and commercial signage	x	x	x			County	\$2,000	General Funds
Develop a "fishing village" overlay district or small area development plan for Kilkenny		x	x	x		County	Staff time	General Funds
<b>COMMUNITY FACILITIES &amp; SERVICES</b>								
Encourage and foster continuing education opportunities through collaboration among schools, senior centers and nearby institutions of higher education			x	x	x	County and EDA	\$5,000	University System; DTAE.; Board of Education; General Funds; USDA
Explore the feasibility of consolidating land use regulation and enforcement programs						County	\$2,000	General Fund; SPLOST
Assess the possibilities of generating revenue through user fees for each service provided by the County		x	x	x	x	County	\$2,000	General Funds; SPLOST
Discourage the proliferation of new septs and septic repairs		x	x	x	x	County	\$2,000	General Funds; SPLOST
Explore the option of the Recreational Association becoming a County-run organization in order to provide more accountability			x	x	x	County	\$2,000	General Funds; SPLOST
Continue working to achieve some nationally recognized standards such as Police Officer per population ratio and installing GPS in emergency vehicles			x	x	x	County	\$2,000	General Funds; SPLOST
Complete construction of remaining 2 new fire stations	x	x	x	x	x	County	\$225,000	General Funds; SPLOST





Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
<b>COMMUNITY FACILITIES &amp; SERVICES</b>								
Continuously update the newly implemented E-911 system and explore establishing an E-911 Committee for this purpose			x	x	x	County	\$2,000	General Funds; SPLOST
Continue water/sewer expansion (Richmond Hill and Pembroke): Water/wastewater projects	x	x	x	x	x	County	\$9 million	General Funds; SPLOST
Continue with County building constructions projects (developing bid package)	x	x	x	x	x	County	\$1.3 million	General Funds; SPLOST
Continue with expansion of County DFACS	x	x	x	x	x	County	TBD	General Funds; SPLOST
Continue with construction of ball fields for the new park (project currently being bid out)	x	x	x	x		County	\$200,000	General Funds; SPLOST
Complete construction of new amphitheater	x	x	x	x		County	\$500,000	General Fund; SPLOST
Support more recycling initiatives and continue to work with Ft. Stewart and Republic on co-mingled waste		x	x	x		County	\$2,000	General Funds
Continue to explore option of joint water/sewer authority		x	x	x	x	County and Cities	\$2,000	General Funds; SPLOST
<b>INTERGOVERNMENTAL COORDINATION</b>								
Explore forming a "Bryan County Intergovernmental Council" that would include mayors, councils, commissioners, BOE, etc. and would meet quarterly or bi-annually			x	x	x	County and Cities	Staff time	General Funds
Better coordination with DNR and more strict enforcement on Marine Safety Regulations			x	x	x	County and DNR	\$5,000	General Funds; DNR
<b>TRANSPORTATION</b>								
Continue to explore option of regional sales tax for Regional Transportation Plan	x	x	x			County	\$2,000	General Funds; SPLOST; GDOT
Continue with Greenway trail improvements as approved in plan	x	x	x	x	x	County and Cities	\$5,000	General Funds
Continually gauge public support for need/demand for public transit	x	x	x	x	x	County	\$2,000	General Funds



# Bryan County Report of Accomplishments, 2002-2006

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
<b>LAND USE</b>					
Comprehensive Plan update		X			Re-writing
Zoning Ordinance update		X			Constantly being revised; Look to make more changes
Subdivision Regulations update		X			Constantly being revised and updated
Engineering Manual update		X			Constantly being revised and added to (Tree Management Plan incorporated into the manual)
<b>ECONOMIC DEVELOPMENT</b>					
Construct water tank for new industrial park	X				
Industrial/Economic Development projects	X				Park purchased; Infrastructure in place; Three major businesses in park
Develop internet site for County Government	X				Complete and operational
Support marketing campaign to attract new businesses, residents and visitors to Bryan County	X				
Comprehensive Plan update		X			Re-writing
<b>HOUSING</b>					
Comprehensive Plan update		X			Committee appointed, working with RDC to develop; Expected completion October 2008 (new comp plan)
Support development of housing for low-moderate income persons		X			Several new subdivisions built in Pembroke area that support low-moderate income; Working to accomplish more; Cost of land becoming a detractor



Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
<b>HOUSING</b>					
Support development of housing for low-moderate income persons		X			Several new subdivisions built in Pembroke area that support low-moderate income; Working to accomplish more; Cost of land becoming a detractor
<b>NATURAL &amp; CULTURAL RESOURCES</b>					
Comprehensive Plan update		X			Re-writing; Expected completion date October 2008
Greenway trail improvements		X			Plans approved; Some of trail completed
Watershed Protection and Drainage Improvements		X			Personnel trained/certified; Changes made as required; Continue to upgrade requirements
Adopt environmental criteria relating to protection of Wetlands		X			
Adopt environmental criteria relating to protection of river corridors		X			
Implement Community Greenspace program - update document as necessary		X			Ordinances require buffers; Encouraging smaller lots and more open space/green space in subdivisions
Explore feasibility of tree protection incentive program	X				Adopted FY2007; Made a component part of the Engineering and Design Manual
Survey of historic sites	X				Completed by the University of Georgia, 1990
Comprehensive Land Use Plan		Working - Expected Completion October 2008			Committee appointed, expect document to be approved by October 2008; Plan required by DCA in 2013
<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
Water/Sewer Expansion (RH/PEM): Water/wastewater projects	X	X			Pembroke completed two phases of sewer expansion; Richmond Hill completed water expansion; Working to upgrade treatment plant; County completed Sewer and Water master plan



Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
County building renovations & construction	X	X			Renovations complete; Construction projects in progress; Building design complete; Developing bid package
<b>RECREATION AND CULTURAL RESOURCES</b>					
Swimming pool	X		X		City of Richmond Hill working to relocate project
Community park	X				City of Richmond Hill acquired land; Created a park and community center
Mutli-purpose field	X				Complete 4-plex, Hendrix Park
Entrance gate	X				Complete entrance to Hendrix Park
Soccer complex	X				Temporary facilities built; Acquired additional land; Construction started on two synthetic & two grass fields
Shelters for bleachers	X				Work completed, Hendrix Park
Ball fields for new park		X			Land acquired and cleared; Project currently being bid out
Mini-parks/playground equipment	X				
Boat ramps and fishing dock	X				Working to improve boat ramp on Belfast Siding Road
Lighting for park	X				
Portable stage	X				Purchased for Gregory Park (Richmond Hill)
Amphitheater		X			Project under construction
Baseball complex	X				
<b>Public Works Facility</b>					
Equipment purchases	X				
Shop expansion			X		Upgraded adjoining building to handle work, use currently not required



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
<b>Emergency Services</b>					
Fire Protection - Trucks (8 new) & Equipment	X				
Four (4) new fire stations	2 completed		X		Two remaining to be constructed in 2010
Four (4) new ambulances	2 on-hand				Two ordered; Expect delivery in December 2007
Emergency Operations Center	X				
<b>Roads, Streets &amp; Bridges</b>					
Road improvements	X				Otter Hold Road; Sheriff Complex Road; Pine Ridge Court; Polk Road; Pine Ridge Trail; Pine Ridge Drive; Harris Trail widening; Harris Trail/Port Royal full-scale reclamation
Road striping	X				
Road signs	X				
Sidewalks, curb & gutter, piping	X				
Street lamps	X				
Landscaping highway median	X				
<b>Solid Waste</b>					
Two (2) off-loading ramps at landfills	Design complete				Project to be bid out November 2007
<b>Other</b>					
Comprehensive Plan update		X			Committee appointed, working with RDC to develop; Expected completion October 2008 (new document)
Develop GIS system	X				
Support development of I-95/Belfast interchange.	X				IJR underway; Expected completion January 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
<b>Other</b>					
Develop county-wide water/ wastewater program	X				Master Plan complete; Water and sewer available I-16/280; Installing water and sewer at Genesis Point; Seeking Sewer and Water Authority
Expand county facilities - renovation, new construction	X	X			Renovation completed; Design new administration facility completed; Waiting on bid packages for construction
Expand County DFACS		X			Architect hired; Design underway; Building #4 on state list for construction
Construct Emergency Management Operations Center	X				Park of Station #7, Hwy 204
Develop long-range EMS/Fire Department expansion plans - facilities, equipment and staff	X				



## 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 Bryan County. 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 through the Community Participation Program.

### **Development Patterns**

Bryan County seeks to encourage home-ownership for residents in unincorporated areas of the County. Through increased efforts to educate the public while simultaneously providing alternative housing options, the County hopes to shift away from a dependence on manufactured housing.

In addition as the County continues to experience rapid growth and development, it is important to educate citizens, developers and local officials on the importance of innovative design, mixed-use development and increased densities, where applicable and appropriate. Because Bryan County has expressed an interest in preserving green space and planning new developments based on infrastructure capacity, the County should consider these priorities in making future land use decisions.

### ***Policies in Support of Development Patterns:***

- Bryan County will investigate ways to educate citizens and encourage home-ownership.
- Bryan County will work to establish other housing options for its residents beyond manufactured housing.
- Bryan County will educate the citizens of our community on the value of higher density, mixed-use and mixed-income neighborhoods in appropriate locations.
- Bryan County will promote the efficient use of land by promoting well-designed, pedestrian-friendly, development patterns with a mix of uses and efficient, creative land uses.
- Bryan County will encourage innovative land use planning techniques to be implemented in building higher densities, mixed-use development and infill development, where applicable.
- Bryan County will promote increases in residential densities in areas that meet community design standards, environmental constraints, and planned infrastructure capacity.
- Bryan County will incorporate recreational and greenspace land use as an integral facet of our community's land use plan.
- Bryan County will promote opportunities for passive recreation and linear parks.
- Bryan County will consider implementing a dual approach for our recreational plan—encouraging neighborhood parks as well as regional park facilities.
- Bryan County will encourage developers to be innovative in their plans.
- Bryan County will educate citizens on the benefits and purpose of zoning.
- Bryan County will implement our Master Plan and adhere to our Future Development Map.



## **Population Growth**

As stated throughout the Community Agenda, growth is undeniably coming to Bryan County. In order to prepare for this certain increase in population, Bryan County must proactively prepare for the increased demands on infrastructure, facilities and services. By considering the impact of this growth on schools, transportation, housing, the environment and economic development, the County's efforts at comprehensive, long-range planning will mitigate this effect.

Bryan County is also unique in that it must consider the impact of Fort Stewart as it physically divides the County into two halves—not only does this create the need for duplication of services in some areas, but County officials must also consider the fluctuating military population. Additionally, development patterns are limited by the installation's Army Compatible Use Buffer (ACUB). The presence of the ACUB directs both residential and commercial development based on noise contours as well as safety concerns.

### ***Policies in Support of Population Growth:***

- Bryan County will guide development due to population growth by considering infrastructure capacity, now and in the future.
- Bryan County will prepare a conceptual land use master plan which reflects the vision of its citizens, considering the natural environment and logical development patterns. The master plan will continue to evolve as Bryan County grows. Subsequently, the water and sewer infrastructure shall evolve to accommodate the County's Land Use Master Plan.
- Bryan County will prepare for the impacts of population growth through long-range comprehensive planning.
- Bryan County will continue to proactively plan for population growth.
- Bryan County will create opportunities for military families and military retirees—recreational, health, etc.
- Bryan County will be aware of and direct growth in consideration of buffer zones surrounding Fort Stewart.
- Bryan County will encourage and promote development patterns that meet the needs of active adults considering to relocate or retire here.

## **Economic Development**

Economic development is an important thread of a community's fabric. Bryan County has identified several priorities to pursue in nurturing existing programs throughout the County, including the Development Authority of Bryan County and the County's two Chambers of Commerce—the North Bryan Chamber of Commerce in Pembroke and the Richmond Hill-Bryan County Chamber of Commerce, located in Richmond Hill.

Small business development and recruitment continue to be primary objectives within Bryan County's economic development efforts. However as eco-tourism and heritage tourism are becoming increasingly popular, especially along Georgia's coast, Bryan County is seeking to carve a niche in this important industry. A wealth of opportunities exists in this area, such as the presence of Fort McAllister, Ford Plantation and the Ogeechee River. Other heritage tourism efforts could build upon the region's cultural heritage and association with the area's Yamacraw and Guale Native American Indian tribes as well as its extensive history during the European colonization and pre-Revolutionary periods.

In addition, Bryan County benefits from the influx of military families into the community from Fort Stewart. This important contributor to the labor force must be considered in economic development efforts. Throughout the Community Agenda process, improving the County's labor force through coordinated initiatives with local schools and the area's technical colleges was a recurrent concern. Several of these themes are addressed in the Economic Diversification of Bryan County study released by the Georgia Institute of Technology's Enterprise Innovation Institute in 2007.





## ***Policies in Support of Economic Development:***

- Bryan County will make efforts to improve and continue to produce a qualified labor force.
- Bryan County will continue to support the state's Quick Start program.
- Bryan County will encourage the Development Authority of Bryan County to concentrate its efforts to recruit smaller businesses.
- Bryan County will encourage the school system to prepare students for the labor force, not just college preparatory.
- Bryan County will encourage the school to implement a joint enrollment program with local technical colleges.
- Bryan County will support the Development Authority of Bryan County's efforts to solicit business and industry.
- Bryan County will encourage marketing strategies for the Development Authority of Bryan County to promote locating in Bryan County.
- Bryan County will implement programs to employ and encourage opportunities for military spouses.
- Bryan County will follow the recommendations as outlined in the Economic Diversification of Bryan County (2007) study.
- Bryan County will promote eco-tourism, such as outdoor amenities and recreational opportunities—rivers, fishing, shrimp boat tours, hiking, etc.—as a draw for the community.
- Bryan County will promote Fort McAllister as a tourist attraction.
- Bryan County will coordinate efforts with the City of Savannah, building off of their success in tourism efforts.
- Bryan County will encourage entrepreneurship opportunities, such as a theme park (i.e. Wild Adventures), to promote tourism within the community.
- Bryan County will support local businesses that draw tourists off the interstate and into our community, such as bed and breakfasts, antique and boutique shops, etc.
- Bryan County will promote natural amenities for potential day-trips and excursions, such as “floating down the river.”
- Bryan County will consider the growth of the area's regional ports and their economic impacts.
- Following regional examples, Bryan County will consider creating opportunities, such as a call center, to take advantage of existing telecommunications infrastructure as well as the available workforce in military spouses and others.

## **Housing**

Housing affordability is an important issue as Bryan County continues to experience spillover growth from neighboring Chatham County's suburban expansion. While residential growth continues to be 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.

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



## ***Policies in Support of Housing:***

- Bryan County will consider implementing partnerships with companies, such as JCVisions, to offer affordable housing for residents.
- Bryan County will offer incentives to developers to provide affordable housing.
- Bryan County will create and encourage affordable housing opportunities to ensure that all of those who work in the community have a viable choice or option to live in the community.
- Bryan County will establish regulations encouraging residential developments with an appropriate mix of housing styles and types for persons of all income levels.
- Bryan County will encourage a percentage of each new subdivision to be developed for low to middle income housing.
- Bryan County will implement an education and outreach program for the public to promote quality housing and encourage home-ownership.
- Bryan County will consider partnering with Habitat for Humanity to rehabilitate homes, especially for elderly housing needs.
- Bryan County will modify local ordinances to allow development credits.
- Bryan County will conduct an existing housing inventory to determine the amount of affordable housing available within the County.

## **Natural Resources**

Bryan County has taken the initiative to protect its natural resources by developing a Water and Sewer Master Plan. This plan will guide the community's decisions for future development and infrastructure capacity. This proactive approach serves to reduce the reliance on private septic systems and encourages increased use of environmentally-sensitive design, such as increased densities, smaller lot sizes and conservation subdivisions. Stormwater management is also a concern for Bryan County.

Through the Community Agenda process, the 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. Having already developed a Tree Management Plan, Bryan County has begun to identify and protect its important natural environment.

## ***Policies in Support of Natural Resources:***

- Bryan County will implement and enforce the Water and Sewer Master Plan to eliminate septic tanks in new developments.
- Bryan County will consider recommendations for the inspection and maintenance of septic tanks as outlined in the Statewide Water Management Plan.
- Bryan County will consider incentives to encourage environmentally-friendly practices, such as green growth guidelines, smaller lot sizes, conservation subdivisions, etc.
- Bryan County 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 and open space as part of our larger development projects.
- Bryan County will improve water quality by following the guidelines as outlined in the Coastal Supplement for the Georgia Stormwater Management Manual.
- Bryan County will implement and enforce the Tree Management Plan.
- Bryan County will provide reasonable protection for agriculture and farmlands from development pressures through zoning and plans that recognize the contribution of farming and the rural character of the community.



- Bryan County will implement and enforce regulations dealing with tree buffers, light, noise pollution and the proliferation of signage along commercial rights-of-way.

## **Cultural Resources**

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

As home to the area's Yamacraw and Guale Native American Indian tribes and its influence during the European colonization and pre-Revolutionary periods, cultural resources abound in Bryan County. These vestiges of the County's important history should be protected and preserved from development pressures.

### ***Policies in Support of Cultural Resources:***

- Bryan County will require new development projects to identify and protect archeological sites, referring to the 1990s study completed by the University of Georgia.
- Bryan County 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 and open space as part of our larger development projects.
- Bryan County will promote and protect the existing character of Kilkenny as a traditional fishing village.

## **Community Facilities and Services**

A community's public facilities and services are vital to the function and efficiency of that community. Bryan County, seeking to improve their service delivery, has taken steps to increase this efficiency by developing a county-wide Water and Sewer Master Plan. Bryan County is currently considering the imposition of impact fees as a way to manage growth and ensure that development pays for itself. Impact fees will also aid in maintaining current levels of service. Consolidation of services with local municipalities is another way to encourage efficiency and effectiveness in service delivery.

Additionally, the County identified a lack of public gathering spaces and venues for cultural activities throughout the community. Partnership opportunities with the Bryan County Board of Education and school system were suggested as possible solutions to fill this vacancy in desired community amenities.

### ***Policies in Support of Community Facilities and Services:***

- Bryan County will take steps to implement its Water and Sewer Master Plan.
- Bryan County will encourage proposed development to locate in areas adequately served by public and community facilities.
- Bryan County will consider implementing impact fees as a way to guide growth along areas already served by community facilities and services.
- Bryan County will establish regulations that serve as a way for new growth to pay for itself.
- Bryan County will evaluate development projects for the impact on public facilities and services.
- Bryan County will encourage and support enhanced solid waste reduction and recycling initiatives.
- Bryan County will consider the potential for curbside recycling.
- Bryan County will implement and enforce the new ordinance to reduce the number of and reliance on septic systems.
- Bryan County will discourage the further proliferation of new septic systems by requiring new developments to provide adequate infrastructure.



- Bryan County will explore opportunities to increase our cultural activities by considering potential sites for arts activities, performances and other social and cultural gatherings, such as a multi-purpose theater, etc.
- Bryan County will consider a partnership with the school system to explore funding for an amphitheater or other performing arts facility.
- Bryan County will consider the creation of a County-wide Arts Council or Theater Authority.
- Bryan County will explore opportunities to increase our recreational activities by considering potential sites for parks and other outdoor recreational opportunities.
- Bryan County will routinely review 911 and E-911 systems and consider establishing a 911 Committee for that sole purpose. The 911 Committee would review technology, make recommendations, and encourage enhancements to the systems.
- Bryan County will work to achieve nationally recognized standards of an adequate ratio of police officers per 1,000 population.
- Bryan County will ensure adequate supplies of quality water through the protection of groundwater resources.
- Bryan County will consider consolidating some services to increase overall efficiency, such as planning, zoning, code enforcement, water/sewer, fire protection and building inspections.
- Bryan County will encourage opportunities for public access to the County's waterways.

## **Intergovernmental Coordination**

Bryan County recognizes the need for increased intergovernmental coordination to benefit its residents and business-owners alike. Not only does the County identify opportunities for coordination with its municipalities, but regional approaches are also emphasized as important objectives to pursue. Specifically, the Advisory Committee discussed the creation of a proposed Bryan County Intergovernmental Council to tackle problems that impact all three jurisdictions. This council would serve as a means to increase cooperation and communication among the governments.

Consolidating services, as discussed with Community Facilities and Services, increases the efficiency and effectiveness of service delivery. In addition, this practice also encourages cooperation and furthers intergovernmental coordination between the County and its municipalities.

Regional approaches to increase intergovernmental coordination are also identified in the areas of transportation, solid waste and the library system.

## ***Policies in Support of Intergovernmental Coordination:***

- Bryan County will partner with the Georgia Department of Natural Resources (DNR) to enforce marine regulations and maintain public safety.
- Bryan County will increase our community's cooperation, communication and coordination with local municipalities and jurisdictions, and citizen, nonprofit and social service organizations with regarding to planning and all types of development.
- Bryan County will continue to support the efforts of the Bryan County Family Connection.
- Bryan County will consider consolidating some services to increase overall efficiency, such as planning, zoning, code enforcement, water/sewer, fire protection and building inspections.
- Bryan County will continue discussions of consolidating services as referenced above.
- Bryan County will consider creating a Bryan County Intergovernmental Council to evaluate performance, services, identify goals, discuss issues, etc. This proposed Council will meet possibly twice a year; and will serve to encourage accountability and efficiency among all three jurisdictions.



- Bryan County will share services and information with other public entities within the jurisdiction.
- Bryan County will establish coordination mechanisms with local governments, in addition to the Bryan County Board of Education, to provide for the exchange of information.
- Bryan County will pursue joint processes for collaborative planning and decision-making.
- Bryan County will study and explore the adequacy of regional facilities, such as the regional library system and solid waste management practices.
- Bryan County will continue an on-going relationship with the Georgia Department of Transportation (GDOT) to facilitate road development, improvements, and enhancements in anticipation of future growth and development—specifically utilizing a regional approach.

## **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 Bryan 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, walkability—in short, all of the things identified by the County as important throughout the Community Agenda process. Streetscape design aids in achieving this objective for future growth and development.

### ***Policies in Support of Transportation:***

- Bryan County will continue to improve, expand and connect local pedestrian/bicycle trail networks and sidewalks on SR 144 through the \$50,000 grant received in 2006.
- Bryan County will encourage increased access to the Ogeechee River and connectivity to local bike trails to facilitate eco-tourism and outdoor recreational opportunities.
- Bryan County will continue an on-going relationship with GDOT to facilitate road development, improvements, and enhancements in anticipation of future growth.
- Bryan County will continue to participate in the Coastal Georgia Regional Development Center's Regional Public Transit Plan.
- Bryan County will investigate alternative transportation options for the community.
- Bryan County will encourage transportation corridors that support multiple modes of transportation and enhance aesthetics of the community.
- Bryan County will encourage a multi-modal transportation network that will be used to support efficient land use, minimize traffic congestion and facilitate community-wide and regional mobility.
- Bryan County will investigate the need for and encourage public transportation.
- Bryan County will explore opportunities for providing transportation for the elderly and indigent.



## Supplemental Plans

As reported in the Community Participation Program, Bryan 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 March 2007, the Georgia Institute of Technology's Enterprise Innovation Institute presented the final draft the Economic Diversification of Bryan County study to the public. This study provides a detailed account of economic diversification issues as identified by the community as well as recommendations and a strategic plan for Bryan County, the City of Pembroke and the City of Richmond Hill. Based on interviews with community stakeholders, the study determines the County's level of dependence on Fort Stewart; provides an inventory of the current conditions in Bryan County; and develops an effective strategy and implementation plan for economic growth and success.

Other planning efforts include the Bryan County Bicycle and Pedestrian Plan, developed by the Coastal Georgia Regional Development Center in 2007. The plan, which includes recommendations for all three jurisdictions—Bryan County as well as the Cities of Pembroke and Richmond Hill—is designed to facilitate and encourage bicycle and pedestrian activity. The purpose of the plan is to create an environment where individuals can walk or bicycle safely and conveniently to all desired destinations. In addition, the plan seeks to provide alternative transportation options for citizens and visitors alike.

Similar to the Bicycle and Pedestrian Plan, the Bryan County Elementary School (BCES) Transportation Assessment (2008) also strives to facilitate bicycle and pedestrian activity. The Transportation Assessment serves as an initial study to determine the feasibility of implementing a Safe Routes to School (SRTS) plan for BCES, located in the City of Pembroke. By analyzing the condition of existing trail and sidewalk infrastructure, traffic counts and crash data, the Assessment seeks to provide information related to a SRTS plan, such as to:

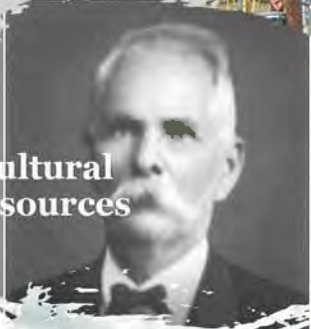
- Improve bicycle and pedestrian facilities and safety;
- Increase the number of children getting regular physical activity;
- Decrease traffic congestion at school drop-off sites; and
- Improve air quality around the school.

In March 2008, the City of Richmond Hill released its future annexation study, prepared by William Christian and Associates. The Richmond Hill Annexation Study indicates the City's proposed plan for annexation, which would extend the city limits by 22,618 acres into unincorporated Bryan County to the east, west and south. While this proposed annexation would more than double the City's current geographic size over a period of approximately 17 years, much of the service area is already encompassed by Richmond Hill's Service Delivery Area as approved by the Georgia Department of Community Affairs according to House Bill 489.

# City of Pembroke



Population



Cultural Resources



Natural Resources



Economic Development



Housing



Community Facilities

**Prepared by:**

*Coastal Georgia*  
Regional Development Center



# City of Pembroke - Vision for the Future

Pembroke established a vision for its future through a comprehensive public involvement process. The public shared their views on future development and quality of life issues through participation in a community visioning process, which included stakeholder meetings of the Community Agenda Advisory Committee. Feedback gathered through this process was interpreted by Coastal Georgia Regional Development Center staff and submitted to the Advisory Committee for review. The following Vision Statement for future development and growth in Pembroke was crafted:

*The City of Pembroke is a civic-minded, family-oriented, rural community that is proud of its cultural significance, historical downtown, and welcoming hospitality, as well as its commitment to maintaining the quality of life for future generations.*

*Our goals are to maintain the small-town atmosphere while planning for growth and a diverse population through the provision of economic development opportunities and quality education; where sense of community is enhanced through responsible governance, leadership and preservation ethics.*

*Our priorities include: encouraging livability and diversity of housing options for all residents; promoting Pembroke's vitality and uniqueness of place; maintaining a sense of public safety and security; balancing the need for economic growth, environmental protection and quality government services.*

## Future Development Map Defining Narrative

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

- Gateway Corridor
- Downtown
- Educational Complex
- Industrial Area
- Light Industrial Area
- Suburban Area Developing
- Traditional Neighborhood Redevelopment
- Traditional Neighborhood Stable
- Conservation Areas and Public Use

The Future Development Map (FDM) Designation Areas are reinterpretations of the aforementioned locally devised Character Areas identified in the Community Assessment. The FDM was refined during the Community Participation process. Citizens and other stakeholders were given the opportunity to identify the type of development desired or considered appropriate for each of the Future Development Designation Area.

This input was discussed with the City's Comprehensive Plan Advisory Committee and further refined into the Future Development Map presented herein. The Future Development Map serves as a visual representation of the City's future development policy.

Interpretation of the map is provided in the FDM Defining Narrative and should be contemplated in a manner that takes the City's zoning, the Quality Community Objectives (QCOs), and other local policies into consideration. The Defining Narrative provides a vision for each character area; a description of the appropriate land uses; related issues and opportunities; and because these areas possess individually unique characteristics, policies and implementation strategies should be created to address each area specifically.

The Future Development Map for the City of Pembroke 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 Conservation Areas



<p><b>Vision:</b> To preserve and protect Pembroke’s natural and cultural resources, while promoting these amenities for tourism, recreational use and public enjoyment.</p>		
<p><b>Description/Location:</b></p>	<p>Natural features—viewsheds and linear greenspace—that provide visual and aesthetic benefits to the community; and are an important part of the City’s cultural heritage. These areas include parks, corridors running contiguous to the Watershed Canal, and other environmentally-sensitive areas located within the City.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Active and Passive Recreation</li> <li>• Parks/Linear Greenspace</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Heritage Preservation</li> <li>• Open Space Preservation</li> <li>• Environmental Protection</li> <li>• Regional Cooperation</li> <li>• Transportation Alternatives</li> </ul>	
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• Preservation of natural resources is becoming increasingly important due to development pressures.</li> <li>• Current development practices are not sensitive to natural and cultural resources.</li> <li>• Pembroke is losing its remaining rural character due to rapid growth and development.</li> <li>• Natural, cultural and historic resources lack appropriate preservation protections.</li> </ul>	<ul style="list-style-type: none"> <li>• Consider incentives to encourage environmentally-friendly practices, such as green growth and design guidelines, smaller lot sizes, conservation subdivisions, etc., to protect natural, cultural and historic resources.</li> <li>• Explore ways to incorporate recreational and greenspace land use into the community’s land use plan.</li> <li>• Promote opportunities for passive recreation.</li> <li>• Protect, conserve and enhance natural resources by managing the location of proposed developments through the Future Development Map and Zoning Ordinance.</li> </ul>	<ul style="list-style-type: none"> <li>• Pursue implementation of trail network along existing canal system.</li> <li>• Implement measures to protect valued natural, cultural and historic resources through local inventories, assessments and ordinances.</li> <li>• Set aside designated areas for a variety of park and recreation activities.</li> <li>• Adopt a Conservation Subdivision Ordinance.</li> <li>• Modify subdivision regulations to require the preservation of sensitive natural areas.</li> <li>• Create incentives for developers to link greenspace together, creating a publicly accessible network.</li> <li>• Adopt the Bryan County Bicycle/Pedestrian Plan and implement the recommendations in the plan.</li> <li>• Control the location of new developments through the Future Development Map and Zoning Ordinance.</li> </ul>



## Future Development Map Designation *Educational Campus Areas*



<p><b>Vision:</b> To provide the community with a safe educational environment through strong pedestrian connectivity and recreational opportunities. To provide the community with a visually pleasing site that is welcoming and contributes to the City’s sense of place.</p>		
<b>Description/Location:</b>	Surrounded by Suburban Developing Areas, this portion of land is on the east side of Camelia Drive and encompasses Payne Road. It is an area appropriate for future school development.	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Educational Facilities</li> <li>• Public/Institutional</li> <li>• Open Space Preservation</li> <li>• Active and Passive Recreation</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Sense of Place</li> <li>• Educational Opportunities</li> <li>• Growth Preparedness</li> <li>• Regional Character</li> </ul>	
<b>Issues and Opportunities</b>	<b>Policies</b>	<b>Implementation Measures</b>
<ul style="list-style-type: none"> <li>• This area will need good connectivity.</li> <li>• A high quality of landscaping and aesthetics is important for the campus as it develops.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage pedestrian connectivity through trails, bike paths and a good network of sidewalks and internal street.</li> <li>• Encourage an aesthetically pleasing campus developed through signage, landscaping, buffers, building design, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate site planning to facilitate pedestrian connections.</li> <li>• Promote strong bicycle and pedestrian connectivity throughout the campus and to surrounding neighborhoods, downtown and commercial centers.</li> <li>• Promote strong connectivity through multiple access points, as well as adequate internal street connectivity.</li> <li>• Encourage compatible architectural styles that maintain the regional character, and should not include “franchise” or “corporate” architecture.</li> <li>• Promote a high quality of landscape buffering, signage, etc. to enhance the aesthetics of the campus.</li> </ul>



## Future Development Map Designation Gateway Areas



<p><b>Vision:</b> To enhance mobility while creating an inviting and aesthetically pleasing entrance to Pembroke where sense of place is balanced with economic opportunity and vitality</p>		
<p><b>Description/Location:</b> .</p>	<p>Areas of developed or undeveloped land adjacent to a street or highway. Highway 67 from the City limits to Roger's Road; Highway 119 south to Fort Stewart and northeast to the City limits; and Ash Branch Road. These corridors provide visual and aesthetic benefits to the community while serving as entryways into the City.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Residential</li> <li>• Neighborhood-Oriented Commercial</li> <li>• Public/Institutional</li> <li>• Wayfinding Signage</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Appropriate Businesses</li> <li>• Employment Options</li> <li>• Transportation Alternatives</li> <li>• Growth Preparedness</li> </ul>	
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• The need for public transportation is a growing concern due to problems associated with increasing traffic congestion.</li> <li>• There is a lack of alternative modes of transportation, such as bike trails and walking paths.</li> <li>• There is a desire to create an aesthetically pleasing entrance into the City of Pembroke.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue an on-going relationship with DOT to facilitate road development, improvements, and enhancements in anticipation of future growth and development.</li> <li>• Investigate alternative transportation options for the community.</li> <li>• Encourage transportation corridors that support multiple modes of transportation and enhance aesthetics of the community.</li> <li>• Investigate the need for and encourage public transportation.</li> <li>• Consider adopting corridor overlay districts to facilitate design guidelines along entranceways and gateways.</li> </ul>	<ul style="list-style-type: none"> <li>• Continually gauge public support for the need and/or demand for public transit.</li> <li>• Adopt architectural and design overlay ordinances for important gateways and corridors.</li> <li>• Draft a regional corridor management plan for Highways 280, 67 and 119.</li> <li>• Adopt the Bryan County Bicycle/Pedestrian Plan and implement the recommendations in the plan.</li> <li>• Draft or participate in a regional linear green-space, trail, and pedestrian/bicycle master plan.</li> <li>• Improve sidewalks and streetscapes to enhance the scenic experience and promote walking.</li> <li>• Continue pedestrian-orientation with strong, walkable connections between different uses and adjacent neighborhoods.</li> </ul>



## Future Development Map Designation Highway Commercial Areas



<p><b>Vision:</b> To promote diversified economic and employment opportunities for Pembroke residents; to improve quality of life and contribute to the City's economic independence.</p>		
<p><b>Description/Location:</b></p>	<p>Developed or undeveloped land paralleling the route of a street or highway. Highway 67 to Rogers Road and Highway 280 running east and west. Areas that already, or are likely to, experience uncontrolled strip development if growth is not properly managed. These areas are characterized by a high degree of access by vehicular traffic and on-site parking; as well as a low degree of open space.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Regional Retail</li> <li>• Office</li> <li>• Appropriate Industrial</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Appropriate Business</li> <li>• Employment Options</li> <li>• Transportation Alternatives</li> </ul>	
<p><b>Issues and Opportunities</b></p> <ul style="list-style-type: none"> <li>• Growth rate is limited by the lack of job opportunities within the City.</li> <li>• The City lacks a skilled labor force and has limited diversity in its employment opportunities for local residents.</li> <li>• There is a need for increases in education and training opportunities.</li> </ul>	<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Support improvement and continue to produce a qualified labor force.</li> <li>• Encourage the school to implement a joint enrollment program with local technical colleges and explore offering satellite courses at local facilities.</li> <li>• Encourage entrepreneurship opportunities and promote tourism within the community.</li> </ul>	<p><b>Implementation Measures</b></p> <ul style="list-style-type: none"> <li>• Identify businesses to recruit and support that best suit the community.</li> <li>• Utilize incentive packages to promote the City, the existing industrial park, and attract businesses.</li> <li>• Create policies and programs to support entrepreneurial activities.</li> <li>• Identify workforce training resources to match the need of the local workforce. This may be from formal educational programs, private providers, specialized workforce training, or other sources.</li> </ul>



## Future Development Map Designation *Historic Pembroke Areas*



<p><b>Vision:</b> To promote and preserve the historic areas and structures that help to define Pembroke's Character.</p>		
<p><b>Description/Location:</b></p>	<p>The historic district contains features, landmarks, civic and/or cultural uses of historic interest. Historic Pembroke, which closely resembles the original town boundaries, is the focal point of the community. This area will continue to be an attractive, mixed-use, pedestrian-friendly place; where people choose to gather for civic activities, dining, work, and entertainment.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Mixed-Use</li> <li>• Parks</li> <li>• Single-Family Detached Residential</li> <li>• Public/Institutional</li> <li>• Neighborhood Commercial</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Traditional Neighborhoods</li> <li>• Heritage Preservation</li> <li>• Infill Development</li> <li>• Appropriate Business</li> <li>• Sense of Place</li> </ul>	
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• There is the concern that future widening of vehicular lanes or a bypass will negatively impact Downtown Pembroke.</li> <li>• There is a need for revitalization or upgrade to some neighborhoods and structures in the downtown.</li> <li>• Pembroke does not have a Historic Preservation Commission.</li> <li>• Pembroke's Revitalization Committee is dormant.</li> <li>• There is a need for alternative modes of transportation, such as bike trails and walking paths.</li> <li>• The City lacks public transportation, busing, etc., except for senior citizens.</li> <li>• Parking in downtown district.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to consider the vitality of downtown Pembroke as it relates to any new transportation projects.</li> <li>• Promote the efficient use of land by promoting well-designed, pedestrian-friendly, development patterns with a mix of uses and efficient, creative land uses, recognizing the contribution of the historic character of the downtown community.</li> <li>• Investigate alternative transportation options for the community.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft a regional corridor management plan for Highways 280, 67 &amp; 119.</li> <li>• Identify existing substandard structures and take appropriate measures.</li> <li>• Investigate ways to encourage reinvestment in historic downtown.</li> <li>• Activate the Revitalization Committee and form a Historic Preservation Commission.</li> <li>• Install bicycle storage facilities in Downtown Pembroke.</li> <li>• Improve sidewalks and streetscapes in Downtown Pembroke to enhance the scenic experience and promote walking.</li> <li>• Continually gauge public support for the need and/or demand for public transit.</li> <li>• Conduct a parking study, including projections of future supply and demand.</li> </ul>



## Future Development Map Designation Industrial Areas



<p><b>Vision:</b> Industrial, commercial, research and development, and office opportunities will exist for both business and employees, taking advantage of the City's access to regional transportation, while providing attractive landscaping and signage that will enhance the aesthetics and provide a comfortable transition between adjacent uses.</p>		
<p><b>Description/Location:</b></p>	<p>The prime location for industry recruitment and relocation is typically located within planned industrial parks—J. Dixie Harn and areas north of Highway 280 East, extending to the City limits—with the exception of any industrial users currently operating at separate sites.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Industrial</li> <li>• Regional Retail</li> <li>• Office</li> <li>• Commercial</li> <li>• Public/Institutional</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Appropriate Business</li> <li>• Employment Options</li> <li>• Regional Solutions</li> <li>• Regional Cooperation</li> <li>• Growth Preparedness</li> </ul>	
<p><b>Issues and Opportunities</b></p>	<p><b>Policies</b></p>	<p><b>Implementation Measures</b></p>
<ul style="list-style-type: none"> <li>• There is a need for new industry and jobs.</li> <li>• The City should consider zoning more land for industrial uses.</li> <li>• Majority of workers commute outside of Pembroke for employment.</li> <li>• There is a need for increases in education and training opportunities.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Support the creation of job opportunities in the City and County so that people who live here can also work here.</li> <li>• Encourage the Board of Education to implement a joint enrollment program with local technical colleges and explore offering satellite courses at local facilities.</li> <li>• Consider the growth of the area's regional ports and their economic impacts.</li> <li>• Explore zoning map amendments to better address industrial use needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Address needs of existing businesses to improve local environment for business retention and expansion.</li> <li>• Utilize incentive packages to promote the City, the existing industrial park, and attract businesses.</li> <li>• Identify a niche market and promote that to potential businesses/industries.</li> <li>• Survey the local workforce to determine composition, worker satisfaction, commuting patterns, etc. of the local labor force.</li> <li>• Identify workforce training resources to match the need of the local workforce. This may be from formal educational programs, private providers, and specialized workforce training.</li> </ul>



## Future Development Map Designation *Suburban Developing Areas*



<p><b>Vision:</b> To promote the management of remaining rural character while allowing for new orderly and compatible development to accommodate growth and a diverse population.</p>		
<p><b>Description/Location:</b></p>	<p>Areas where growth pressures result in typical types of suburban residential development. These areas are spread throughout Pembroke and include newly annexed areas and/or areas close to the City limits. Characterized by low pedestrian orientation, low traffic volumes and larger open spaces for recreation and outdoor use.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Low to Medium Density Residential</li> <li>• Mixed-Use</li> <li>• Conservation Subdivisions</li> <li>• Neighborhood Commercial in Nodes</li> <li>• Parks/Recreation</li> <li>• Open Space</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Growth Preparedness</li> <li>• Traditional Neighborhoods</li> <li>• Transportation Alternatives</li> <li>• Open Space Preservation</li> <li>• Housing Opportunities</li> <li>• Appropriate Businesses</li> </ul>	
<p><b>Issues and Opportunities</b></p>	<p><b>Policies</b></p>	<p><b>Implementation Measures</b></p>
<ul style="list-style-type: none"> <li>• The City needs more housing options for seniors.</li> <li>• Explore opportunities for Age in Place.</li> <li>• Preservation of natural resources is becoming increasingly important due to development pressures.</li> <li>• The City must consider future growth in relation to service availability.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement partnerships with private corporations, non-profit organizations, government organizations, and other agencies to offer affordable housing, senior housing and special needs housing for residents.</li> <li>• Promote the efficient use of land through well-planned development that contributes to the rural character of the City.</li> <li>• Encourage proposed developments to locate in areas adequately served by public facilities.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively manage growth and governmental expenditures through the orderly expansion of water and sewer services.</li> <li>• Consider ordinance to require new developments to provide a percentage of units for affordable housing.</li> <li>• Provide incentives to developers to conserve open and greenspace, linking together open space networks.</li> <li>• Analyze financial impacts of growth to help determine types of development patterns desired and needed.</li> <li>• Continue working with private, non-profit and other government organizations to offer housing options.</li> </ul>



## Future Development Map Designation *Traditional Neighborhood Areas*



<b>Vision:</b> To encourage new development and redevelopment that accentuates the neighborhood and existing traditional features.		
<b>Description/Location:</b>	Residential areas in older parts of the community, including various neighborhoods spread throughout Pembroke. Characteristics of these areas consist of high pedestrian orientation, sidewalks, street trees, small regular lots, open space and neighborhood parks.	
<b>Specific Land Uses:</b>	<b>Quality Community Objectives:</b>	
<ul style="list-style-type: none"> <li>• Small Lot, Single-Family</li> <li>• Multi-Family</li> <li>• Home Occupations</li> <li>• Parks</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional Neighborhoods</li> <li>• Infill Development</li> <li>• Sense of Place</li> <li>• Housing Opportunities</li> <li>• Appropriate Businesses</li> </ul>	
<b>Issues and Opportunities</b>	<b>Policies</b>	<b>Implementation Measures</b>
<ul style="list-style-type: none"> <li>• There is a need for revitalization or upgrade to some neighborhoods and housing in the City.</li> <li>• The City needs more housing options for seniors.</li> <li>• Explore opportunities for Age in Place.</li> <li>• The City has an overabundance of manufactured housing.</li> <li>• Code enforcement for blighted areas needs improving.</li> <li>• Rising costs of housing and rental market.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to implement partnerships with private corporations, non-profit organizations, government organizations, and other agencies to offer affordable housing, senior housing and special needs housing for residents.</li> <li>• Offer incentives to developers to provide affordable housing.</li> <li>• Create and encourage affordable housing opportunities to ensure that all of those who work in the community have a viable choice or option to live in the community.</li> <li>• Implement an education and outreach program for the public to promote quality housing and encourage home-ownership.</li> <li>• Work to establish other housing options for its residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct a housing inventory study to identify which structures are in need of repair and take appropriate measures.</li> <li>• Create small area plans for traditional neighborhoods and the redevelopment of older neighborhoods.</li> <li>• Adopt design standards and landscaping guidelines.</li> <li>• Continue working with private, non-profit and other government organizations to offer housing options.</li> <li>• Investigate available programs and funding sources to stimulate redevelopment.</li> <li>• Adopt and implement a capital improvement plan for improving public facilities such as roads, sidewalks, bike lanes and other recreational amenities that would benefit residential neighborhoods.</li> <li>• Explore more funding for increases in staffing resources.</li> </ul>





# Future Development City of Pembroke Bryan County Georgia

DRAFT



- Legend**
- City Boundary
  - ACUB Boundary
  - State Highway
  - Roads
  - Rivers and Streams
  - Lakes and Ponds
  - Pembroke Future Development**
  - Conservation
  - Educational Campus
  - Gateway
  - Highway Commercial
  - Historic Pembroke
  - Industrial
  - Suburban Developing
  - Traditional Neighborhood
  - County Future Development
  - Corridor/Gateway
  - Rural Residential/Agriculture
  - Conservation

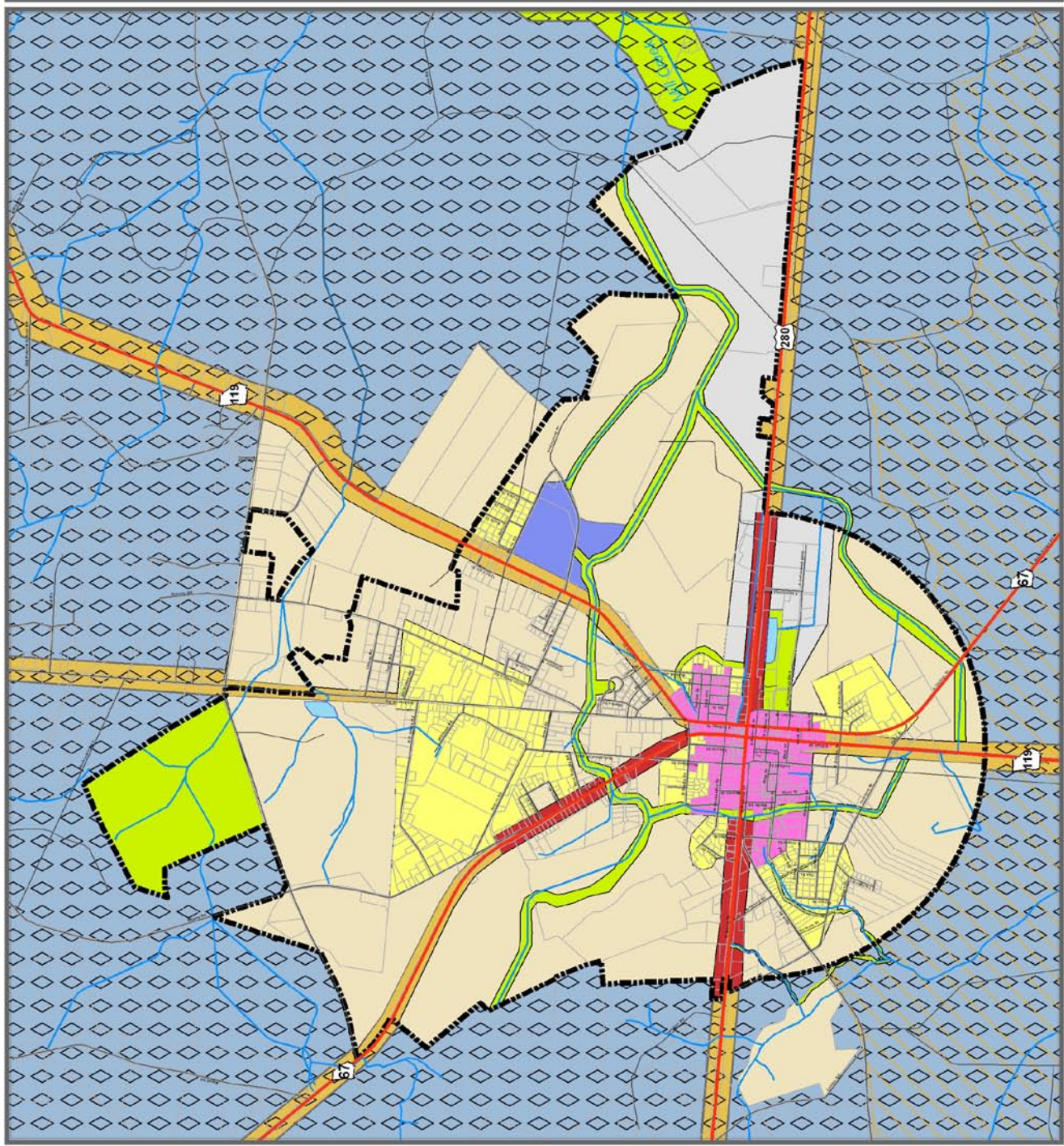


**Coastal Georgia  
Regional Development Center**

Geographic Information System Technology Department  
June 2003

Source: City of Pembroke &  
Coastal Georgia Regional Development Center

DISCLAIMER: This map is for informational purposes only. It is not intended to be used as a legal document. The City of Pembroke and the Coastal Georgia Regional Development Center are not responsible for any errors or omissions on this map. The map is subject to change without notice.





## Quality Community Objectives

Because not all of the issues and opportunities within a community can be geographically tied to an area on a Future Development Map, it is necessary to consider how these concerns apply throughout the City of Pembroke.

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, and 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*



<p><b>Vision:</b> To promote quality growth, affordability and a sense of place throughout the City of Pembroke, while continuing to provide effective and efficient service delivery to all residents.</p>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Traditional Neighborhood</li> <li>• Infill Development</li> <li>• Sense of Place</li> <li>• Transportation Alternatives</li> <li>• Regional Identity</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>• City-Wide</li> </ul>
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• There is a need for new industry and jobs.</li> <li>• The City should consider zoning more land for industrial uses.</li> <li>• The City needs to promote orderly development.</li> <li>• The City has an overabundance of manufactured housing.</li> <li>• Majority of workers commute outside of Pembroke for employment.</li> <li>• Public water and sewer systems are important to support future growth needs.</li> <li>• Costs of new service provision are often not considered in new development.</li> <li>• Pembroke should consider the impacts of Fort Stewart.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage a mix of business and industrial uses.</li> <li>• Support implementation of our Master Plan and adherence to our Future Development Map.</li> <li>• Establish other housing options for its residents.</li> <li>• Support the creation of job opportunities in the City and County so that people who live here can also work here.</li> <li>• Promote awareness and consideration of buffer zones adjacent to Fort Stewart.</li> <li>• Encourage proposed development to locate in areas adequately served by public and community facilities.</li> <li>• Evaluate development projects for the impact on public facilities and services.</li> </ul>	<ul style="list-style-type: none"> <li>• Prepare a targeted market strategy for the desired type of business and industry.</li> <li>• Survey the local workforce to determine composition, worker satisfaction, commuting patterns, etc. of the local labor force.</li> <li>• Consider the Army Compatible Use Buffer (ACUB) as growth continues and the City's boundaries expand.</li> <li>• Effectively manage growth and governmental expenditures through orderly expansion of water and sewer services.</li> <li>• Analyze financial impacts of growth to help determine types of development patterns.</li> <li>• Adopt and implement a capital improvement plan for developing or improving public facilities such as roads, sidewalks, bike lanes, and other amenities.</li> </ul>



## Quality Community Objective Resource Conservation



<p><b>Vision:</b> To preserve, protect and promote the City's natural, historic and cultural resources with special consideration to the rural character inherent to the City of Pembroke.</p>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Heritage Preservation</li> <li>• Open Space Preservation</li> <li>• Environmental Protection</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>• City-wide</li> </ul>
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• Preservation of natural resources is becoming increasingly important due to development pressures.</li> <li>• Natural and cultural resources are not being improved, enhanced, or promoted.</li> <li>• Citizens are unaware of natural and cultural resources and their significance.</li> <li>• Pembroke is losing its remaining rural character due to rapid growth and development.</li> <li>• Historic resources lack appropriate preservation protections.</li> <li>• Many residents have complaints related to water rates.</li> <li>• Existing parks and trails need enhanced connectivity to communities and other regional trail networks.</li> </ul>	<ul style="list-style-type: none"> <li>• Protect, preserve and enhance our natural resources by controlling the location of proposed developments.</li> <li>• Explore opportunities to incorporate recreational and greenspace land use as an integral facet of the community's land use plan.</li> <li>• Promote opportunities for passive recreation.</li> <li>• Promote the protection of historic resources.</li> <li>• Support education and awareness of water conservation.</li> <li>• Explore opportunities to increase our recreational activities by considering potential sites for parks, trail connectivity, and other outdoor recreational opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a conservation subdivision ordinance.</li> <li>• Modify subdivision regulations to require the preservation of sensitive natural areas.</li> <li>• Require green and open space as part of large developments.</li> <li>• Incorporate recreational and greenspace land use as an integral facet of the community's land use plan.</li> <li>• Identify historic resources and take measures to protect and promote them.</li> <li>• Raise public awareness and have educational information on conserving water.</li> <li>• Set aside designated areas for a variety of park, trail and recreational activities.</li> </ul>



## Quality Community Objective *Social and Economic Development*



<p><b>Vision:</b> To enhance the quality of life for all Pembroke residents and visitors—improving economic opportunity, housing diversity and sense of community.</p>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Growth Preparedness</li> <li>• Appropriate Businesses</li> <li>• Employment Options</li> <li>• Housing Opportunities</li> <li>• Educational Opportunities</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>• City-wide</li> </ul>
<b>Issues and Opportunities</b>	<b>Policies</b>	<b>Implementation Measures</b>
<ul style="list-style-type: none"> <li>• Economic efforts do not focus on helping grow local small businesses</li> <li>• Business recruitment and retention is not active or successful</li> <li>• Population by presence of Fort Stewart</li> <li>• The City lacks sufficient facilities for cultural and civic activities.</li> <li>• The City continues to update its website to increase accessibility and usability.</li> </ul>	<ul style="list-style-type: none"> <li>• Support local businesses that draw tourists off the interstate and into our community, such as bed and breakfasts, antique and boutique shops, etc.</li> <li>• Consider the growth of the area’s regional ports and their economic impacts.</li> <li>• Support opportunities for military families and retirees regarding employment, recreation, health, etc.</li> <li>• Support opportunities to increase cultural activities by considering sites for arts, activities, performances and other social and cultural gatherings, such as a multi-purpose building for various functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Identify a niche market and promote that to potential businesses/industries.</li> <li>• Address needs and problems of existing businesses to improve local environment for business retention and expansion.</li> <li>• Plan for making Downtown Pembroke a wireless community.</li> <li>• Allocate funding to the Better Hometown program</li> <li>• Promote the activities and events of the Better Hometown Program.</li> <li>• Create programs to employ and encourage opportunities for military spouses.</li> <li>• Complete renovations to the Tos (Billy Miles) Theater and convert to use as community center.</li> <li>• Construct a recreational complex for community activities.</li> </ul>



## Quality Community Objective Governmental Relations



<p><b>Vision:</b> 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 Pembroke residents and business-owners.</p>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Solutions</li> <li>• Regional Cooperation</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>• City-wide</li> </ul>
<p><b>Issues and Opportunities</b></p>	<p><b>Policies</b></p>	<p><b>Implementation Measures</b></p>
<ul style="list-style-type: none"> <li>• As the City continues to grow, consolidating services becomes an option for improved efficiency of service provision.</li> <li>• There is a lack of coordination with the County, particularly in the areas of public safety, economic development agencies, efforts and initiatives, and land use planning and development review.</li> <li>• Improved communication is needed with other agencies and government authorities</li> <li>• Opportunities exist to increase efforts of regional coordination and cooperation.</li> <li>• More staffing is needed for the City of Pembroke.</li> <li>• More training is needed for City Planning &amp; Zoning Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Support service and information sharing with other public entities within the jurisdiction.</li> <li>• Increase our community's cooperation, communication and coordination with local municipalities and jurisdictions, and citizen, nonprofit and social service organizations with regards to planning and all types of development.</li> <li>• Explore options for increasing City staffing.</li> <li>• Consider consolidating some services to increase overall efficiency, such as planning, zoning, code enforcement, water/ sewer, fire protection and building inspections.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the Joint Comprehensive Plan.</li> <li>• Identify areas of planning coordination and consolidation with the County and Richmond Hill.</li> <li>• Establish a mediation process or an informal means to resolve conflicts with the County and/or City of Richmond Hill.</li> <li>• Participate in a coordinated development review process with the County.</li> <li>• Participate in a Bryan County Intergovernmental Council to meet, possibly twice a year to evaluate performance and services; identify goals; discuss issues; and encourage accountability.</li> <li>• Explore more funding for increases in staffing resources.</li> <li>• Explore more training opportunities for Planning &amp; Zoning Board.</li> </ul>



## Issues and Opportunities

Identifying issues and opportunities is only one piece of a thorough and effective Comprehensive Plan. 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.*

The following listing contains the issues and opportunities originally adapted from Pembroke's 2007-2008 Community Assessment, revised through the participation of the citizens' Advisory Committee. Over a series of four Advisory Committee meetings, the original list of issues and opportunities was refined, based on committee input and staff administrative knowledge.

The Issues and Opportunities are categorized according to eight community elements, as defined by DCA's Local Planning Requirements. These elements include Population Growth, Economic Development, Housing, Natural Resources, Cultural Resources, Community Facilities and Services, Intergovernmental Coordination, and Transportation. The Community Agenda also considers a ninth element—Development Patterns. The eight DCA-outlined elements impact all future land use and development patterns. The Development Pattern element was included to address long-range concerns for growth and development in the City of Pembroke.

### Development Patterns

- *Industrial Growth*

As there is a need for new industry and jobs, the City should consider zoning more land for industrial uses.

- *Orderly Development*

The City's policies and ordinances need to promote orderly development patterns. Many citizens indicate a desire to continue centralized development and promote connectivity.

- *Downtown Parking*

Parking availability in the downtown district needs to be further studied. One way parking concerns can be addressed is to pursue Georgia Department of Transportation's (GDOT) Transportation Enhancement (TE) grants.

### Population

- *Limited Growth Rate*

The growth rate is limited by the lack of job opportunities within the City of Pembroke.

- *Population Presence of Fort Stewart*

The addition of new living quarters on Fort Stewart limits the ability of military families and retirees to move to Pembroke due to the related decrease in the cost of living allowance.



## **Economic Development**

- *Commuting Patterns*

A majority of the labor force commutes outside of the City of Pembroke for employment, indicating a lack in job opportunities within the City.

- *Skilled Labor Force*

Not only does the City lack a skilled labor force, it also has limited diversity in its employment opportunities for local residents.

- *Small Business Growth*

There is limited effort focused on helping grow and support local small businesses, resulting in decreased economic development throughout the City.

- *Business Recruitment and Retention*

Business recruitment and retention efforts are not active or successful in the City of Pembroke.

- *Education and Training*

Although higher education and technical training opportunities are available, there continues to be a need for these services. Nearby facilities include: Georgia Southern University in Statesboro; Ogeechee Technical College, also located in Statesboro; and Savannah Technical College, which has campuses located in Savannah, Hinesville/Fort Stewart and Effingham County.

## **Housing**

- *Neighborhood Revitalization*

There is a need for neighborhood revitalization in some older neighborhoods of Pembroke. The need for revitalization includes dwellings that are substandard, dilapidated and decaying, most of which consist of manufactured housing. Other examples of substandard housing include properties with inadequate water and sewer services.

- *Housing Options for Seniors*

The City needs more housing options for seniors. In addition, as the desire for seniors to “age in place,” becomes increasingly popular, Pembroke should consider exploring opportunities that would allow the elderly to age at home. Updates in zoning and changes to allowable uses would help fill that need.

- *Manufactured Housing*

The City of Pembroke retains a large stock of manufactured housing. While this type of housing does help meet the affordable housing needs of many residents, there continues to be a lack of diversity in the City’s housing stock. Diversity and affordability are two key issues for this growing housing market.

In addition, the City does not wish to continue this reliance on manufactured housing. This housing type is desired due to its potential negative impact on surrounding property values.

- *Cost of Housing*

As throughout coastal Georgia, the rising costs of housing and property contribute to affordability problems for Pembroke residents. Similarly, there is limited rental property available in Pembroke.





## **Natural Resources**

- *Education and Awareness*

Citizens are unaware of natural resources and their significance. As a result, these resources are not being improved, enhanced, or promoted.

- *Protection of Sensitive Areas*

Current development practices are not sensitive to natural resources. The City must make preserving its natural resources a priority as these areas; which include environmentally-sensitive areas such as farmland, forestland, and wetlands; are being lost due to encroachment of new development.

## **Cultural Resources**

- *Civic Facilities*

Pembroke lacks civic facilities and cultural resources for use as gathering space. As such, there is a need for a venue or gathering place for performances, local artists, musicians, bands and other special events.

- *Historic Preservation*

Pembroke does not have a Historic Preservation Commission, and there are few efforts to promote historic preservation. The City should continue to promote the preservation of its historic and cultural resources.

- *Revitalization*

The City of Pembroke's Revitalization Committee is dormant. An active Revitalization Committee could support historic preservation efforts as stated as needed above.

- *Education and Awareness*

Citizens are unaware of Pembroke's cultural and historic resources and their significance. As a result, these resources are not being improved, enhanced, or promoted.

- *Protection of Sensitive Areas*

Current development practices are not sensitive to cultural resources. The City must make preserving its cultural resources a priority as these areas are being lost due to encroachment of new development.

## **Community Facilities and Services**

- *Public Transportation*

There is limited public transportation, including busing, throughout the City of Pembroke. However, the City does have access to public transportation for senior citizens.

- *City Website*

Pembroke's website needs to be maintained and updated more frequently. By continually updating the City's website, citizens, visitors and potential business interests will have improved access to the City and its resources. A current website will also increase usability.

- *Service Provision*

The City of Pembroke must consider the cost of providing facilities and services for new developments, especially as it relates to gaps in service provision. Such gaps include inadequate public facilities, limited groundwater supply, longer response times for emergency services and longer travel and commuting times for residents.



- *Code Enforcement*

The City's code enforcement for blighted areas needs to be improved to improve aesthetics, health and safety concerns, as well as overall quality of life.

- *Water Rates*

Pembroke residents often complain about the City's water rates.

- *Staffing*

As the City continues to experience growth, additional staff will be needed to maintain service levels and continue efficient government performance.

## **Intergovernmental Coordination**

- *Regional Coordination and Cooperation*

There is a lack of regional coordination with the County, particularly in the areas of public safety, economic development agencies, efforts and initiatives, and land use planning and development review.

- *Improved Communication*

Improved communication is needed with other agencies and government authorities.

- *Geographical Issues*

There is the perception of a geographical split within Bryan County due to the presence of Fort Stewart, which often results in a duplication of services.

## **Transportation**

- *Public Transportation*

The City currently lacks public transportation opportunities. With increasing growth leading to continued congestion throughout the City, the lack of public transportation means limited transportation choices as well as access to housing, jobs, services, goods, health care and recreation. Pembroke is fortunate in that the presence of the railroad provides the potential for future public transportation services.

- *Alternative Modes of Transportation*

Because there are limited alternative forms of transportation opportunities for Pembroke residents, the City should support such efforts, including local trail networks, better connectivity to existing trails and communities, and regional trail networks. In addition, there is an opportunity to install trails to run contiguous to the existing canals throughout the City.

- *Bicycle/Pedestrian Safety Education and Facilities*

There is a need for increased education regarding bicycle and pedestrian safety. Also, downtown Pembroke needs to install bicycle and pedestrian facilities, such as bike storage facilities, to promote walkability and less of a reliance on the automobile.



## 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 Pembroke 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 the City 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 not 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 Pembroke Short Term Work Program

## 2008-2012

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
<b>DEVELOPMENT PATTERNS</b>								
Conserve, protect, and manage the land use resources of the community for optimum public benefit	x	x	x	x	x	City	\$5,000	General Funds
Update Comprehensive Plan and solid waste plan	x	x				City	\$15,000	General Funds; DCA
Coordinate with County to update land use plan and maps	x	x				City & County	\$25,000	General Funds
Update Pembroke future land use map	x	x				City	\$10,000	General Funds
Adopt architectural and design overlay ordinances for important gateways and corridors	x	x				City	\$10,000	General Funds
Improve sidewalks and streetscapes to enhance the scenic experience and promote walking	x	x	x	x	x	City	\$2,000 annually	General Funds; SPLOST
Continue to promote pedestrian orientation with strong, walkable connections between different uses and adjacent neighborhoods	x	x	x	x	x	City	\$2,000	General Funds
Adopt design standards and landscaping standards	x	x	x			City	\$5,000	General Funds
Effectively manage growth and governmental expenditures through the orderly expansion of water and sewer services	x	x	x	x	x	City	\$5,000	General Funds
Analyze financial impacts of growth to help determine types of development patterns desired and needed	x	x	x			City	\$5,000	General Funds
<b>ECONOMIC DEVELOPMENT</b>								
Assess the feasibility of developing incentive program to attract medical practitioners			x	x	x	City	\$2,000	General Funds
Support efforts of downtown development authority to revitalize downtown area	x	x	x	x	x	City	\$10,000	General Funds; DCA; SPLOST
Support Bryan-Pembroke Development Authority efforts to attract jobs and industry	x	x	x	x	x	City	\$1 million	General Funds; DCA; SPLOST; EDA
Support efforts of downtown development authority to establish a revolving loan fund	x	x				City	\$5,000	General Funds; DCA; SPLOST
Work with the Development Authority of Bryan County to attract light industry to the Pembroke Industrial Park	x	x	x	x	x	City	\$5,000	General Funds; DCA; SPLOST



Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
<b>ECONOMIC DEVELOPMENT</b>								
Cooperate with state and local school authorities and local employers to identify and achieve practical improvements in curricula and work force skills. Coordinate improvements in curricula which will affect workforce skills	x	x	x	x	x	City and Board of Education	\$5,000	General Funds
Coordinate with local, regional and state economic development authorities to identify and achieve "targeted" industrial development services	x	x	x	x	x	City	\$50,000	General Funds
Support efforts of the Development Authority of Bryan County to plan a local economic development workshop that brings together local, regional and state economic development resources	x	x				City and Development Authority	\$10,000	SPLOST; EDA
Continue to build relations with Fort Stewart	x	x	x	x	x	City	\$2,000	General Funds
Support private sector efforts to establish a new commercial district north of Pembroke on Highway 67 to attract travelers to Fort Stewart and Interstate 16	x	x	x	x		City and Private Sector	\$500,000	General Funds; Private Funds
Continue to give relevant Pembroke City employees and local officials training in available economic development tools	x	x	x	x	x	City	\$5,000	General Funds
Continue to support and encourage City employees to utilize the employee education incentive program and to take advantage of the High School Outreach Program for Literacy	x	x	x	x	x	City	\$5,000	General Funds
Support efforts of the Development Authority of Bryan County to establish relationships with local retired persons with economic development knowledge to be volunteer business and development advisors	x	x	x	x	x	City and Development Authority	\$10,000	General Funds; DCA; SPLOST
Develop and implement a tourism and marketing plan	x	x	x	x	x	City	\$25,000	General Funds; DCA
Actively recruit and support businesses that best suit the community	x	x	x	x	x	City	\$5,000 annually	General Funds; DCA
Utilize incentive packages to promote the City, the existing industrial park, and attract businesses	x	x	x	x	x	City	\$5,000 annually	General Funds; Chamber of Commerce
Create policies and programs to support entrepreneurial activities	x	x	x	x	x	City	\$2,000 annually	General Funds



Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
<b>ECONOMIC DEVELOPMENT</b>								
Identify workforce training resources to match the need of the local workforce. This may be from formal educational programs, private providers, specialized workforce training, or other resources	x	x	x	x	x	City	\$10,000	General Funds; School Taxes; US Departments of Commerce; Labor; Agriculture
Support a city-wide Adopt-a-Highway and Clean and Beautiful Program			x	x	x	City	\$5,000	General Funds
Continue to work with Fort Stewart on promoting Pembroke for enlisted affordable housing and commercial establishments	x	x	x	x	x	City and Fort Stewart	\$2,000	General Funds
Establish partnership with Georgia Southern University, Armstrong Atlantic University, SCAD, UGA and Georgia Tech to accomplish economic development goals			x	x	x	City and Development Authority	\$10,000	General Funds; DCA
Address needs of existing businesses to improve local environment for business retention and expansion	x	x	x	x	x	City	\$3,000	General Funds
Identify a niche market and promote that to potential businesses/industries	x	x	x	x	x	City	\$25,000	General Funds; DCA
Continue to support the activities and events of the Better Hometown Program and to allocate funding to the program	x	x	x	x	x	City	\$2,000 annually	General Funds; DCA
Explore making Downtown Pembroke wireless	x	x				City	\$2,000	General Funds
Support the improvement of the education attainment, general health and income levels of the community's population, to produce optimum public benefits such as living wages and full time employment opportunities	x	x	x	x	x	City	\$2,000	General Funds
Survey the local workforce to determine composition, worker satisfaction, commuting patterns, etc. of the local labor force	x	x	x			City	\$5,000	General Funds
<b>HOUSING</b>								
Conduct a housing inventory study to identify which structures are in need of repair and take appropriate measures	X	X				City	\$10,000	General Funds; DCA
Identify blighted areas for planning purposes and to encourage upgrading	X	X	X	X	X	City	\$5,000	General Funds; DCA
Rehabilitate, maintain and preserve old historic residential neighborhoods	X	X	X	X	X	City	\$5,000	General Funds; DCA
Coordinate with local, regional and state housing authorities to identify and to achieve improved private and public housing choices	X	X	X	X	X	City and Housing Authority	\$5,000	General Funds; DCA
Pembroke will aid the public with rental accessibility and affordable housing options	X	X	X	X	X	City and Housing Authority	\$5,000	General Funds; DCA



Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
<b>HOUSING</b>								
Develop and adopt plan to provide infrastructure to serve growing population	X	X				City	\$10,000	General Funds; DCA
Develop and adopt guidelines to manage growth in City	X	X				City	\$10,000	General Funds; DCA
Support efforts of Pembroke Housing Authority	X	X	X	X	X	City	\$5,000	General Funds
Work with developers to upgrade current housing stock for low-moderate income areas	X	X	X	X	X	City and Housing Authority	\$5,000	DCA; CHIP
Work with developers to expand low-income housing options	X	X	X	X	X	City and Housing Authority	\$5,000	DCA; CHIP
Conduct a housing needs assessment	X	X				City and Housing Authority	\$10,000	General Funds; DCA
Create small area plans for traditional neighborhoods and the redevelopment of older neighborhoods	X	X	X	X	X	City	\$10,000	General Funds; DCA
Continue to work with private, non-profit and other government organizations to offer housing options	X	X	X	X	X	City	\$2,000	General Funds
Investigate available programs and funding sources to stimulate redevelopment	X	X	X	X	X	City	\$2,000	General Funds
Consider an ordinance to require new developments to provide a percentage of units for affordable housing	X	X				City	\$2,000	General Funds
<b>NATURAL &amp; CULTURAL RESOURCES</b>								
In cooperation with the County Environmental Sanitarian, identify all point-source and non-point source environmental pollution hazards, unplugged wells and other potential pollutants of groundwater recharge areas (into shallow aquifer); adopt local remedial programs and pollution control regulations	X	X	X			City	\$1,000	General Funds; DCA
Support local efforts to obtain National Register of Historic Places registration for appropriate privately and publicly owned historical, architectural and archeological properties	X	X	X			City	\$2,000	General Funds
Construct a recreation complex: nature trails, bike paths, and passive recreation	X	X	X	X	X	City	\$100,000	General Funds; DCA; LWCF; USDA
Coordinate with state and federal authorities to better define high-value and productive wetlands, and to implement all applicable wetlands and floodplain regulations	X	X	X			City	\$1,000	General Funds; DCA; DNR



Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
<b>NATURAL &amp; CULTURAL RESOURCES</b>								
Expand streetscape project to entire downtown area along Hwy 280, Hwy 67 and College Street	X	X	X	X	X	City	\$250,000	General Funds; DCA; DOT; OneGeorgia
Renovate Tos (Billy Miles) Theater; convert to use as community center	X	X	X			City	\$100,000	General Funds; DCA; OneGeorgia
Implement measures to protect valued natural, cultural and historic resources through local inventories, assessments and ordinances	X	X	X	X	X	City	\$5,000 annually	General Funds; USDA; DCA; DNR
Set aside designated areas for a variety of park and recreation activities	X	X	X			City	\$2,000 annually	General Funds; USDA; DNR
Adopt a conservation subdivision ordinance	X	X				City	\$5,000	General Funds
Modify subdivision regulations to require the preservation of sensitive natural areas	X	X	X			City	\$5,000	General Funds
Create incentives for developers to link greenspace together, creating a publicly accessible network	X	X	X			City	\$5,000	General Funds
Adopt the Bryan County Bicycle and Pedestrian Plan and implement the recommendations in the plan	x	x				City	\$5,000	General Funds; DOT
Provide incentives to developers to conserve open and greenspace, linking together open space networks	x	x	x	x	x	City	\$5,000	General Funds
Investigate ways to encourage reinvestment in historic downtown	x	x	x	x	x	City	\$5,000	General Funds
Activate the Revitalization Committee and form a Historic Preservation Committee	x	x	x			City	\$5,000	General Funds
Develop heritage tourism opportunities	x	x	x			City	\$5,000	General Funds
<b>COMMUNITY FACILITIES &amp; SERVICES</b>								
Upgrade City parks	x	x	x	x	x	City	\$50,000	SPLOST
Update Comprehensive Plan and Solid Waste Plan	x	x				City	\$15,000	General Funds; DCA; SPLOST
Construct new 250,000 gallon elevated storage tank, plus a well; improve distribution via Southside loop; & upgrade 6 inch lines to 8 and 10 inch lines. (southside loop completed; not constructing a tank, but rather upgrading lines)	x	x	x	x	x	City	\$5 million	USDA
City Hall expansion: construct council chamber	x	x	x			City	\$50,000	SPLOST





Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
<b>COMMUNITY FACILITIES &amp; SERVICES</b>								
Fill in oxidation pond at wastewater treatment plant for potential future development	x	x	x	x		City	TBD	General Funds; DCA; SPLOST
Convert open drainage ditches to curb, gutter and underground piping	x	x	x	x		City	\$10,000	SPLOST
Upgrade Shuman St., McRae St., Kelly St., Old Still Rd, and Ware Street	x	x	x			City	\$10,000	SPLOST
Remodel City Hall including making accessibility accommodations	x	x	x			City	\$50,000	SPLOST
Improve sewer system services and capacity as needed	x	x	x	x	x	City	\$100,000	SPLOST; GEFA; OneGeorgia
Explore more funding for increases in city staffing resources	x	x				City	\$2,000	General Funds
Explore more training opportunities for City Planning & Zoning Board	x	x	x	x	x	City	\$2,000 annually	General Funds; DCA
Install bicycle storage facilities in Downtown Pembroke	x	x	x			City	\$7,000	General Funds
Improve sidewalks and streetscapes in Downtown Pembroke to enhance the scenic experience and promote walking	x	x	x	x	x	City	\$2,000 annually	General Funds; SPLOST
Construct new court room facilities	x	x	x	x	x	City	\$50,000	SPLOST
Construct new public safety shooting range			x	x		City	\$20,000	General Funds
Adopt and implement a capital improvement plan for improving public facilities such as roads, sidewalks, bike lanes and other recreational amenities		x	x	x	x	City	\$10,000	General Funds
Conduct a parking study, including projections of future supply and demand		x	x			City	\$5,000	General Funds



# City of Pembroke Report of Accomplishments

## 2003-2007

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
<b>LAND USE</b>					
Amend zoning ordinance to include updated provisions for telecommunications towers	X				
The City will require all new businesses and developers to provide a plan and devices to control their run off in order to minimize immediate non point source pollution hazards	X				
Work with Bryan County to develop a non point source pollution management plan. The City will coordinate w/ USDA Natural Resources division and the DNR EPD	X				
Harmonize all land development and land use zoning activities with the adopted Land Use Plan of the City and County	X				
Assure land developments meet applicable air and water quality, soil erosion and sedimentation control, and wetland requirements	X				
Conserve, protect, and manage the land use resources of the community for optimum public benefit		X			
Develop and implement regulations for billboards	X				
Update Comprehensive Plan and solid waste plan		X			
Coordinate with county to update land use plan and maps		X			
Develop and implement impact fee system				X	Developed a connection fee rather than an impact fee.
Update Pembroke future land use map		X			
Update zoning ordinance	X				



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Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
<b>ECONOMIC DEVELOPMENT</b>					
Support Bryan-Pembroke Development Authority efforts to attract jobs and industry		X			This is an ongoing activity
Support efforts of downtown development authority to revitalize downtown area		X			This is an ongoing activity
Support efforts of downtown development authority to establish a revolving loan fund		X			This is an ongoing activity
Work with Bryan-Pembroke Development Authority to attract light industry to the Pembroke Industrial Park		X			This is an ongoing activity
Cooperate with state and local school authorities, and local employers, to identify and achieve practical improvements in curricula and work force skills. Coordinate improvements in curricula which will affect workforce skills		X			
Improve the J. Dixie Harn Industrial Park				X	Project has been redirected to County
Coordinate with local, regional, and state economic development authorities to identify and to achieve “targeted” industrial development services		X			This is an ongoing activity
Support efforts of Bryan County-Pembroke Development Authority to plan a local economic development workshop that brings together local, regional, and state economic development resources		X			This is an ongoing activity
Support the Middle Coastal Unified Development Authority (MCUDA)				X	Project redirected to Development Authority
Purchase additional property adjacent to industrial park for future expansion				X	Project redirected to Development Authority
Relocate the oxidation and sewage treatment pond to increase the amount of available property at Dixie Harn Industrial Park		X			



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<b>ECONOMIC DEVELOPMENT</b>					
Construct new 250,000 gallon elevated storage tank, plus a well; improve distribution via Southside loop; & upgrade 6 inch lines to 8 and 10 inch lines		X			Completed southside loop. Not constructing a tank, but rather upgrading lines.
Support private sector efforts to pursue attracting a 24 hour medical service				X	Private support fell through
Continue to build relations with Fort Stewart		X			This is an ongoing activity
Support private sector efforts to establish a new commercial district north of Pembroke on Hwy. 67 to attract travelers to Fort Stewart and I-16		X			Ongoing and developing
Relevant Pembroke City employees and local officials will receive training in available economic development tools		X			This is an ongoing activity
Continue to support and encourage City employees to utilize the employee education incentive program		X			This is an ongoing activity
Support the Bryan County Economic Development Authority survey of local businesses	X				
Erect informational signs in the City at key areas w/ landscaping -interstate interchanges				X	Could not accomplish: DOT controlled
Support efforts of Bryan County-Pembroke Development Authority to establish relationships with local retired persons with economic development knowledge to be volunteer business and development advisors		X			This is an ongoing activity
Develop and implement a tourism and marketing plan		X			This is an ongoing activity
Support City-wide Adopt-a-Highway and Clean and Beautiful Programs			X		Currently partnering with Bulloch County



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<b>ECONOMIC DEVELOPMENT</b>					
Develop partnerships with Fort Stewart such as: promote the expansion of City water and sewer services to NCO; promoting Pembroke for enlisted affordable housing and commercial establishments		X			Currently working with Fort Stewart on Affordable Housing
Partnership with Georgia Southern Univ. Armstrong University, SCAD, UGA, and Ga. Tech to accomplish economic development goals			X		Lack of staff resources
Implement selected components of the Downtown Streetscape Plan such as: parking, lighting, signs, landscaping	X				
Human Resources: Support the improvement of the education attainment, general health and income levels of the community's population, to produce optimum public benefits such as living wages and full time employment opportunities		X			This is an ongoing activity
Human Resources: Coordinate with state and local school authorities, and local employers, to identify and achieve practical improvements in curricula and work skills		X			Currently working on tutoring program
Human Resources: Coordinate with local, regional, and state health authorities to identify and to achieve improved public health services		X			This is an ongoing activity
Human Resources: Support the industrial park as a prospective employer of Pembroke residents by providing grounds maintenance	X				
Human Resources: Encourage city employees to take advantage of the High School Outreach Program for Literacy		X			This is an ongoing activity



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<b>ECONOMIC DEVELOPMENT</b>					
Human Resources: Research ways to organize and utilize retired professionals' and volunteers' expansive knowledge in the community		X			This is an ongoing activity
<b>HOUSING</b>					
Encourage the development of higher quality homes due to a latent demand and an estimated 0% vacancy rate in this type of housing in the City limits	X				
Identify blighted areas for planning purposes and to encourage upgrading		X			
Encourage multi-family housing development through zoning and other available means	X				
Rehabilitate, maintain, and preserve old historic residential neighborhoods		X			This is an ongoing activity
Coordinate with local, regional, and state housing authorities to identify and to achieve improved private and public housing choices		X			This is an ongoing activity
Encourage construction cost reductions through innovative designs, such as "zero lot line", duplexes, and other alternatives	X				
The City will aid the public with rental accessibility and affordable housing opportunities		X			This is an ongoing activity
Develop and adopt plan to provide infrastructure to serve growing population		X			
Develop and adopt guidelines to manage growth in Pembroke		X			
Support efforts of Pembroke Housing Authority		X			This is an ongoing activity
Work with developers to upgrade current housing stock for low-moderate income areas		X			This is an ongoing activity



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<b>HOUSING</b>					
Work with developers to expand low-income housing options		X			This is an ongoing activity
Conduct housing needs assessment		X			
<b>NATURAL &amp; CULTURAL RESOURCES</b>					
Develop heritage tourism opportunities				X	Lack of funding and staff resources
Fully utilize the services of the CGRDC Historic Preservation planner as well as services provided through SHPO, DCA, UGA, SCAD, Ga. Trust, and Nat'l. Trust				X	Lack of funding and staff resources
Work toward obtaining the Better Hometown Designation from the DCA	X				
Publish historic inventories, building surveys and evaluations for public knowledge	X				
Support local efforts to obtain National Register of Historic Places registration for appropriate privately and publicly owned historical, architectural and archeological properties		X			This is an ongoing activity
Support local programs to preserve, protect and rehabilitate public and private historical, architectural and archeological resources through local, state and federal tax incentives for property rehabilitation				X	Lack of funding and staff resources
Develop nature trails and promote the establishment of a waterfowl habitat around the city's wetland detention facility				X	Lack of funding and staff resources
Construct a recreation complex: nature trails, bike paths, and passive recreation		X			This is an ongoing activity
Work with the CGRDC to identify scenic views and vistas				X	Deemed not a priority



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<b>NATURAL &amp; CULTURAL RESOURCES</b>					
In cooperation with the county Environmental Sanitarian, identify all point-source and non-point source environmental pollution hazards, unplugged wells and other potential pollutants of groundwater recharge areas (into shallow aquifer); adopt local remedial programs and pollution control regulations		x			
Coordinate the local government's wetland permitting program w/ the federal Environmental Protection Agency (EPA) and U.S. Army Corps of Engineers Section 404 program, by requiring a Corps permit - or an exemption letter before issuing a local building permit that may impinge on wetlands	X				
Coordinate with state and federal authorities to enforce and to implement all applicable air and water quality, soil erosion and sedimentation control regulations	X				
Coordinate with state and federal authorities to better define high-value and productive wetlands, and to implement all applicable wetlands and floodplain regulations		X			
Develop and implement plan to address non point source water pollution				X	Lack of funding and staff resources
Develop and adopt tree ordinance	X				
Expand streetscape project to entire downtown area along Hwy 280, Hwy 67 and College Street		X			This is an ongoing activity
Develop and adopt design guidelines for City, including historic downtown area				X	Lack of funding and staff resources
Renovate Tos (Billy Miles) Theater; convert to use as community center		X			





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<b>NATURAL &amp; CULTURAL RESOURCES</b>					
Support efforts to protect historic buildings in downtown area	X				
Restore Historic Pembroke (Bryan County) Jail: Assess feasibility of pursuing historical designation for city jail / placing jail on historical register	X				
<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
Upgrade police department: staff training, operating procedures and equipment & facilities	X				
Work with County to improve fire protection services in North Bryan County	X				
Replace City vehicles (fire, police & utility) on a regular schedule	X				
Upgrade City parks		X			
Update Comprehensive Plan and Solid Waste Plan		X			
Explore feasibility of providing water and sewer service to expanding NCO facilities at Fort Stewart				X	Deemed not cost-effective
Develop and implement mobile recreation program				X	Deemed not a priority
Develop mini parks in residential neighborhoods	X				Through adoption of PUD; implementing currently.
Recruit student intern to run recreation programs during summer months				X	Went with the YMCA
Acquire land for recreational use	X				
Explore feasibility for commuter train service between Pembroke and Savannah, using existing rail line along Highway 280				X	Deemed not cost effective
Expand City street lighting program into newly-annexed areas	X				
Acquire property for additional public buildings	X				



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<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
Assess the feasibility of developing incentive program to attract medical practitioners			X		Postponed due to funding cuts and government restrictions; will explore in the future
Support efforts of hospital authority to expand medical services	X				
City Hall expansion: construct council chamber		X			
Convert oxidation pond at wastewater treatment plant to recreational use: Sanitize, fill, develop pond & playground, and install playground equipment		X			
Rehabilitate existing water system	X				
Purchase a compactor and bailer to aid in the City recycling program				X	No longer needed due to partnership with Bulloch County
Convert open drainage ditches to curb, gutter and underground piping		X			
Improve drainage on Warnell Street w/ underground piping	X				
Upgrade Shuman St., McRae St., Kelly St., Old Still Rd, and Ware Street		X			
Upgrade the City's computer equipment	X				
Remodel City Hall including making accessibility accommodations		X			
Study and determine whether U.S. 280 needs to be widened				X	Dependent on GDOT
Improve water and sewer services to the north side of the City		X			This is an ongoing activity
Improve sewer system capacity as needed		X			This is an ongoing activity
Extend water & sewer from Harry Hagan & Ash Branch Road; install 2 lift stations; install 5 miles of water main	X				



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<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
Construct new 250,000 gallon elevated storage tank, plus well North of the High School; Improve distribution via looping north & south side; and upgrade 6 inch lines to 8 inch lines		X			
Construct multi-agency safety complex				X	Lack of funding
Computerize all police records	X				
Construct new court room facilities		X			
Pursue certification of police department				X	Lack of funding and staff resources
Enhance community oriented programs: Jr. Police, drug enforcement, fatal vision	X				
Public Safety: construct shooting range			X		Deemed not a priority at this time; to be revisited in the future



## 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 Pembroke. 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**

Pembroke seeks to encourage home-ownership for residents in the City. Through increased efforts to educate the public while simultaneously providing alternative housing options, the City hopes to shift away from a dependence on manufactured housing.

In addition as the City continues to experience rapid growth and development, it is important to educate citizens, developers and local officials on the importance of innovative design, mixed-use development and increased densities, where applicable and appropriate. Because Pembroke has expressed an interest in preserving green space and planning new developments based on infrastructure capacity, the City should consider these priorities in making future land use decisions.

### ***Policies in Support of Development Patterns:***

- Pembroke will investigate ways to educate citizens and encourage home-ownership.
- Pembroke will work to establish other housing options for its residents beyond manufactured housing.
- Pembroke will educate the citizens of our community on the value of higher density, mixed-use and mixed-income neighborhoods in appropriate locations.
- Pembroke will promote the efficient use of land by promoting well-designed, pedestrian-friendly, development patterns with a mix of uses and efficient, creative land uses.
- Pembroke will encourage innovative land use planning techniques to be implemented in building higher densities, mixed-use development and infill development, where applicable.
- Pembroke will promote increases in residential densities in areas that meet community design standards, environmental constraints, and planned infrastructure capacity.
- Pembroke will incorporate recreational and greenspace land use as an integral facet of our community's land use plan.
- Pembroke will promote opportunities for passive recreation.
- Pembroke will encourage developers to be innovative in their plans.
- Pembroke will implement our Master Plan and adhere to our Future Development Map.



## **Population**

As stated throughout the Community Agenda, growth is undeniably coming to the City of Pembroke. In order to prepare for this certain population growth, Pembroke must proactively prepare for the increased demands on infrastructure, facilities and services. By considering the impact of this growth on schools, transportation, housing, the environment and economic development, the City's efforts at comprehensive, long-range planning will mitigate this effect.

Pembroke is also unique in that it must consider the impact of Fort Stewart's presence and military population. Additionally, development patterns should consider the installation's Army Compatible Use Buffer (ACUB), which directs both residential and commercial development based on noise contours and other safety concerns.

### ***Policies in Support of Population Growth:***

- Pembroke will guide development due to population growth by considering infrastructure capacity, both now and in the future.
- Pembroke will prepare for the impacts of population growth through long-range comprehensive planning.
- Pembroke will continue to proactively plan for population growth.
- Pembroke will create opportunities for military families and military retirees—recreational, health, etc.
- Pembroke will be aware of and in consideration of buffer zones to the adjacent Fort Stewart.
- Pembroke will encourage and promote development patterns that meet the needs of active adults considering to relocate or retire here.

## **Economic Development**

Economic development is an important thread of a community's fabric. Pembroke has identified several priorities to pursue in nurturing existing programs throughout the City, including the Development Authority of Bryan County and the North Bryan Chamber of Commerce in Pembroke.

Small business development and recruitment continue to be primary objectives within Pembroke's economic development efforts. However as tourism becomes increasingly vital for economic development, especially along Georgia's coast, Pembroke should seek to carve a niche in this important industry.

In addition, the City of Pembroke benefits from the influx of military families into the community from Fort Stewart. This important contributor to the labor force should be considered in economic development efforts. Throughout the Community Agenda process, improving the City's labor force through coordinated initiatives with local schools and the area's technical colleges was a recurrent concern. Several of these themes are addressed in the Economic Diversification of Bryan County study released by the Georgia Institute of Technology's Enterprise Innovation Institute in 2007.

### ***Policies in Support of Economic Development:***

- Pembroke will make efforts to improve and continue to produce a qualified labor force.
- Pembroke will encourage the Board of Education (BOE) to implement a joint enrollment program with local technical colleges and explore offering satellite courses at local facilities.
- Pembroke will support programs to employ and encourage opportunities for military spouses.
- Pembroke will follow the recommendations as outlined in the Economic Diversification of Bryan County (2007) study.



- Pembroke will encourage entrepreneurship opportunities to promote tourism within the community.
- Pembroke will support local businesses that draw tourists off the interstate and into our community, such as bed and breakfasts, antique and boutique shops, etc.
- Pembroke will consider the growth of the area's regional ports and their economic impacts.

## **Housing**

Housing affordability is an important issue as Pembroke continues to experience growth. While residential growth continues to be the driving force of development within the City, little emphasis has been placed on balancing large developments with affordable housing for the City's working residents.

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 Pembroke as the population continues to grow, particularly as active adults flock to the coast for retirement and seasonal residences.

### ***Policies in Support of Housing:***

- Pembroke will continue to implement partnerships with private corporations, non-profit organizations, government organizations, and other agencies to offer affordable housing for residents.
- Pembroke will offer incentives to developers to provide affordable housing.
- Pembroke will create and encourage affordable housing opportunities to ensure that all of those who work in the community have a viable choice or option to live in the community.
- Pembroke will require a percentage of each new subdivision to be developed for low to middle income housing.
- Pembroke will implement an education and outreach program for the public to promote quality housing and encourage home-ownership.
- Pembroke will conduct an existing housing inventory to determine the amount of affordable housing available within the City.

## **Natural Resources**

Through the Community Agenda process, the City of Pembroke developed a Future Development Map that will guide development as desired with consideration to the potential encroachment on the community's natural resources. The City has already begun to identify and protect its important natural environment. By enforcing the communities' zoning ordinances, the City can protect these environmentally-sensitive areas.

### ***Policies in Support of Natural Resources:***

- Pembroke will consider incentives to encourage environmentally-friendly practices, such as green growth guidelines, smaller lot sizes, conservation subdivisions, etc.
- Pembroke 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 and open space as part of our larger development projects.



## **Cultural Resources**

Through the Community Agenda process, the City of Pembroke developed a Future Development Map that will guide development as desired with consideration to the potential encroachment on the community's cultural resources. The City has already begun to identify and protect its important and unique heritage. By enforcing the communities' zoning ordinances, the City can protect these areas, as well as the community's remaining historic structures and artifacts.

### ***Policies in Support of Cultural Resources:***

- Pembroke will consider incentives to encourage protection of the City's remaining historic structures and artifacts.
- Pembroke 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 and open space as part of our larger development projects; and guiding development in such a way as to protect the community's cultural and historic resources.

## **Community Facilities and Services**

A community's facilities and services are vital to the function and efficiency of that community. Pembroke needs to explore ways to manage growth and ensure that current levels of service are maintained. One way to maintain current service levels while minimizing costs for taxpayers is to encourage development that pays for itself, such as implementing impact fees. Consolidation of services with local municipalities is another practice that supports efficiency and effectiveness in service delivery.

### ***Policies in Support of Community Facilities and Services:***

- Pembroke will encourage proposed development to locate in areas adequately served by public and community facilities.
- Pembroke will evaluate development projects for the impact on public facilities and services.
- Pembroke will explore opportunities to increase our cultural activities by considering potential sites for arts activities, performances and other social and cultural gatherings, such as a multi-purpose building for various functions, etc.
- Pembroke will explore opportunities to increase our recreational activities by considering potential sites for parks and other outdoor recreational opportunities.
- Pembroke will consider consolidating some services to increase overall efficiency, such as planning, zoning, code enforcement, water/sewer, fire protection and building inspections.

## **Intergovernmental Coordination**

Pembroke recognizes the need for increased intergovernmental coordination to benefit both residents and business-owners. Not only does the City identify opportunities for coordination with the County and other municipalities, but regional approaches are also emphasized as important objectives to pursue within the Community Agenda. Specifically, the Advisory Committee discussed the possible creation a Bryan County Intergovernmental Council. This Council would represent an attempt by the County and Cities to tackle problems that impact all three jurisdictions; while increasing cooperation and communication among the governments.

Consolidation of services, as discussed in the Community Facilities and Services policy section, increases the efficiency and effectiveness of service delivery. In addition, this practice also encourages cooperation and furthers intergovernmental coordination between the City and County.



### ***Policies in Support of Intergovernmental Coordination:***

- Pembroke will share services and information with other public entities within the jurisdiction.
- Pembroke will increase our community's cooperation, communication and coordination with local municipalities and jurisdictions, and citizen, nonprofit and social service organizations with regarding to planning and all types of development.
- Pembroke will consider consolidating some services to increase overall efficiency, such as planning, zoning, code enforcement, water/sewer, fire protection and building inspections.
- Pembroke will consider being involved in a Bryan County Intergovernmental Council to meet, evaluate performance, services, identify goals, discuss issues, etc., possibly twice a year—encouraging accountability and efficiency.
- Pembroke will pursue joint processes for collaborative planning and decision-making.

### **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 Pembroke prepares for continued growth, transportation will serve as a key element in the City'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, walkability—in short, all of the things identified by the City as important throughout the Community Agenda process.

### ***Policies in Support of Transportation:***

- Pembroke will continue to improve, expand and connect local pedestrian/bicycle trail networks and sidewalks.
- Pembroke will continue an on-going relationship with DOT to facilitate road development, improvements, and enhancements in anticipation of future growth and development.
- Pembroke will investigate alternative transportation options for the community.
- Pembroke will encourage transportation corridors that support multiple modes of transportation and enhance aesthetics of the community.
- Pembroke will encourage a multi-modal transportation network that will be used to support efficient land use, minimize traffic congestion and facilitate community-wide and regional mobility.
- Pembroke will investigate the need for and encourage public transportation.





## 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 Pembroke. 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 Pembroke has identified the following activities, entities responsible for implementing the action items, as well as cost estimates and potential funding sources.

### **City of Pembroke Long Term Activities**

Project or Activity	Responsible Party	Cost Estimate	Funding Source
<b>DEVELOPMENT PATTERNS</b>			
Conserve, protect, and manage the land use resources of the community for optimum public benefit	City	\$5,000	General Funds
<b>ECONOMIC DEVELOPMENT</b>			
Support Bryan-Pembroke Development Authority efforts to attract jobs and industry	City	\$1 million	General Funds; DCA; SPLOST; EDA
Work with the Development Authority of Bryan County to attract light industry to the Pembroke Industrial Park	City	\$5,000	General Funds; DCA; SPLOST
Cooperate with state and local school authorities and local employers to identify and achieve practical improvements in curricula and work force skills. Coordinate improvements in curricula which will affect workforce skills	City and Board of Education	\$5,000	General Funds
Coordinate with local, regional and state economic development authorities to identify and achieve "targeted" industrial development services	City	\$50,000	General Funds
Continue to build relations with Fort Stewart	City	\$2,000	General Funds
Continue to give relevant Pembroke City employees and local officials training in available economic development tools	City	\$5,000	General Funds
Continue to support and encourage City employees to utilize the employee education incentive program and to take advantage of the High School Outreach Program for Literacy	City	\$5,000	General Funds
Support efforts of the Development Authority of Bryan County to establish relationships with local retired persons with economic development knowledge to be volunteer business and development advisors	City and Development Authority	\$10,000	General Funds; DCA; SPLOST
Develop and implement a tourism and marketing plan	City	\$25,000	General Funds; DCA
Continue to work with Fort Stewart on promoting Pembroke for enlisted affordable housing and commercial establishments	City and Fort Stewart	\$2,000	General Funds
Support the improvement of the education attainment, general health and income levels of the community's population, to produce optimum public benefits such as living wages and full time employment opportunities	City	\$2,000	General Funds



Project or Activity	Responsible Party	Cost Estimate	Funding Source
<b>HOUSING</b>			
Identify blighted areas for planning purposes and to encourage upgrading	City	\$5,000	General Funds; DCA
Rehabilitate, maintain and preserve old historic residential neighborhoods	City	\$5,000	General Funds; DCA
Coordinate with local, regional and state housing authorities to identify and to achieve improved private and public housing choices	City and Housing Authority	\$5,000	General Funds; DCA
Pembroke will aid the public with rental accessibility and affordable housing options	City and Housing Authority	\$5,000	General Funds; DCA
Support efforts of Pembroke Housing Authority	City	\$5,000	General Funds
Work with developers to upgrade current housing stock for low-moderate income areas	City and Housing Authority	\$5,000	DCA; CHIP
Work with developers to expand low-income housing options	City and Housing Authority	\$5,000	DCA; CHIP
<b>NATURAL &amp; CULTURAL RESOURCES</b>			
Construct a recreation complex: nature trails, bike paths, and passive recreation	City	\$100,000	General Funds; DCA; LWCF; USDA
Expand streetscape project to entire downtown area along Hwy 280, Hwy 67 and College Street	City	\$250,000	General Funds; DCA; DOT; OneGeorgia
<b>COMMUNITY FACILITIES &amp; SERVICES</b>			
Upgrade City parks	City	\$50,000	SPLOST
Construct new 250,000 gallon elevated storage tank, plus a well; improve distribution via Southside loop; & upgrade 6 inch lines to 8 and 10 inch lines. (southside loop completed; not constructing a tank, but rather upgrading lines)	City	\$5 million	USDA
Improve sewer system services and capacity as needed	City	\$100,000	SPLOST; GEFA; OneGeorgia
<b>INTERGOVERNMENTAL COORDINATION</b>			
Coordinate with local, regional and state health authorities to identify and achieve improved public health services	City and County	\$5,000	General Funds



## Supplemental Plans

As reported in the Community Participation Program, Bryan 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 March 2007, the Georgia Institute of Technology's Enterprise Innovation Institute presented the final draft the Economic Diversification of Bryan County study to the public. This study provides a detailed account of economic diversification issues as identified by the community as well as recommendations and a strategic plan for Bryan County, the City of Pembroke and the City of Richmond Hill. Based on interviews with community stakeholders, the study determines the County's level of dependence on Fort Stewart; provides an inventory of the current conditions in Bryan County; and develops an effective strategy and implementation plan for economic growth and success.

Other planning efforts include the Bryan County Bicycle and Pedestrian Plan, developed by the Coastal Georgia Regional Development Center in 2007. The plan, which includes recommendations for all three jurisdictions—Bryan County as well as the Cities of Pembroke and Richmond Hill—is designed to facilitate and encourage bicycle and pedestrian activity. The purpose of the plan is to create an environment where individuals can walk or bicycle safely and conveniently to all desired destinations. In addition, the plan seeks to provide alternative transportation options for citizens and visitors alike.

Similar to the Bicycle and Pedestrian Plan, the Bryan County Elementary School (BCES) Transportation Assessment (2008) also strives to facilitate bicycle and pedestrian activity. The Transportation Assessment serves as an initial study to determine the feasibility of implementing a Safe Routes to School (SRTS) plan for BCES, located in the City of Pembroke. By analyzing the condition of existing trail and sidewalk infrastructure, traffic counts and crash data, the Assessment seeks to provide information related to a SRTS plan, such as to:

- Improve bicycle and pedestrian facilities and safety;
- Increase the number of children getting regular physical activity;
- Decrease traffic congestion at school drop-off sites; and
- Improve air quality around the school.

In March 2008, the City of Richmond Hill released its future annexation study, prepared by William Christian and Associates. The Richmond Hill Annexation Study indicates the City's proposed plan for annexation, which would extend the city limits by 22,618 acres into unincorporated Bryan County to the east, west and south. While this proposed annexation would more than double the City's current geographic size over a period of approximately 17 years, much of the service area is already encompassed by Richmond Hill's Service Delivery Area as approved by the Georgia Department of Community Affairs according to House Bill 489.

# City of Richmond Hill



**Prepared by:**



*Coastal Georgia*  
Regional Development Center



# City of Richmond Hill - Vision for the Future

Richmond Hill established a vision for its future through a comprehensive public involvement program. The public shared their views on future development and quality of life issues through participation in a community visioning process, involving a stakeholder meeting of the 19-member Community Agenda Advisory Committee. Feedback gathered through this process was interpreted by Coastal Georgia Regional Development Center staff and submitted to the Advisory Committee for review. The following Vision Statement for future development and growth Richmond Hill was crafted:

*The City of Richmond Hill is a well-managed, growing community, ideally situated along Georgia's scenic coast, steeped in heritage and local pride, with a commitment to its military neighbors and to maintaining the quality of life for future generations.*

*Our goals are to promote smart growth practices while preparing for economic development opportunities and anticipated increases in population; where sense of community is enhanced through responsible governance, leadership and preservation ethics.*

*Our priorities include: encouraging livability and diversity of housing options for all residents; promoting passion for progress and uniqueness of place; maintaining a sense of public safety and security; balancing the need for economic growth, environmental protection and quality government services.*

## Future Development Map Defining Narrative

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

- Richmond Hill Village
- Conservation/Preservation
- Central Business District
- Ford Plantation
- Main Street
- Stable Traditional Subdivisions
- Richmond Hill Plantation, Brisbon Hall and Turtle Landing
- The Oaks
- Undeveloped
- Richmond Place
- Blueberry Subdivision
- Intown Corridor
- Major Highway Corridor

The Future Development Map (FDM) Designation Areas found below are iterations of these 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.

The following Defining Narrative includes a specific vision and description for each FDM Designation Area, as well as recommended policies and implementation measures to achieve the vision for each area. The written descriptions for each Future Development Map Designation Area, along with accompanying photographs, briefly identify the types, forms, styles and patterns of development 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) to be satisfied in each area; the appropriate land uses to be encouraged in each area; related issues and opportunities; policies derived through the work of the Advisory Committee; and corresponding implementation measures to achieve the desired development patterns in each area.

This information, along with the descriptions and Vision Statement, guide implementation of the development policies related to land use, population growth, economic development, housing, natural and cultural resources, community facilities and services, intergovernmental coordination and transportation.

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



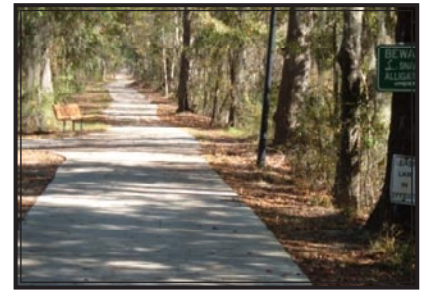
## Future Development Map Designation Commercial Areas



<p><b>Vision:</b> To promote diversified economic and employment opportunities; to preserve and enhance the high quality of life and further strengthen the City's economic independence.</p>		
<p><b>Description/Location:</b></p>	<p>Commercial development characterizes the State Route 17 and 144 corridors, as well as the nodal area of the intersection of Routes 17 and 144. The corridor along Route 17 to the south, where the City proposes to annex, is designated for commercial development.</p>	
<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>Appropriate Business</li> <li>Employment Options</li> <li>Transportation Alternatives</li> </ul>	<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>Retail and Office Commercial</li> <li>Distribution/Warehousing</li> <li>Appropriate Industrial</li> </ul>	
<p><b>Issues and Opportunities</b></p> <ul style="list-style-type: none"> <li>Areas of Richmond Hill are planned for nodal development.</li> <li>Opportunity exists for development and application of design standards or for commercial development.</li> <li>There is a need for increased transportation planning for newly developed and developing areas.</li> <li>Richmond Hill has been awarded a Transportation Enhancement grant through GDOT to enhance the main corridor and create a downtown area around the City Hall complex.</li> <li>The City requires that new development connect with existing development through a street network, not single entry/exit.</li> <li>The community has a good network of sidewalks to allow people to walk to a variety of destinations.</li> <li>Richmond Hill's subdivision ordinance requires all new development to provide user-friendly sidewalks.</li> <li>Commercial and retail uses are allowed to share parking areas when possible.</li> </ul>	<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>Develop and apply architectural design standards for commercial development, particularly as applied within close proximity to historic sites and buildings.</li> <li>Evaluate buffer standards for effectiveness, particularly as applied within close proximity to historic sites and buildings, determine the need for more strict regulation, and adjust accordingly.</li> <li>Encourage a multi-modal transportation network, to support efficient land use, reduce traffic congestion and facilitate community-wide and regional mobility.</li> </ul>	<p><b>Implementation Measures</b></p> <ul style="list-style-type: none"> <li>Develop Architectural Design Standards for Commercial Development, and amend the Zoning Ordinance accordingly, with strict application affecting historic districts.</li> <li>Evaluate current buffer standards for effectiveness, with emphasis on views to and from historic sites, and draft amendments accordingly.</li> <li>Continue to expand and connect local pedestrian/bicycle trail networks and sidewalks.</li> <li>Encourage through development review a multi-modal transportation network, and amend development review procedures accordingly.</li> </ul>



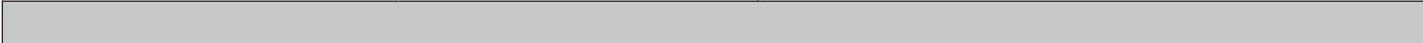
## Future Development Map Designation Conservation Areas



Vision: To preserve, protect and enhance Richmond Hill's natural, cultural and scenic resources; promoting public appreciation and enjoyment of these unique and sensitive resources through recreational use, nature and heritage education, and tourism.

<b>Description/Location:</b>	Areas where undisturbed qualities of natural, cultural and scenic resources are to be preserved, enhanced, and promoted for public enjoyment and education. Approximately two-thirds of these areas are located along the Ogeechee River and encompass J.F. Gregory Park and the Fish Hatchery. A portion of the proposed East Coast Greenway will connect to J.F. Gregory Park. Another area, immediately east of Interstate 95, serves as the headwaters to a major tributary of the Ogeechee River. In addition, a comparatively small area is also located near the center of the City, abutting the south side of an established residential neighborhood.
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<b>Specific Land Uses:</b>	<b>Quality Community Objectives:</b>
<ul style="list-style-type: none"> <li>• Active and Passive Recreation</li> <li>• Parks/Greenspace</li> <li>• Nature and Heritage Interpretive Trails</li> </ul>	<ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Sense of Place</li> <li>• Heritage Preservation</li> <li>• Open Space Preservation</li> <li>• Environmental Protection</li> <li>• Appropriate Businesses</li> <li>• Educational Opportunities</li> <li>• Regional Cooperation</li> <li>• Transportation Alternatives</li> </ul>



Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>• The City desires to conduct a comprehensive natural resources inventory to be used to steer development away from environmentally sensitive areas.</li> <li>• Land use measures are in place to protect natural resources in the community.</li> <li>• J.F. Gregory Park and the John W. Stevens Wetlands Education Center provide public recreational access and environmental education.</li> <li>• Potential exists for the extension of the nature trail at J.F. Gregory Park to the Ogeechee River, as fiscally feasible through funding acquisition.</li> <li>• Richmond Hill anticipates local and national historic district designation.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to protect, conserve and enhance its natural and cultural resources by controlling the location and impacts of proposed developments through all available means.</li> <li>• Continue efforts to acquire funding for the extension of the nature trail at J.F. Gregory Park and the John W. Stevens Wetlands Education Center to the Ogeechee River.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to control the location and impacts of development through all available means including the Future Development Map and Zoning Ordinance.</li> <li>• Continue efforts to acquire funding for extension to the Ogeechee River of the nature trail at J.F. Gregory Park and the John W. Stevens Wetlands Education Center, for the purpose of providing nature-interpretive public access to the River.</li> </ul>



## Future Development Map Designation Corridor / Gateway Areas



<p>Vision: To enhance mobility and create inviting and aesthetically pleasing entrances to Richmond Hill; where sense of place and economic vitality is promoted.</p>		
<p><b>Description/Location:</b></p>	<p>Located on State Routes 17 and 144, are principal arterial transportation corridors into and throughout the City, providing access largely to chain-retail commercial uses. The goal for these gateways is to supplement and enhance commercial uses; and to provide residents and visitors identifying landmarks to distinguish Richmond Hill as an attractive, interesting and inviting place to live and visit. In addition, portions of the proposed East Coast Greenway is also located along State Routes 17 and 144.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Retail Commercial</li> <li>• Hotel/Restaurant Services</li> <li>• Industrial</li> <li>• Multi-modal transportation</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Appropriate Businesses</li> <li>• Regional Cooperation</li> <li>• Transportation Alternatives</li> <li>• Regional Solutions</li> </ul>	
<p><b>Issues and Opportunities</b></p> <ul style="list-style-type: none"> <li>• Areas of Richmond Hill are planned for nodal development.</li> <li>• Opportunity exists for creating design standards for commercial development.</li> <li>• There is a need for increased transportation planning for newly developed and developing areas.</li> <li>• The City has been awarded a Transportation Enhancement grant to enhance the main corridor and create a traditional downtown center.</li> <li>• The City requires new development connect with existing development through a street network.</li> <li>• The community has a good network of sidewalks.</li> <li>• Richmond Hill's subdivision ordinance requires new development to provide user-friendly sidewalks.</li> <li>• Newly built sidewalks are required to connect to existing sidewalks wherever possible.</li> <li>• The City has plans for bicycle routes throughout the community.</li> <li>• Commercial and retail uses are allowed to share parking areas when possible.</li> </ul>	<p><b>Policies</b></p> <ul style="list-style-type: none"> <li>• Develop and apply architectural design standards for commercial development, particularly as applied within close proximity to historic sites and buildings.</li> <li>• Evaluate buffer standards for effectiveness, particularly as applied within close proximity to historic sites and buildings, determine the need for more strict regulation, and adjust accordingly.</li> </ul>	<p><b>Implementation Measures</b></p> <ul style="list-style-type: none"> <li>• Develop Architectural Design Standards for Commercial Development, and amend the Zoning Ordinance accordingly, with strict application affecting historic districts.</li> <li>• Evaluate current buffer standards for effectiveness, with emphasis on views to and from historic sites, and draft amendments accordingly.</li> <li>• Continue to expand and connect local pedestrian/ bicycle trail networks and sidewalks.</li> </ul>





## Future Development Map Designation *Mixed Use Areas*



<p><b>Vision:</b> To allow and promote diversity of compatible use within close proximity; enhance the attraction for desirable business; preserve open space through higher density of use and less sprawl; and decrease the public demand on roadways by integrating different but compatible uses.</p>		
<p><b>Description/Location:</b></p>	<p>The Mixed Use Areas are predominately absent of established land use and are therefore considered as developing; located mostly to the west of Interstate 95, and along the east side of the interstate, just north of State Route 17. In addition, the majority of the proposed annexation area to the south is designated as Mixed Use.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Retail and Service-oriented Commercial</li> <li>• Appropriate Light Industrial</li> <li>• Public Institutional</li> <li>• High-density Residential</li> <li>• Passive Recreation</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Infill Development</li> <li>• Sense of Place</li> <li>• Regional Identity</li> <li>• Open Space Preservation</li> <li>• Growth Preparedness</li> <li>• Appropriate Businesses</li> <li>• Employment Options</li> <li>• Housing Choices</li> </ul>	
<p><b>Issues and Opportunities                      Policies                      Implementation Measures</b></p>		
<ul style="list-style-type: none"> <li>• The zoning code separates commercial, residential and industrial uses.</li> <li>• Citizens prefer a separation of commercial uses from residential uses, rather than a mix of compatible residential and commercial uses.</li> <li>• Schools are located in or near neighborhoods in the City.</li> <li>• Areas of Richmond Hill are planned for nodal development.</li> <li>• Opportunity exists for development and application of design standards for commercial developments.</li> <li>• The concentrated location of schools causes traffic congestion.</li> <li>• New schools integrate circulation design to alleviate related traffic congestion.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage innovative land use planning techniques to implement higher densities, mixed-uses and infill development, where feasible and appropriate.</li> <li>• Develop and apply architectural design standards for commercial development, particularly within close proximity to historic sites and buildings.</li> <li>• Evaluate buffer standards for effectiveness, particularly within close proximity to historic sites and buildings.</li> <li>• Determine the need for more stringent regulations, and adjust accordingly.</li> <li>• Collaborate with the local school board to continue addressing related traffic congestion.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Architectural Design Standards for Commercial Development, and amend the Zoning Ordinance accordingly, with strict application affecting historic districts.</li> <li>• Evaluate current buffer standards for effectiveness, with emphasis on views to and from historic sites, and draft amendments accordingly.</li> <li>• Collaborate with the local school board to continue addressing increased traffic congestion resulting from continued concentration of school locations.</li> <li>•</li> </ul>



## Future Development Map Designation Suburban Developing Areas



<p><b>Vision:</b> To encourage livable communities where residential and commercial uses coexist; to maintain a level of density that is both appropriate and desired.</p>		
<p><b>Description/Location:</b></p>	<p>Areas where growth pressures have resulted in typical types of suburban residential development. These areas are likely to be characterized by low pedestrian orientation, low traffic volumes and larger open spaces for recreation and outdoor use. The locations of these areas are along State Route 144, to the southeast. They comprise the residential developments of Ford Plantation and Richmond Hill Plantation.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Single-Family Residential</li> <li>• Multi-Family Residential</li> <li>• Retail and Residential Commercial</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Growth Preparedness</li> <li>• Appropriate Businesses</li> <li>• Open Space Preservation</li> <li>• Housing Choices</li> <li>• Transportation Alternatives</li> <li>• Traditional Neighborhood</li> </ul>	
<p><b>Issues and Opportunities</b>                      <b>Policies</b>                      <b>Implementation Measures</b></p>		
<ul style="list-style-type: none"> <li>• The zoning code separates commercial, residential and industrial uses in all districts.</li> <li>• Citizens prefer separation of commercial and residential uses, rather than a mix of compatible residential and commercial uses.</li> <li>• Bicycle and pedestrian access associated with new development typically does not connect to existing local multi-use trails.</li> <li>• There is a need for increased transportation planning for newly developed and developing areas.</li> <li>• The City requires new development to connect with existing development through a street network, not single entry/exit.</li> <li>• Richmond Hill's subdivision ordinance requires all new development to provide user-friendly sidewalks.</li> <li>• New sidewalks are required to connect to existing sidewalks wherever possible.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage innovative land use planning techniques to be implemented in building higher densities, mixed-use development and infill development, where feasible and appropriate.</li> <li>• Continue exploring for opportunities to increase recreational activities by consideration of potential sites based on accessibility.</li> <li>• Continue to expand and connect local pedestrian/bicycle trail networks and sidewalks.</li> <li>• Encourage a multi-modal transportation network, to support efficient land use, reduce traffic congestion and facilitate community-wide and regional mobility.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore opportunities to increase recreational activities for all residents, by considering potential sites based on accessibility.</li> <li>• Continue to expand and connect local pedestrian/bicycle trail networks and sidewalks.</li> <li>• Encourage through development review a multi-modal transportation network, and amend development review procedures accordingly.</li> </ul>



## Future Development Map Designation *Traditional Residential Areas*



<b>Vision:</b> To preserve, protect and enhance the City's established and historic neighborhoods, maintaining 'Ford-era' character and scale by preserving and supplementing tree canopy; preserving and rehabilitating historic structures; and replacing unsalvageable structures with compatible infill development.		
<b>Description/Location:</b>	The Traditional Residential Areas contain long-established residential neighborhoods, located in the vicinity where many buildings originated under the direction of Henry Ford in the 1930s and 1940s. These areas are located adjacent to the nodal commercial areas at the intersection of Routes 17 and 144. A small-town environment should be retained and enhanced with any new development defined by grid street patterns, sidewalks and trees. Front porches are preferred over driveways and protruding garages, providing opportunity for neighborhood residents to interact in a pedestrian-friendly environment within a historic context.	
<b>Specific Land Uses:</b>	<b>Quality Community Objectives:</b>	
<ul style="list-style-type: none"> <li>• Small-Lot Single-Family Residential</li> <li>• Parks/Recreation</li> <li>• Appropriate scale Public/Institutional</li> <li>• Continuous Pedestrian Access</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional Neighborhoods</li> <li>• Infill Development</li> <li>• Sense of Place</li> <li>• Heritage Program</li> <li>• Housing Choices</li> </ul>	
<b>Issues and Opportunities</b>		
<b>Issues and Opportunities</b>	<b>Policies</b>	<b>Implementation Measures</b>
<ul style="list-style-type: none"> <li>• The community is not actively working to promote brownfield or greyfield redevelopment.</li> <li>• Richmond Hill anticipates designating local and national historic districts in the community.</li> <li>• The City wants new development to complement its historic development where appropriate.</li> <li>• Bicycle and pedestrian access associated with new development typically does not connect to existing local multi-use trails.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and apply architectural design standards for commercial development, particularly as applied within close proximity to historic sites and buildings.</li> <li>• Evaluate buffer standards for effectiveness, particularly as applied within close proximity to historic sites and buildings, determine the need for stricter regulation, and adjust accordingly.</li> <li>• Promote redevelopment of brownfield or greyfield areas and sites as opportunities evolve.</li> <li>• Continue to expand and connect local pedestrian/bicycle trail networks and sidewalks.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Architectural Design Standards for Commercial Development, and amend the Zoning Ordinance accordingly, with strict application affecting historic districts.</li> <li>• Evaluate current buffer standards for effectiveness, with emphasis on views to and from historic sites, and draft amendments accordingly.</li> <li>• Update the Abatement Ordinance.</li> <li>• Continue to expand and connect local pedestrian/bicycle trail networks and sidewalks.</li> </ul>



**Future Development**  
 City of Richmond Hill  
 Bryan County  
 Georgia

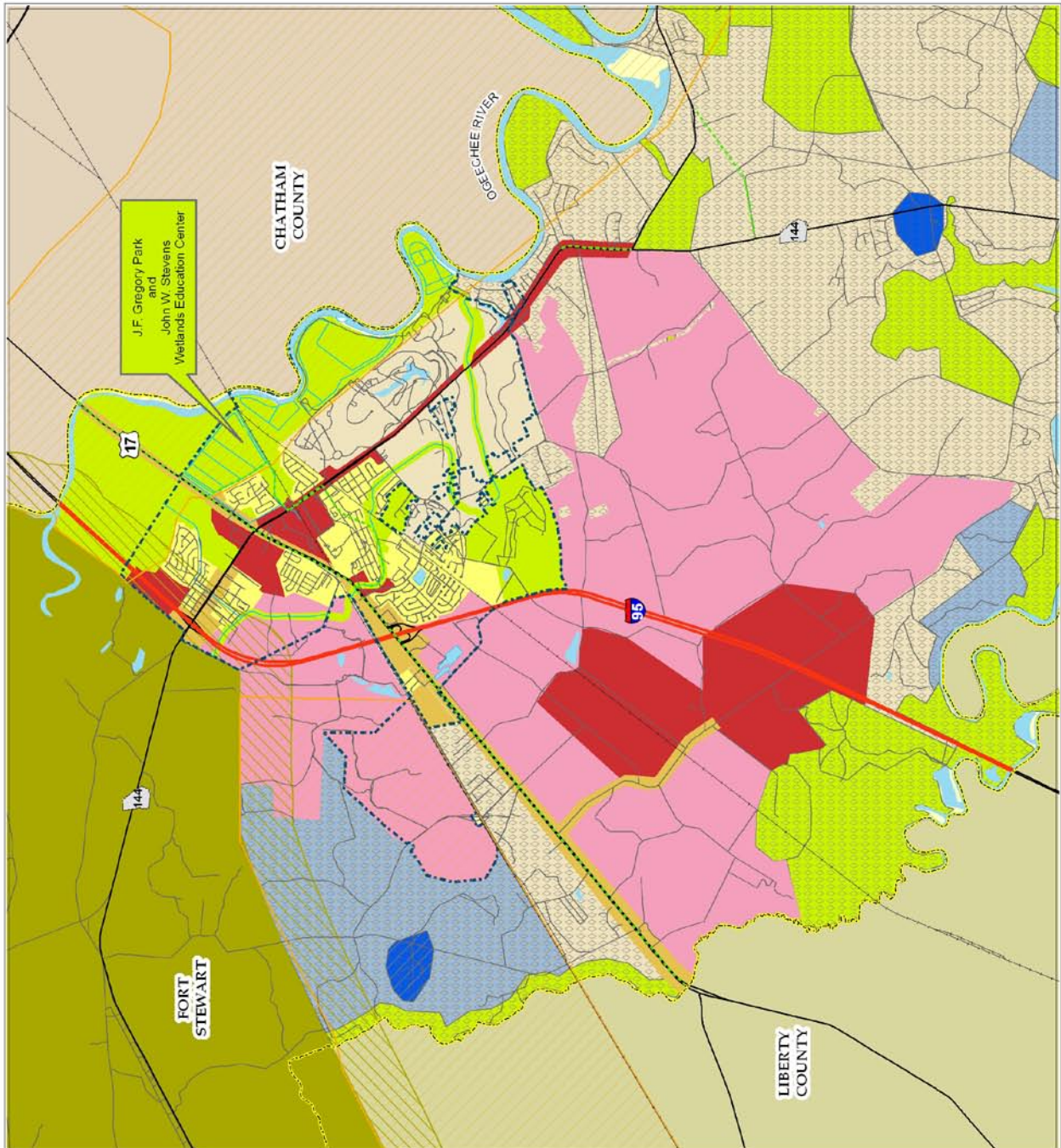


- Legend**
- Interstate
  - State Highway
  - Roads
  - Railroads
  - Greenway Bicycle Route
  - Streams and Canals
  - Rivers and Lakes
  - Fort Stewart
  - Fort Stewart Buffer
  - ACUB Boundary
  - City Boundary
  - Bryan County
  - Chatham County
  - Liberty County
- Future Development**
- Richmond Hill
  - Commercial
  - Conservation
  - Corridor/Gateway
  - Suburban Developing
  - Mixed Use
  - Traditional Residential
- Future Development**
- Bryan County
  - Conservation
  - Corridor/Gateway
  - Crossroad Community
  - Regional Commercial
  - Rural Residential/Agriculture
  - Suburban Developing

**Coastal Georgia Regional Development Center**  
 7 June 2008  
 Geographic Information Systems/Remote Sensing Department  
 City of Richmond Hill and Coastal Regional Development Center  
 DISCLAIMER: This map has been prepared to facilitate public access to information. It is not intended to be used for legal purposes. The City of Richmond Hill and Coastal Regional Development Center are not responsible for any errors or omissions in this map. Individuals are advised to independently verify information before use.



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## Quality Community Objectives

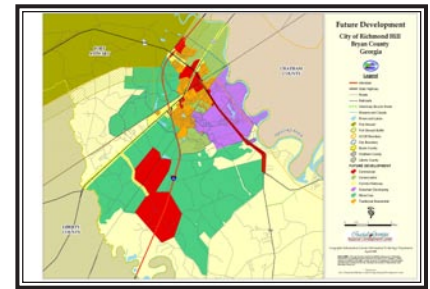
Because not all of the issues and opportunities within a community can be geographically tied to an area on a Future Development Map, it is necessary to consider how these concerns apply throughout the City of Richmond Hill.

The Georgia Department of Community Affairs' Quality Community Objectives (QCOs) were utilized to create a framework for consideration of these broader Issues and Opportunities. The QCO Narrative addresses the four primary objectives of Development Patterns, Resource Conservation, Social and Economic Development, and 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 Objectives Development Patterns



<p><b>Vision:</b></p> <ul style="list-style-type: none"> <li>To promote and manage quality growth, economic vitality, residential diversity, and uniqueness of place centered on heritage.</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>Traditional Neighborhood</li> <li>Infill Development</li> <li>Sense of Place</li> <li>Transportation Alternatives</li> <li>Regional Identity</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>City-wide</li> </ul>
<b>Issues and Opportunities</b>	<b>Policies</b>	<b>Implementation Measures</b>
<ul style="list-style-type: none"> <li>The City allows neo-traditional development “by right.”</li> <li>Richmond Hill has a street tree ordinance.</li> <li>City ordinances regulate the aesthetics of development in highly visible areas.</li> <li>The City has clearly understandable development guidelines.</li> <li>Signage regulations would be more easily updated and administered as a stand-alone document.</li> <li>The City is experiencing increased traffic congestion.</li> <li>Bicycle and pedestrian access typically does not connect to existing local multi-use trails in new developments.</li> <li>Opportunity exists to amend subdivision regulations to require pedestrian and cyclist access to existing local multi-use trails as feasible.</li> <li>Newly built sidewalks are required to connect to existing sidewalks wherever possible.</li> <li>The City has plans for bicycle routes throughout the community.</li> <li>Vacant, developable land is available for multi-family housing.</li> <li>Accessory units, such as garage apartments or mother-in-law suites, are allowed in appropriate areas.</li> </ul>	<ul style="list-style-type: none"> <li>Explore how “form-based codes” can contribute to guidance of development.</li> <li>Richmond Hill will generate a Sign Ordinance, separating the existing sign regulations from the Zoning Ordinance.</li> <li>Continue to collaborate with GDOT to facilitate a regional approach to road development, improvements and enhancements in anticipation of future growth and development.</li> <li>Explore alternative transportation options for the community, including but not limited to public transportation.</li> <li>Encourage a multi-modal transportation network, to support efficient land use, reduce traffic congestion and facilitate community-wide and regional mobility.</li> </ul>	<ul style="list-style-type: none"> <li>Study the feasibility for application of ‘form-based codes’, and publicly advertise the study.</li> <li>Generate a stand-alone Sign Ordinance, replacing the existing sign regulations in the Zoning Ordinance.</li> <li>Explore alternative transportation options for the community, including but not limited to public transportation, and publicly advertise the study.</li> <li>Encourage through development review a multi-modal transportation network, and amend development review procedures accordingly.</li> <li>Continue participation in the CGRDC’s Regional Rural Public Transit Plan, under the auspices of the City’s participation in the Bryan County Rural Public Transportation Program.</li> </ul>



## Quality Community Objectives Resource Conservation



<p><b>Vision:</b></p> <ul style="list-style-type: none"> <li>To protect, conserve, enhance and promote public appreciation and sensitive use of the local natural and cultural resources.</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>Heritage Preservation</li> <li>Open Space Preservation</li> <li>Environmental Protection</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>City-wide</li> </ul>
<p><b>Issues and Opportunities</b></p>	<p><b>Policies</b></p>	<p><b>Implementation Measures</b></p>
<ul style="list-style-type: none"> <li>Richmond Hill must ensure that their tree preservation ordinance is finalized and actively enforced.</li> <li>In 2006, the Richmond Hill received an Urban Forestry Grant from the Georgia Forestry Commission's Urban and Community Forestry Grant Program for its efforts in implementing the Community Tree Assessment project.</li> <li>The City does not have a historic preservation ordinance.</li> <li>The City has a historic preservation commission.</li> <li>The City wants new development to complement its historic development where appropriate.</li> <li>In 2004, Richmond Hill was designated a "Preserve America" community for its efforts to preserve and protect its natural and cultural resources.</li> <li>The City's scenic resources, historical, cultural and natural, could be better protected by guidelines or standards.</li> <li>The Bryan Tree Foundation, an organized tree-planting campaign in public and private areas, is active in the City of Richmond Hill.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to encourage environmentally-friendly practices, such as green growth guidelines, smaller lot sizes and open space retention, etc.</li> <li>Continue to collaborate with state and national natural resource or land conservation programs to preserve environmentally sensitive or significant areas in the community.</li> <li>Continue to require new development projects to identify and protect archeological sites, referring to the 1990s study by the University of Georgia.</li> <li>Continue to protect, conserve and enhance its natural and cultural resources by controlling the location and impacts of proposed developments through all available means including its Future Development Map and Zoning Ordinance.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to encourage through development review and other means environmentally-friendly practices, including green growth guidelines, smaller lot sizes and open space retention.</li> <li>Continue to collaborate with state and national natural resource or land conservation programs to preserve environmentally sensitive or significant areas.</li> <li>Finalize, adopt and enforce the draft tree preservation ordinance.</li> <li>Continue to require new development projects to identify and protect archeological sites, referring to the 1990s study by the University of Georgia.</li> <li>Create a historic preservation ordinance.</li> <li>Inventory the City's scenic resources, and consider guidelines and standards to protect significant views and vistas.</li> <li>Continue to control the location and impacts of development through all available means including the Future Development Map and Zoning Ordinance.</li> </ul>



## Quality Community Objectives Social and Economic Development

<p><b>Vision:</b></p> <ul style="list-style-type: none"> <li>To enhance the quality of life for all City residents and visitors; expanding and improving diversity in housing and employment, while continuing effective and efficient service delivery to all residents.</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>Growth Preparedness</li> <li>Appropriate Businesses</li> <li>Employment Options</li> <li>Housing Opportunities</li> <li>Educational Opportunities</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>City-wide</li> </ul>
Issues and Opportunities	Policies	Implementation Measures
<ul style="list-style-type: none"> <li>The City allows small lot development.</li> <li>The City does not offer a “Ford Era” style development guidebook.</li> <li>Diversification of the City’s job base is needed.</li> <li>Job opportunities are limited</li> <li>Residents typically commute outside of the City to work.</li> <li>The Economic Development Authority recruits businesses and industries that are compatible with existing businesses.</li> <li>Opportunity exists to attract defense contractors.</li> <li>The City promotes tourism.</li> <li>Richmond Hill contributes to local culture, commerce, entertainment and education.</li> <li>Richmond Hill and Bryan County are eligible for Entrepreneur Friendly Implementation Funds.</li> <li>There is a need to increase infrastructure capacity.</li> <li>The variety and quantity of housing types are limited.</li> <li>The City supports lower-income housing.</li> <li>Housing options are available for special needs.</li> <li>Cultural facilities are limited.</li> <li>School capacity is a concern.</li> <li>Transportation choices are limited.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to establish varied residential lot sizes and densities.</li> <li>Educate residents on the value of higher density, mixed-use, mixed-income neighborhoods in appropriate locations.</li> <li>Create a “Ford Era” style development guidebook.</li> <li>Encourage the Development Authority of Bryan County to promote new businesses, such as defense contractors, high-technology industry, etc.</li> <li>Recruit firms that create sustainable products.</li> <li>Consider economic impacts of regional ports.</li> <li>Consider capacity of public facilities, services and schools for guiding development.</li> <li>Inventory existing housing to determine availability of affordable housing.</li> <li>Explore opportunities to provide incentives to develop housing for all income levels.</li> <li>Allow development credits for innovative design.</li> <li>Consider adopting an impact fee ordinance.</li> <li>Explore opportunities to increase cultural activities.</li> </ul>	<ul style="list-style-type: none"> <li>Hold seminar on the value of innovative land use planning and design techniques.</li> <li>Hold seminar on the value of housing variety in terms type and density.</li> <li>Prepare a ‘Ford Era’ development guidebook.</li> <li>Invite the Economic Development Authority to meet annually to review and encourage marketing strategies.</li> <li>Contract with the Development Authority of Bryan County to hold a seminar on the value of high-paying, high-technology industry.</li> <li>Commission an Economic Impact Study specific to the growth of regional ports.</li> <li>Review development applications considering the capacity of public facilities, services and schools.</li> <li>Inventory the housing stock to determine the amount of affordable housing available.</li> <li>Provide incentives to develop housing for all income levels.</li> <li>Amend ordinances to allow development credits for innovative residential development and design.</li> <li>Adopt impact fee ordinance.</li> <li>Develop opportunities for increased cultural activities.</li> </ul>





## Quality Community Objectives Governmental Relations



<p><b>Vision:</b></p> <ul style="list-style-type: none"> <li>To maintain cooperative initiatives and actively pursue partnership opportunities with regional governments, for the purpose of providing the highest quality of services to the residents and business-owners.</li> </ul>	<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>Regional Solutions</li> <li>Regional Cooperation</li> </ul>	<p><b>Description/Location:</b></p> <ul style="list-style-type: none"> <li>City-wide</li> </ul>
<p><b>Issues and Opportunities</b></p>	<p><b>Policies</b></p>	<p><b>Implementation Measures</b></p>
<ul style="list-style-type: none"> <li>There is opportunity to coordinate land use planning and development review with the County and the Bryan County Development Authority.</li> <li>Growth in the Richmond Hill service area should be planned for cooperatively with Bryan County.</li> <li>The increasing pace of growth may require regional sharing of public facilities and services.</li> <li>Richmond Hill plans regionally.</li> <li>The City participates in regional economic development organizations as well as environmental initiatives.</li> <li>The City works with other governments to provide or share services.</li> <li>Richmond Hill plans jointly with Pembroke and Bryan County on the Comprehensive Plan.</li> <li>The City is satisfied with its Service Delivery Strategy.</li> <li>The concentrated location of schools causes traffic congestion.</li> <li>New schools integrate circulation design to alleviate related traffic congestion.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to cooperate, communicate and coordinate with surrounding municipalities, and citizen, nonprofit and social service organizations with regard to planning and development.</li> <li>Consider collaboration with regional jurisdictions and organizations to share information, identify goals and objectives to satisfy common interests and needs.</li> <li>Monitor and evaluate opportunities for regional facilities and services.</li> <li>Continue collaboration with GDOT to facilitate a regional approach to road development, improvement, and enhancement.</li> <li>Collaborate with the local school board to continue addressing related traffic congestion.</li> </ul>	<ul style="list-style-type: none"> <li>Continue cooperation, communication and coordination with surrounding municipalities and jurisdictions, and citizen, nonprofit and social service organizations with regard to planning and development and potentially collaborate to share information and identify goals and objectives to satisfy common interests and needs.</li> <li>Monitor and evaluate opportunities for regional facilities and services.</li> <li>Continue on-going collaboration with the GDOT, to facilitate a regional approach to road development, improvements, and enhancements.</li> <li>Collaborate with the local school board to continue addressing increased traffic congestion resulting from continued concentration of school locations.</li> </ul>



## Issues and Opportunities

Identifying issues and opportunities is only one piece of a thorough and effective Comprehensive Plan. 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.*

The following listing contains the issues and opportunities originally adapted from Richmond Hill's 2007-2008 Community Assessment, revised through the participation of the citizens' Advisory Committee. Over a series of three Advisory Committee meetings, the original list of issues and opportunities was refined, based on committee input and staff administrative knowledge.

The Issues and Opportunities are categorized according to eight community elements, as defined by DCA's Local Planning Requirements. These elements include Population Growth, Economic Development, Housing, Natural Resources, Cultural Resources, Community Facilities and Services, Intergovernmental Coordination, and Transportation. The Community Agenda also considers a ninth element—Development Patterns. The eight DCA-outlined elements impact all future land use and development patterns. The Development Pattern element was included to address long-range concerns for growth and development in Richmond Hill.

### Development Patterns

- *Richmond Hill's zoning code separates commercial, residential and industrial uses in every district.*

The City's zoning code does not allow for a mix of land uses—separating commercial, residential and industrial uses throughout Richmond Hill.

- *Bryan County's 2004 Community Opinions Poll revealed that the citizens of south Bryan County and Richmond Hill prefer a separation of commercial uses from residential uses, rather than a mixture of compatible residential and commercial uses, by a ratio of approximately 3:1.*

Despite an inadequate mix of uses throughout Richmond Hill, a 2004 Community Opinions Poll conducted by Bryan County revealed a desire for a separation of land uses. This opinion poll, which included residents of Richmond Hill, demonstrates a public wish to keep commercial and residential uses separate from each other.

- *Schools are located in or near neighborhoods in Richmond Hill.*

School locations in the City of Richmond Hill are located adjacent to, or within close proximity of, residential neighborhoods. This proximity promotes connectivity and traditional neighborhood development; it also allows students to bicycle or walk to school, if desired.

- *The City allows small lot development (5,000 square feet or less) for some uses.*

By allowing for small lot development, the City of Richmond Hill increases the potential for higher densities. This practice encourages smart growth and innovative design.



- *The City has reviewed their development regulations and/or zoning code recently; they are sure that the ordinance will help them achieve their Quality Community Objective (QCO) goals.*

It is important to the City of Richmond Hill to meet the Quality Community Objectives as identified by the Department of Community Affairs. These goals are designed to foster sustainable growth; and to encourage communities to preserve their inherent character by preserving and protecting their unique natural and cultural resources.

- *The City does not offer a development guidebook that illustrates the type of new “Ford Era” style development desired in the community.*

The Advisory Committee identified a need to promote the type of development and architectural style associated with the 1930s’ Ford era in Richmond Hill. A development guidebook would provide design guidelines to further this objective.

- *Richmond Hill has ordinances in place that allow neo-traditional development “by right,” so that developers do not have to go through a long variance process. The City can also explore how “Form-based Codes” can contribute to guidance of development.*

In an effort to promote an atmosphere that is conducive to quality growth and development, the City of Richmond Hill endeavored to write progressive planning measures into their zoning ordinance. This approach is beneficial in that it provides developers with a clear understanding of the type of development allowed, while simultaneously encouraging innovative practices.

- *The City has a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate.*

Richmond Hill’s street tree ordinance encourages developers to provide shade-bearing trees, creating a more comfortable environment aesthetically and in terms of climate control. Trees not only mitigate the harmful effects of stormwater runoff and pollution, but they are also an invaluable resource for energy conservation.

- *Areas of Richmond Hill are planned for nodal development (compacted near intersections rather than spread along a major road). Opportunity exists for development and application of design standards or for commercial development.*

Nodal development limits the impacts of sprawl and traffic congestion, particularly as it relates to commercial uses. By promoting new development to be located strategically around intersections, as opposed to being built in a linear fashion along traditional traffic corridors, the practice of encouraging construction that is concentrated in nodes preserves space and promotes quality growth based on density.

- *The City has ordinances to regulate the aesthetics of development in our highly visible areas.*

By having design guidelines written in ordinances and corridor management plans, the City is actively promoting quality growth. These ordinances maintain and/or create a pleasing sense of place throughout the community.

- *The City has clearly understandable guidelines for new development.*

As with allowing neo-traditional development “by right,” Richmond Hill’s practice of writing guidelines for new development that are both straightforward and clear provides contractors with direct understanding of the type of development allowed—ultimately cutting down on the time and costs associated with the development process and encouraging a pro-growth environment.

- *The community is not actively working to promote brownfield or greyfield redevelopment.*

Brownfield and greyfield redevelopment opportunities provide the City of Richmond Hill with the ability to conserve and reuse land—a limited and precious resource for this coastal community.



- *Regulations are in place within the Zoning Ordinance to control the size and type of signage in the community, but would be more easily updated and administered as a stand-alone document.*

Although the City's current zoning ordinance discusses regulations and restrictions for the use of signage throughout the community, a more effective approach to controlling the size, shape and scale of signs (both wayfinding and commercial) is to create a separate and independent sign ordinance.

- *The elected officials generally understand the land development process in the community. However, newly elected officials would benefit through periodic updates on the land development process.*

As elected officials are often new to the regulations and intricacies associated with the land development and planning review process, periodic training should be provided so that policy-makers can make the best and most informed decisions for their communities.

- *Richmond Hill has a citizen-education campaign to allow all interested parties to learn about development processes in the community.*

This public outreach initiative is an imperative tool in keeping the public informed of decisions and practices concerning new development in Richmond Hill—both commercial and residential.

- *Procedures are in place, accessible through the City's website, making it easy for the public to stay informed about land use issues, zoning decisions, and proposed new developments.*

As stated above, a website is another example of an important tool used by the City of Richmond Hill to keep the public informed of decisions and practices concerning new commercial and residential development.

- *The concentrated location of schools is causing traffic congestion. However, helping to alleviate this issue is circulation design associated with new school construction, with the effect of reducing traffic on city streets.*

The City of Richmond Hill has the opportunity to partner with the Bryan County Board of Education regarding the impact of the growing student population and its resulting effect on traffic congestion. Innovative design, both on school property and surrounding these educational centers, has the potential to mitigate this confounding congestion.

## **Population Growth**

- *The other local governments, the local school board, and other decision-making entities do not necessarily use population projections to plan for future growth. The state funds schools based on current full time equivalent enrollment.*

Although the state of Georgia currently funds local schools based on the current full time equivalent enrollment (FTE), for future planning purposes, local governments as well as the Bryan County Board of Education would benefit by considering population projections for future growth such as those provided by the Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006).

- *High rates of population growth are anticipated for Richmond Hill.*

Because the City anticipates high growth rates over the next 20 years, elected officials and administrative staff must proactively plan for the impact this increased population will have on infrastructure, including public facilities, services and schools.

- *The City must plan for and construct increased infrastructure capacity as rapid growth continues.*

Again, due to anticipated rates of population growth, infrastructure capacity must be considered as new developments are proposed and built within the City of Richmond Hill.



- *The population associated with Fort Stewart will continue to affect demand for public utilities and services of Richmond Hill.*

As troops move in and out of Fort Stewart, Richmond Hill's residential and employment growth fluctuate as well. In addition, the presence of the military base impacts the City's overall economic welfare and land use decisions.

- *Areas have been designated where the City would like to see growth, and these areas are based on infrastructure resources.*

Guiding new development along existing infrastructure is smart government and good planning. It saves taxpayers money and promotes land conservation. By designating areas where the City would like to see growth occur, elected officials and administrative staff can foster and encourage development according to these considerations.

- *Public awareness and education is promoted through the City's website and brochures.*

As stated previously, public outreach initiatives, such as awareness campaigns and educational programs, serve as an efficient way to keep citizens informed and involved in the City's decisions and policy-making process.

- *The need for increased school capacity and location of future schools will become more significant with population growth.*

Again, population growth, such as the high rates expected along Georgia's coast, will inevitably impact all services, programs and utilities offered to local residents and business owners—schools are no exception. The City of Richmond Hill must work with the Bryan County Board of Education to proactively plan for the effect this growth will have on the local school system.

## **Economic Development**

- *Diversification of the city's job base is needed for economic improvement; therefore, any loss of employers may be significant in terms of the City's economy.*

Because Richmond Hill's job base is limited, diversification of the job market is greatly needed. Without such diversification, the loss of any employer would represent a significant blow to the local economy.

- *Richmond Hill residents typically commute outside of the City to work.*

As stated above, the City of Richmond Hill is in need of creating a diversified labor market. Due to limited job opportunities in the community, many residents have to travel outside of the City for employment.

- *Job opportunities are limited for college graduates.*

Similar to greater Bryan County, more local jobs are needed in the City as well as in the County in order for Richmond Hill to avoid becoming a bedroom community. In addition to attracting quality employers that encourage college graduates to migrate or return to the City, Richmond Hill would benefit by providing increased training and educational opportunities to meet the needs of this desired workforce.

- *The Development Authority of Bryan County is in the position to assess the community's strengths, assets and weaknesses, and create a business development strategy based on them.*

The City of Richmond Hill stands to benefit by partnering with the Development Authority of Bryan County to develop a targeted marketing strategy to foster desired and needed economic opportunity throughout the community.

- *The City's economy has jobs for skilled and unskilled labor.*

Although current jobs exist for both skilled and unskilled labor, the City's economic vitality depends on maintaining the existing level of diversity while seeking new avenues to encourage greater variety and opportunity within the labor market.



- *There are professional and managerial jobs available in the community.*

Professional and managerial jobs are imperative to attracting the type of businesses and residents commonly associated with a growing, vibrant city, such as Richmond Hill.

- *The Development Authority of Bryan County considers the types of businesses already in the community and plans to recruit businesses and/or industries that will be compatible.*

Again, Richmond Hill has the opportunity to benefit from a partnership with the Development Authority of Bryan County to develop a targeted marketing strategy that will encourage needed economic opportunity throughout the community.

- *Opportunity exists for the City to further market and provide opportunities for development of defense contracting business associated with the military installations.*

Due to the inherent economic engine present in neighboring Fort Stewart, Richmond Hill should pursue opportunities to encourage defense contractors to locate in the City as has been embraced in other communities with a significant military presence.

- *The City promotes tourism opportunities based on the unique characteristics of our region. Richmond Hill's Convention and Visitors Bureau (CVB) serves to promote sustainable development of the visitor industry in the Richmond Hill area, and is responsible for promotion of tourism, conventions, and trade shows in Richmond Hill and Bryan County.*

Regional tourism opportunities abound for the City of Richmond Hill and greater Bryan County. As such, there is an expressed desire to capture a greater share of regional tourism dollars. The City needs to emphasize the potential for economic activities based on historic and natural resources; these include heritage tourism, recreational tourism, and eco-tourism.

- *Richmond Hill contributes to the region, and draws from the region, as a source of local culture, commerce, entertainment and education.*

The City serves as a contributor to the overall quality of life for Bryan County and the coastal region.

- *Because of the proactive efforts of the Richmond Hill-Bryan County Chamber of Commerce and its Business Bryan initiative, Richmond Hill and Bryan County are designated as an Entrepreneur Friendly Community by the Georgia Department of Economic Development.*

By being designated as an Entrepreneur Friendly Community, the City of Richmond Hill and greater Bryan County are eligible for Entrepreneur Friendly Implementation Funds (EFIF). EFIF are grant monies offered by the Georgia Department of Economic Development that are specifically designated for the long-term support of entrepreneurs and/or small business development.

- *Workforce training options are limited.*

There are limited workforce training opportunities within the City of Richmond Hill. In order to promote a more diversified labor force and to attract businesses, the City must explore opportunities to meet this need and increase the economic vitality of the community and its workforce.

- *Higher education opportunities are accessible to the community.*

The City of Richmond Hill is fortunate in that higher education opportunities are easily accessible for residents and employees. Institutions for higher education and training within the Richmond Hill area include: Georgia Southern University in Statesboro; Ogeechee Technical College, also located in Statesboro; and Savannah Technical College, which has campuses located in Savannah, Hinesville/Fort Stewart and Effingham County.



## Housing

- *There is opposition to higher density and affordable or workforce housing from segments of the community.*

Although opposition exists for high-density development, there is great benefit in promoting higher densities—primarily those of cost effectiveness and resource conservation. In terms of service delivery, high-density developments offer municipalities the opportunity to provide efficient service delivery as it relates to schools, bus routes, as well as water and sewer provision. In addition, the City needs to continue to address the housing needs of those within the low-to-moderate income bracket.

- *There is a limited variety of housing types, based on factors such as size and affordability. In addition, housing for each income level (low, moderate and above-average) is not available in the City to meet the demand.*

As stated above, housing affordability is an issue within the City of Richmond Hill. In order to have equitable housing opportunities for citizens of all income levels, a diversified housing stock must be maintained. The City can encourage this type of housing variation by working with developers to create this needed resource.

- *Options, although limited, are available in the City for loft living or “neo-traditional” development.*

By providing options for loft-living and accessory units—garage apartments and/or mother-in-law units—in appropriate areas, Richmond Hill is promoting “neo-traditional” development and encouraging housing variability for diversified needs and income levels.

- *There is vacant and developable land available for multi-family housing, which is permitted.*

As vacant, developable land exists in Richmond Hill, there is opportunity to develop multi-family developments—a needed housing option for the City’s growing population.

- *Richmond Hill supports housing for lower-income households.*

Due to an identified need for diversified housing choices for residents of all income levels, the City’s position to support lower-income households is in keeping with promoting a fair and equitable community for its citizens.

- *Housing options for people with special needs are available.*

Richmond Hill is considerate of the needs of all residents. As such, the City’s housing stock also includes opportunities for citizens with special needs; such as those with physical handicaps, the elderly, individuals suffering from illness, and victims of abuse.

- *Small houses are allowed on small lots (less than 5,000 square feet) in appropriate areas.*

By allowing smaller homes to be developed on small lots, the City is further encouraging a variety of housing options for residents of all needs and income capacities.

## Natural Resources

- *Richmond Hill needs to ensure that their tree preservation ordinance is finalized and actively enforced.*

Richmond Hill’s tree preservation ordinance creates a comfortable environment aesthetically and in terms of climate control. Trees not only mitigate the harmful effects of stormwater runoff and pollution, but they are also an invaluable resource for energy conservation.



- *In 2004, Richmond Hill was designated a “Preserve America” community for its efforts to preserve and protect its natural and cultural resources.*

As a “Preserve America” community, the City of Richmond Hill is committed to the preservation of its natural and cultural resources. The City is one of only two Preserve America communities identified within the CGRDC’s 10-county coastal region.

- *Richmond Hill is actively preserving greenspace, either through direct purchase or by encouraging set-asides in new development.*

The preservation of green and open space is imperative to land conservation efforts. The City’s progressive approach to protecting its natural resources is an asset that will benefit the overall quality of life for current and future generations for years to come.

- *The City desires to conduct a comprehensive natural resources inventory to be used to steer development away from environmentally sensitive areas.*

A comprehensive natural resources survey can serve as an impetus to promote land conservation and preservation. By identifying environmentally sensitive areas, Richmond Hill can ensure that encroaching development pressures have a limited impact on natural resources and related scenic viewsheds.

- *The City has passed the necessary “Part V” environmental ordinances, and they enforce them. In addition, land use measures are in place to protect natural resources throughout the community, such as floodplains, marsh lands, etc.*

“Part V” environmental ordinances were developed by the Georgia Department of Natural Resources and are administered by the Department of Community Affairs to make certain that local planning efforts include the protection and conservation of critical environmental resources.

- *The Bryan Tree Foundation, an organized tree-planting campaign in public and private areas, is active in the City of Richmond Hill.*

The efforts of the Bryan Tree Foundation coincide with and support the City’s tree preservation initiative as discussed above.

- *In 2006, the City of Richmond Hill received an Urban Forestry Grant from the Georgia Forestry Commission’s Urban and Community Forestry Grant Program for its efforts in implementing the Community Tree Assessment project.*

By receiving the Urban Forestry Grant in 2006, the City of Richmond Hill’s efforts towards tree preservation, including implementation of the recommendations from the Community Tree Assessment, were officially recognized by the Georgia Forestry Commission.

- *Richmond Hill’s J.F. Gregory Park and the John W. Stevens Wetlands Education Center provide public recreational access and environmental education.*

The J.F. Gregory Park and John W. Stevens Wetlands Education Center feature a nature trail that encompasses over three-and-one-half miles of wetlands. In addition, potential exists for extension of this trail to the Ogeechee River, as is fiscally feasible through funding acquisition.

## **Cultural Resources**

- *Although Richmond Hill does have a historic preservation commission, the City does not have a historic preservation ordinance.*

Although the City has taken great strides in protecting its historic and cultural resources, its commitment to historic preservation would be further enhanced by developing and implementing a historic preservation ordinance to fully protect these structures and properties.





- *Richmond Hill anticipates designating local and national historic districts in the community.*

The designation of a historic district on the National Register of Historic Places is a proud accomplishment for any community. However, the real protection of these important resources lies in the creation and implementation of a local historic district, with design guidelines established in the City's historic preservation ordinance and enforced by a historic preservation commission.

- *The City wants new development to complement its historic development where appropriate.*

Compatible infill development promotes character and sense of place in a community. Richmond Hill has identified the practice of encouraging complementary new development, where appropriate, as a priority.

- *In 2004, Richmond Hill was designated a "Preserve America" community for its efforts to preserve and protect its natural and cultural resources.*

As a "Preserve America" community, the City of Richmond Hill is committed to the preservation of its historic and cultural resources. The City is one of only two Preserve America communities identified within the CGRDC's 10-county coastal region.

- *The City's scenic resources, both historical and cultural, could be better protected by guidelines or standards.*

Richmond Hill should consider implementing a preservation program for historic and cultural resources, including design guidelines, development standards, as well as other protections for these important features of the community's fabric.

## **Community Facilities and Services**

- *Richmond Hill must consider the cost of providing staff, facilities and services as the population continues to grow.*

The City of Richmond Hill must consider the cost of providing facilities and services for new developments, especially as it relates to gaps in service provision, such as inadequate public facilities, limited groundwater supply, longer response times for emergency services, longer travel and commuting times for residents, and additional staffing limitations due to expansive growth.

- *The City, as well as the region in general, has limited groundwater supply. However, the City has sufficient quantity available to provide for projected growth.*

Groundwater supply is a critical element to be considered by municipalities along Georgia's coast. Due to limited water resources, Richmond Hill must continue to plan accordingly in relation to projected population estimates.

- *There are not enough cultural facilities for performances, exhibits, etc. within the community.*

Cultural amenities, such as public gather places and performance facilities, are lacking in Richmond Hill.

- *The need for increased school capacity will become more significant with population growth.*

Although the state of Georgia currently funds local schools based on the current full time equivalent enrollment (FTE), for future planning purposes, local governments as well as the Bryan County Board of Education would benefit by considering population projections for future growth such as those provided by the Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006). In addition, traffic congestion and other transportation considerations, such as the busing of students, must be considered as this growth continues.



- *The population associated with Fort Stewart will continue to contribute demand for public facilities and services of Richmond Hill.*

As troops move in and out of Fort Stewart, Richmond Hill's residential and employment growth fluctuate as well. In addition, the presence of the military base impacts the City's overall economic welfare, land use decisions and infrastructure service capacity.

- *Although the City is currently under contract with Waste Management, Inc. to maintain solid waste services, adequate facilities for management of solid waste are increasingly becoming a significant issue—as is the need for comprehensive recycling programs.*

There is a recognized and identified need for recycling programs in Richmond Hill, as well as greater Bryan County, to reduce the volume of solid waste throughout the community.

- *The City is undertaking a stormwater management study in an attempt to identify problem areas in existing development. In addition, stormwater best management practices are being used for new developments.*

Stormwater management is an identified priority for the City of Richmond Hill. The stormwater management study will serve as an impetus to improve the City's efforts in this area as well as complement the existing practices already in place for new development.

- *Richmond Hill enforces its abatement ordinance to keep the community clean and safe.*

The City's enforcement of its abatement ordinance contributes to the overall quality of life in Richmond Hill by ensuring that the community is a safe and clean environment for businesses and residents of all ages.

- *Sidewalks and vegetation are maintained so that walking is an option that some would choose in Richmond Hill.*

Walkability has become an important issue for many communities as they strive to maintain sustainable growth patterns that facilitate quality of life for residents and visitors alike. The existence of a viable network of sidewalks, trails and appropriate vegetation furthers this objective.

- *Richmond Hill has population projections for the next 20 years that are referred to when making infrastructure decisions.*

As stated above, the City will benefit by considering population projections for anticipated growth such as those provided by the Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) in planning for future service and infrastructure needs.

- *The City's Capital Improvements Program supports current and future growth.*

Maintaining a current and accountable capital improvements program (CIP) is a necessary practice for responsible governments to project and plan for their communities' future opportunities and needs.

## **Intergovernmental Coordination**

- *As there is currently no mechanism or venue for sharing planning information, Richmond Hill should consider coordinating land use planning and development review with the County and the Development Authority of Bryan County.*

Land use planning and development review are areas where the City of Richmond Hill, as well as the City of Pembroke, could coordinate with Bryan County for planning services. By coordinating these efforts, Richmond Hill would be able to provide efficient and effective service delivery to the development community.

- *Growth in the Richmond Hill service area should be coordinated cooperatively between Bryan County and the City. In addition, the increasing pace of growth may require regional sharing of public facilities and services.*

To most efficiently meet the needs of the growing populations within the Cities and the County, Richmond Hill should consider facility and servicing sharing, or consolidation.



- *Richmond Hill thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these issues extend beyond local government borders.*

Because many day-to-day concerns of local governments frequently extend beyond municipal boundaries, it is imperative to plan strategically and coordinate with surrounding governments and agencies to promote efficient and effective service delivery to citizens and businesses. This issue is particularly salient as Richmond Hill continues to experience the expansive growth anticipated along Georgia's coast.

- *Richmond Hill participates in regional economic development organizations.*

As stated above, many issues are best approached regionally—economic development is one such area. By participating in regional economic development organizations, Richmond Hill recognizes the importance of partnerships to promote the economic vitality of the region as a whole.

- *The City participates in regional environmental initiatives, especially regarding water quality and quantity issues.*

A regional approach should be utilized to address what are regional problems—storm drainage, water and sewer supplies, and solid waste management.

- *The City works with other local governments to provide or share services as appropriate, such as public transit, libraries, tourism, parks and recreation, emergency response, E-911, homeland security, etc.*

Due to the increase in population throughout Richmond Hill and greater Bryan County, the adequacy of certain services—including public transit, libraries, tourism, parks and recreation, emergency response, E-911, etc.—should be evaluated and considered.

- *Richmond Hill is currently planning jointly with the City of Pembroke and Bryan County on its Comprehensive Plan.*

By jointly planning for the next 20 years through the completion and implementation of the Bryan County Joint Comprehensive Plan, the Cities of Richmond Hill and Pembroke as well as Bryan County are making a critical step towards providing for the future needs of their respective residents and business partners.

- *The City is satisfied with its Service Delivery Strategy.*

Although the City is satisfied with its current Service Delivery Strategy, as growth continues, service delivery must be considered and coordinated with Bryan County so as to avoid overlap and duplication of services and facilities.

## **Transportation**

- *There is a lack of transportation choices for access to housing, jobs, services, goods, health care and recreation. Combined with extensive population growth, this lack of options contributes to increased traffic congestion.*

With the increasing population growth leading to continued congestion for the City of Richmond Hill, the lack of public transportation options means limited access to housing, jobs, services, good, health care and recreation.

- *Bicycle and pedestrian access associated with new development typically does not connect to existing local multi-use trails.*

Because there are limited alternative forms of transportation opportunities for Richmond Hill residents, the City should support such efforts, including local trail networks, better connectivity to existing trails and communities, as well as regional trail networks.

- *There is a need for increased transportation planning for newly developed and developing areas.*

Richmond Hill should consider transportation planning and related impacts when reviewing development plans in high growth areas.



- *Richmond Hill has been awarded a Transportation Enhancement grant through GDOT to enhance the main corridor and create a downtown area around the City Hall complex.*

The monies awarded by GDOT for the City's Transportation Enhancement (TE) grant provide an opportunity for Richmond Hill to implement its planned corridor enhancement program. The TE grant-funded project further promotes a unique sense of place by creating a downtown center around the existing City Hall complex

- *The City requires that new development connect with existing development through a street network, not single entry/exit.*

Connectivity is a crucial element to mitigate the impacts of traffic congestion frequently exhibited in rapidly developing areas.

- *Opportunity exists to amend current subdivision regulations to require pedestrian and cyclist access to existing local multi-use trails as feasible.*

As stated above, because there are limited alternative forms of transportation opportunities available for the City's residents, current subdivision regulations should be amended to allow and encourage pedestrian and cyclist access to the existing local network for multi-use trails, wherever feasible.

- *The community has a good network of sidewalks to allow people to walk to a variety of destinations.*

Walkability has become an important issue for many communities as they strive to maintain sustainable growth patterns. The existence of a viable network of sidewalks, trails and appropriate vegetation furthers this objective. In some areas of Richmond Hill, this practice is already in place as several errands can be made on foot, if so desired.

- *Richmond Hill's subdivision ordinance requires all new development to provide user-friendly sidewalks. In addition, newly built sidewalks are required to connect to existing sidewalks wherever possible.*

Again, connectivity and walkability are growing concerns for quality of life for residents of growing communities. Richmond Hill demonstrates a commitment to encouraging this practice.

- *The City has a plan for bicycle routes throughout the community.*

Bicycle routes provide a healthy and efficient transportation alternative for communities. The City of Richmond Hill will further its objective of promoting connectivity as its plan for bicycle routes throughout the City is implemented.

- *Some of the children in the community can and do walk and bicycle to school.*

The practice of walking and bicycling to school is supported through the Georgia Department of Transportation's Safe Routes to School (SRTS) initiative. Although the City of Richmond Hill has not sought funding under this program, the City demonstrates a commitment to the intent of the SRTS approach by providing safe and navigable sidewalks for use by school-aged children.

- *Commercial and retail developments are allowed to share parking areas wherever possible.*

Shared parking provides a way to conserve land and eliminate the volume of impervious surfaces throughout a community—a responsible practice in terms of transportation concerns and the overall environmental well-being of the area.

- *Richmond Hill participates in the Coastal Georgia Regional Development Center's Regional Rural Public Transit Plan, under the auspices of the City's participation in the Bryan County Rural Public Transportation Program.*

As stated previously, increasing population growth leads to continued congestion not only for the City of Richmond Hill, but also for Bryan County and the coastal region at large. In an effort to mitigate this impact, the Coastal Georgia Regional Development Center is working throughout the region to implement the Regional Rural Public Transit Plan.



## Implementation Program

The Comprehensive Plan is a 'living' document, periodically updated respective of the changing community. A critical part of the Plan's evolution is the implementation program, serving as the overall strategy for Richmond Hill to achieve its vision for the future. In addition, the implementation program encourages compliance with both the Character Area and Future Development maps, and guides the City 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 includes 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, intends 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 Richmond Hill Short Term Work Program 2008-2012

Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
<b>ECONOMIC DEVELOPMENT</b>								
Promote, establish and support industrial park and commercial park	x	x	x	x	x	City	TBD	General Fund
Update economic resource guide	x					City	\$5,000	General Fund
Attend all Fort Stewart newcomers briefings	x	x	x	x	x	City	\$3,000	General Fund
Establish public relations campaign to increase knowledge of city	x	x	x	x	x	City	Staff time	General Fund
Attain All-American City designation		x				City	\$1,000	General Fund
Attain tree city designation		x				City	\$1,000	General Fund
<b>NATURAL &amp; CULTURAL RESOURCES</b>								
Nominate buildings and sites for historic preservation	x	x	x	x	x	City	\$1,000	General Fund
Obtain historic markers for historic sites in city		x	x			City	TBD	General Fund
Establish bike and walking path along widened Highway 144				x	x	City	TBD	General Fund
Continue to control the location and impacts of development through all available means including the Future Development Map and Zoning Ordinance	x	x	x	x	x	City	Staff time	General Fund
Continue to encourage through development review and other means environmentally-friendly practices, including green growth guidelines, smaller lot sizes and open space retention	x	x	x	x	x	City	Staff time	General Fund
Continue to collaborate with state and national natural resource or land conservation programs to preserve environmentally sensitive or significant areas	x	x	x	x	x	City	Staff time	General Fund
Create a historic preservation ordinance		x				City	Staff time	General Fund
Finalize, adopt and enforce its tree preservation ordinance	x					City	\$2,000	General Fund
Inventory the City's scenic resources, and consider guidelines and standards to protect significant views and vistas				x		City	Staff time	General Fund; Grants funds
<b>COMMUNITY FACILITIES &amp; SERVICES</b>								
Build a third fire station to cope with anticipated growth				x		City	TBD	General Fund
Purchase additional pumper				x		City	TBD	General Fund
Make GIS available to general public		x				City	\$35,000	General Fund
Purchase excavator and tractor trailer	x					City	\$100,000	General Fund



Project or Activity	2008	2009	2010	2011	2012	Responsible Party	Cost Estimate	Funding Source
<b>COMMUNITY FACILITIES &amp; SERVICES</b>								
Complete downtown streetscape program			x	x		City	\$1,000,000	General Fund; Grant funds
Add community arts center		x				City	\$100,000	General Fund
Upgrade police firearms range	x					City	\$50,000	General Fund
Update police communications mobile data terminals		x				City	\$80,000	General Fund
Add elevator to existing police facility				x		City	\$40,000	General Fund
Co-locate new police department facility with fire department in Richmond Hill Reserve			x			City	\$200,000	General Fund
Explore possible development of additional city building to house expanded planning and zoning department, code enforcement and other city departments		x	x			City	\$2,000,000	General Fund
Pave additional parking lot and impound area behind main police department		x		x		City	\$50,000	General Fund
Upgrade wastewater treatment plant	x	x	x	x		City	TBD	Sewer fund
Construct second elevated storage tank		x	x			City	TBD	Water fund
<b>Parks &amp; Trees</b>								
Add new exercise and playground equipment to city parks		x		x		City	\$25,000	General Fund
Make J.F. Gregory Park Improvements	x	x	x	x	x	City	TBD	General Fund
Move historic structures and create a village in J.F. Gregory Park					x	City	TBD	General Fund
Construct amphitheater in J.F. Gregory Park	x	x				City	TBD	General Fund
Purchase additional park space			x		x	City	\$100,000	General Fund
Move museum to J.F. Gregory Park					x	City	\$25,000	General Fund
Build addition onto J.F. Stevens Wetlands Center	x					City	\$50,000	General Fund
Build City Center in J.F. Gregory Park	x	x				City	TBD	General Fund
<b>INTERGOVERNMENTAL COORDINATION</b>								
Continue cooperation, communication and coordination with surrounding municipalities and jurisdictions, and citizen, nonprofit and social service organizations with regard to planning and development and potentially collaborate to share information and identify goals and objectives to satisfy common interests and needs	x	x	x	x	x	City	Staff time	General Fund
Monitor and evaluate opportunities for regional facilities and services	x	x	x	x	x	City	Staff time	General Fund
Continue on-going collaboration with the Georgia DOT, to facilitate a regional approach to road development, improvements, and enhancements	x	x	x	x	x	City	Staff time	General Fund
Renegotiate service delivery strategy with Bryan County	x					City	Staff time	General Fund
Establish city 911 operator position at 911 center in conjunction with service delivery strategy	x					City	TBD	General Fund



# City of Richmond Hill Report of Accomplishments, 2003-2007

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
<b>LAND USE</b>					
Develop detailed annexation program plan	X				
<b>ECONOMIC DEVELOPMENT</b>					
Promote, establish and support industrial park and commercial park		X			
<b>HOUSING</b>					
Encourage development of housing for all economic groups		X			
<b>NATURAL &amp; CULTURAL RESOURCES</b>					
Move historic buildings and construct village in J.F. Gregory Park			X		The creation of a village in the city park has been postponed indefinitely pending other park improvements
Nominate buildings, structures, sites for historic preservation				X	The Historic Preservation Committee was reactivated last year and they are pursuing this
Obtain historic markers for major historic buildings in Richmond Hill		X			
Support Greenways Trail Program through Richmond Hill		X			
Construct wetlands education center and meeting building in J.F. Gregory Park	X				
Purchase additional park property	X				
Establish bike/walking path from Ogeechee River to Sterling Creek down Highway 144		X			
J.F. Gregory Park City Improvements	X				
Move museum to J.F. Gregory Park			X		The museum building is privately owned and the owner has opted not to do this at this time
<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
Construct dock in J.F. Gregory Park by Park Rangers Office	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
<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
Construct boardwalk from park walking trail to Ogeechee River			X		This was a proposed plan that has been postponed indefinitely pending other park improvements
Construct BMX track in J.F. Gregory Park	X				This was built but has been dismantled due to lack of use
Construct War Memorial in J.F. Gregory Park	X				
Build picnic gazebo in J.F. Gregory Park	X				
Construct amphitheater in J.F. Gregory Park		X			
Build Phase I, II tennis courts in J.F. Gregory Park				X	This plan was cancelled because of other improvements made to the park over the past several years
Build basketball court in J.F. Gregory Park				X	See above answer
Build boardwalk from J.F. Gregory Park trail across swamp to Highway 17				X	The city council decided not to pursue this
Purchase equipment storage building for trail	X				
Build third fire station		X			
Add new pumper				X	Fire chief says new pumper not yet needed
Add rescue squad	X				
Replace old fire department pumper	X				
Automate work order program between city and OMI	X				
Develop capital improvements program for water/sewer fund	X				
Automate building inspections program	X				
Make GIS available to public and staff		X			
Purchase excavator				X	OMI uses an excavator from their Hinesville office, as needed
Gym Addition				X	Gym is county owned
Build two fishing piers on J.F. Gregory Trail	X				
Add sidewalk on Harris Trail from Sterling Creek to Piercefield	X				
Add sidewalk on Timber Trail from Route 144 east to Recreation Park	X				
Add sidewalk on Route 144 east from railroad to Timber Trail	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
Add sidewalk from recreation park to Sterling Creek Subdivision		X			
Analysis of financial impact of amphitheater	X				
Build in-line skating facility in J.F. Gregory Park				X	City built a skate board park instead
Purchase and plant 50 trees on Highways 17 and 144	X				
Improve public safety communications equipment	X				
Expansion of Water distribution and waste water system outside to areas outside city limits		X			



## 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 Richmond Hill. The policies provide overall guidance for making decisions consistent with the community's vision, serving as tools for elected and administrative officials when making future land use and zoning decisions.

The policies outlined in the following discussion address both the issues and opportunities identified through the Community Participation Program, and the conclusions provided in the Community Assessment.

### Development Patterns

Richmond Hill seeks to increase options for housing, increasing affordability. In addition, the City wishes to further develop areas of mixed use, decreasing the dependence on automobiles in favor of other modes of transportation such as walking or bicycling.

The below policies establish clear objectives to utilize the latest land use planning techniques to achieve the City's visions for future development; and to educate the public and elected officials on these innovative techniques.

### ***Policies in Support of Development Patterns:***

- *Richmond Hill will continue to establish other housing options for its residents beyond medium to large lot single family homes.*

Richmond Hill will educate its citizens on the values of higher density, mixed-use and mixed-income neighborhoods in appropriate locations.

- *Richmond Hill will encourage innovative land use planning techniques to be implemented in building higher densities, mixed-use development and infill development, where feasible and appropriate.*

Richmond Hill will explore how "form-based codes" can contribute to guidance of development.

- *Richmond Hill will develop and apply architectural design standards for commercial development, particularly as applied within close proximity to historic sites and buildings.*

Richmond Hill will evaluate its buffer standards for effectiveness, particularly as applied within close proximity to historic sites and buildings, determine the need for more strict regulation, and adjust accordingly.

- *Richmond Hill will generate a development guidebook illustrating the types of new "Ford Era" style development desired by the community.*

Richmond Hill will promote redevelopment of brownfield or greyfield areas and sites as opportunities evolve. In addition, Richmond Hill will update its Abatement Ordinance.

- *Richmond Hill will generate a Sign Ordinance, separating the existing sign regulations from the Zoning Ordinance.*

Richmond Hill will institute periodic update of the land-development process to the elected officials, as well as to the development community.

### Population Growth

According to the Community Assessment, the population of Richmond Hill is projected to reach 14,825 by 2030, a 113 percent increase from the year 2000. The Assessment further makes reference to the issue of household poverty, and the need for housing that is affordable to a broad spectrum of household incomes.



The significance of population growth, particularly as it affects public facilities, schools, emergency services and law enforcement services, was acknowledged by the City's Comprehensive Plan Advisory Committee. Below are the policies specifically related to population growth, as generated through the Community Agenda process.

### ***Policies in Support of Population Growth:***

- *Richmond Hill will guide development by considering capacity of public facilities, schools, emergency services, and law enforcement services.*

Richmond Hill will actively prepare for the impacts of population growth by implementing long-range and short-range elements of the comprehensive plan.

- *Richmond Hill will create recreational, health and fitness, cultural and other opportunities for all residents.*

Richmond Hill will coordinate with the local school board to generate population projections and share projections with surrounding local governments.

### **Economic Development**

The proportion of Richmond Hill residents commuting outside of the City for employment, according to the 2000 Census and as reported in the Community Assessment, is 77 percent. The largest industry sector in 2000 was educational, health and social services, at 18 percent, followed by retail at 13 percent.

Diversification of the city's job base is important for economic improvement, as determined by the Advisory Committee. The City partners with the Development Authority of Bryan County, the Richmond Hill-Bryan County Chamber of Commerce, and the Richmond Hill Convention and Visitors Bureau, on matters of economic growth and development.

The following policies address the need to promote high-technology industry, as well as consider opportunities associated with neighboring regional ports and military installations.

### ***Policies in Support of Economic Development:***

- *Richmond Hill will encourage marketing strategies for the Development Authority of Bryan County to promote business to locate in Richmond Hill.*

Richmond Hill will provide opportunities for the public to be informed of the economic value to the community provided by high-paying, high-technology industry.

- *Richmond Hill will recruit firms that provide or create sustainable products.*

Richmond Hill will consider the regional economic impact of growth of the area's regional ports, toward economic development strategy.

- *Richmond Hill will encourage the Development Authority of Bryan County to further market and provide incentives for development of defense contracting business within the City.*

Richmond Hill will collaborate with the Development Authority of Bryan County, Chamber of Commerce, and regional educational institutions to increase workforce training options.



## **Housing**

Richmond Hill's housing stock is largely comprised of detached, single-family homes, as stated in the Community Assessment. The relative deficiency in affordable housing is also discussed in the Assessment.

The following policies address the determined need to increase options for affordable workforce housing, including mixed residential development.

### ***Policies in Support of Housing:***

- *Richmond Hill will provide opportunities for the public to be informed of the values to communities provided by variety of residential density and housing types, to increase options for affordable or workforce housing.*

Richmond Hill will inventory its existing housing stock to determine the amount of affordable housing available within the City.

- *Richmond Hill will offer incentives to developers to provide affordable housing.*

Richmond Hill will establish incentives encouraging residential developments with a mix of housing styles and types for persons of all income levels.

Richmond Hill will modify local ordinances to allow development credits for mixed residential development, or other innovative design practices.

## **Natural Resources**

Richmond Hill, addressing the pressure of economic and residential growth, has achieved significant successes toward the protection of natural resources. Among those achievements are the designation of Conservation Areas, the generation of a Tree Preservation Ordinance, and the development of the John W. Stevens Wetlands Education Center. The Advisory Committee determined the need to continue efforts to protect and conserve natural resources, as well as promote nature education.

The following policies provide guidance for initiatives to continue protection, conservation and enhancement of natural resources; and promotion of nature education and related public access.

### ***Policies in Support of Natural Resources:***

- *Richmond Hill will continue to protect, conserve and enhance its natural and cultural resources by controlling the location and impacts of proposed developments through all available means including its Future Development Map and Zoning Ordinance.*

Richmond Hill will continue to encourage environmentally-friendly practices, such as green growth guidelines, smaller lot sizes and open space retention, etc.

- *Richmond Hill will continue to collaborate with state and national natural resource or land conservation programs to preserve environmentally sensitive or significant areas in the community.*

Richmond Hill will finalize, adopt and enforce its tree preservation ordinance.

- *Richmond Hill will continue efforts to acquire funding for extension to the Ogeechee River of the nature trail at J.F. Gregory Park and the John W. Stevens Wetlands Education Center, for the purpose of providing nature-interpretive public access to the River within convenient reach of the City's residents.*



## **Cultural Resources**

The Advisory Committee further identified the importance of protecting cultural and historic resources, as well as the need to strengthen the initiative to protect scenic resources. Scenic resources, central to natural and cultural character, are known to be vital to the local tourism industry and to a community's sense of place.

The following policies provide for conservation and enhancement of cultural and scenic resources.

### **Policies in Support of Cultural Resources:**

- *Richmond Hill will continue to protect, conserve and enhance its natural and cultural resources by controlling the location and impacts of proposed developments through all available means including its Future Development Map and Zoning Ordinance.*

Richmond Hill will continue to require new development projects to identify and protect archeological sites, referring to the 1990s study by the University of Georgia.

- *Richmond Hill will create a historic preservation ordinance.*

Richmond Hill will inventory its scenic resources, and consider guidelines and standards to protect significant views and vistas.

## **Community Facilities and Services**

Richmond Hill's public facilities, services and schools currently meet the needs of the residents; however as population growth increases, this infrastructure will face significant challenges.

A recent example of a major achievement is the Sterling Creek Wastewater Treatment Facility. In 2006, Richmond Hill was recognized by the Georgia Municipal Association as a "Trendsetter City", for the City's innovative method of treating wastewater by utilizing constructed wetlands. The Sterling Creek Wastewater Treatment Facility has not only efficiently met the sewage treatment needs of the community, but has also provided a second benefit as a sanctuary for wildlife.

The Community Assessment's determination that the City must meet growing staffing requirements and equipment upgrades was reaffirmed by the Community Agenda Advisory Committee. Objectives identified by the Advisory Committee included: evaluation of potential development for impacts on public facilities, services and schools; consideration of development impact fees as a means of shifting costs of service and facility improvements from the taxpayers to the developers; and, consideration of potential sites for new cultural and recreational activities.

The following policies are the result of consideration by the Advisory Committee regarding the increasing pressures on Richmond Hill's community facilities and services.

- Richmond Hill will consider adopting an impact fee ordinance in order for new growth to pay for itself, relative to demands on public facilities and services.
- Richmond Hill will evaluate development projects against cumulative impacts on public facilities, services and schools.
- Richmond Hill will encourage and support solid waste reduction and recycling initiatives.
- Richmond Hill will explore opportunities to increase cultural activities by considering potential sites for arts activities, performances and other social and cultural gatherings, such as a multi-purpose theater.
- Richmond Hill will continue exploring for opportunities to increase recreational and cultural activities by consideration of potential sites.
- Richmond Hill will continue working to maintain nationally recognized standards of adequate ratio of police officers per a population of 1,000.



## **Intergovernmental Coordination**

As stated in the Community Assessment, Bryan County provides services to Richmond Hill's residents. For example, the City is served by the Bryan County School System. However, many services are provided by the City—law enforcement, emergency services, code enforcement, planning and zoning, road construction and maintenance, and water and sewer service.

Examples of regional coordination and cooperation on the part of Richmond Hill include economic development, environmental protection and management, transportation, tourism development, parks and recreation, emergency services and homeland security.

In addition, Richmond Hill jointly plans for the future with the City of Pembroke and Bryan County, as demonstrated in the development of the Bryan County Joint Comprehensive Plan.

The policies below support continued efforts toward regional cooperation and sharing of facilities and services, as feasible. The Agenda process incorporated full appreciation that embracing intergovernmental cooperation allows local governments to economize, provide more efficient service delivery, and limit duplication of services.

### ***Policies in Support of Intergovernmental Coordination:***

- *Richmond Hill will continue to cooperate, communicate and coordinate with surrounding local municipalities and jurisdictions, and citizen, nonprofit and social service organizations with regard to planning and development and potentially collaborate to share information, identify goals and objectives to satisfy common interests and needs.*

Richmond Hill will monitor and evaluate opportunities for regional facilities and services.

- *Richmond Hill will continue the on-going collaboration with the Georgia Department of Transportation (GDOT), to facilitate a regional approach to road development, improvements, and enhancements in anticipation of future growth and development.*

Richmond Hill will collaborate with the local school board to address increased traffic congestion resulting from continued concentration of school locations.

## **Transportation**

Richmond Hill engages in various efforts to improve and expand options for transportation. For example, the City requires that new development connect with existing development through a street network—not a single entry and exit point. Richmond Hill's subdivision ordinance requires all new development to provide user-friendly sidewalks, and newly built sidewalks are required to connect to existing sidewalks wherever possible. The City also provides a plan for bicycle routes throughout the community.

The enhancement of the main corridor in Richmond Hill, along with the creation of a centrally-located area with downtown character, is a major project being planned by the City. The City's recent Transportation Enhancement grant will make funding of this project possible.

The policies below are based on the broad objectives to continue expanding opportunities for alternative modes of transportation; to continue collaboration with GDOT on regional transportation matters; and to collaborate with the Bryan County Board of Education to address school-induced traffic issues.



## ***Policies in Support of Transportation:***

- *Richmond Hill will continue to expand and connect local pedestrian/bicycle trail networks and sidewalks.*

Richmond Hill will continue the on-going collaboration with GDOT to facilitate a regional approach to road development, improvements and enhancements in anticipation of future growth and development.

- *Richmond Hill will continue to participate in the Coastal Georgia Regional Development Center's Regional Rural Public Transit Plan, under the auspices of the City's participation in the Bryan County Rural Public Transportation Program.*

Richmond Hill will explore alternative transportation options for the community, including but not limited to public transportation.

- *Richmond Hill will encourage a multi-modal transportation network, to support efficient land use, reduce traffic congestion and facilitate community-wide and regional mobility.*

Richmond Hill will collaborate with the Bryan County Board of Education (BOE) to continue addressing increased traffic congestion resulting from concentration of school locations. As part of the solution, a new school in the K-5 complex area provides a new traffic design to remove traffic congestion from City streets, with added parking on school board property available for 'stacking cars'.

## **Supplemental Plans**

As reported in the Community Participation Program, Bryan 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 March 2007, the Georgia Institute of Technology's Enterprise Innovation Institute presented the final draft the Economic Diversification of Bryan County study to the public. This study provides a detailed account of economic diversification issues as identified by the community as well as recommendations and a strategic plan for Bryan County, the City of Pembroke and the City of Richmond Hill. Based on interviews with community stakeholders, the study determines the County's level of dependence on Fort Stewart; provides an inventory of the current conditions in Bryan County; and develops an effective strategy and implementation plan for economic growth and success.

Other planning efforts include the Bryan County Bicycle and Pedestrian Plan, developed by the Coastal Georgia Regional Development Center in 2007. The plan, which includes recommendations for all three jurisdictions—Bryan County as well as the Cities of Pembroke and Richmond Hill—is designed to facilitate and encourage bicycle and pedestrian activity. The purpose of the plan is to create an environment where individuals can walk or bicycle safely and conveniently to all desired destinations. In addition, the plan seeks to provide alternative transportation options for citizens and visitors alike.

Similar to the Bicycle and Pedestrian Plan, the Bryan County Elementary School (BCES) Transportation Assessment (2008) also strives to facilitate bicycle and pedestrian activity. The Transportation Assessment serves as an initial study to determine the feasibility of implementing a Safe Routes to School (SRTS) plan for BCES, located in the City of Pembroke. By analyzing the condition of existing trail and sidewalk infrastructure, traffic counts and crash data, the Assessment seeks to provide information related to a SRTS plan, such as to:

- Improve bicycle and pedestrian facilities and safety;
- Increase the number of children getting regular physical activity;
- Decrease traffic congestion at school drop-off sites; and
- Improve air quality around the school.





In March 2008, the City of Richmond Hill released its future annexation study, prepared by William Christian and Associates. The Richmond Hill Annexation Study indicates the City's proposed plan for annexation, which would extend the city limits by 22,618 acres into unincorporated Bryan County to the east, west and south. While this proposed annexation would more than double the City's current geographic size over a period of approximately 17 years, much of the service area is already encompassed by Richmond Hill's Service Delivery Area as approved by the Georgia Department of Community Affairs according to House Bill 489.

**City of Pembroke  
RESOLUTION TO ADOPT**

**WHEREAS**, the City of Pembroke City Council has completed the Community Agenda documents as part of the 20-year Comprehensive Plan Update;

**WHEREAS**, these documents were prepared according to the Standards and Procedures for Local Comprehensive Planning effective May 1, 2005 and established by the Georgia Planning Act of 1989; and

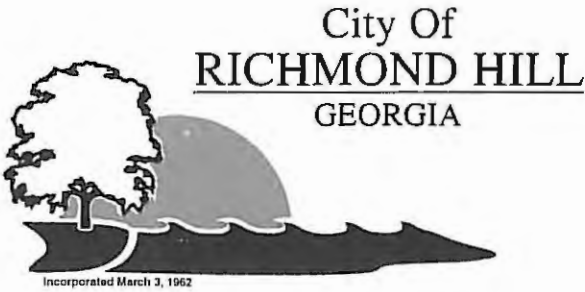
**BE IT THEREFORE RESOLVED**, that the City of Pembroke City Council does hereby adopt the Community Agenda portion of the 20-year Comprehensive Plan Update.

Adopted this 13th day of October, 2008

BY: Judy B. Cook  
Mayor

Attest:

Betty K. Hill  
City Clerk 10-13-08



Mayor  
Richard R. Davis

City Council Members  
Marilyn Hodges  
Floyd Hilliard  
Jimmy Hires  
JoAnn Bickley

City Manager  
Michael J. Melton

City Clerk  
Ursula G. Lee

## RESOLUTION TO ADOPT COMMUNITY AGENDA

**NOW THEREFORE BE IT RESOLVED**, that the City of Richmond Hill City Council certifies that the minimum public participation and other procedural requirements, as identified in the Standards and Procedures for Local Comprehensive Planning, have been met or exceeded in preparing the Community Agenda portion of the 20-year Comprehensive Plan Update; and

**BE IT FURTHER RESOLVED**, that the City of Richmond Hill City Council hereby adopts the Community Agenda portion of the 20-year Comprehensive Plan Update.

Adopted this 7<sup>th</sup> day of October 2008

By: Richard R. Davis

Mayor Richard R. Davis

By: Floyd Hilliard

Councilman Floyd Hilliard

By: Jimmy Hires

Councilman Jimmy Hires

By: JoAnn Bickley

Councilwoman JoAnn Bickley

By: Marilyn Hodges

Councilwoman Marilyn Hodges

ATTEST: Ursula G. Lee

City Clerk Ursula Lee


**RESOLUTION TO ADOPT**  
**The Community Agenda**

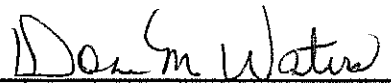
**WEREAS,** the Bryan County Board of Commissioner has completed the Community Agenda documents as part of the 20-year Comprehensive Plan Update; and

**WHEREAS,** these documents were prepared according to the Standards and Procedures for Local Comprehensive Planning effective May 1<sup>st</sup>, 2005 and established by the Georgia Planning Act of 1989; and

**BE IT THEREFORE RESOLVED,** that the Bryan County Board of Commissioners does hereby adopt the Community Agenda portion of the 20 year Comprehensive Plan Update.

**ADOPTED THIS 7th DAY OF OCTOBER, 2008.**

**BY:**   
Chairman

**ATTEST:**   
County Clerk