

COVER SHEET FOR COMMUNITY PLANNING SUBMITTALS

Name(s) of Submitting Government(s): **City of Pembroke**

RC: **CRC**

Submittal Type: **Adopted 2023 Comprehensive Plan**

Preparer: RC Local Government Consultant: Specify

Cover Letter Date: **6/26/23**

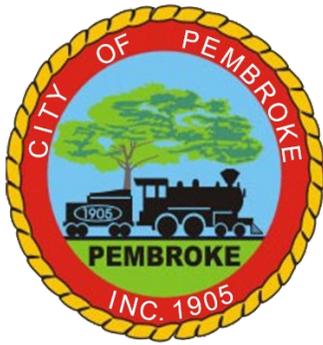
Date Submittal Initially Received by RC: **6/20/23**

Explain Unusual Time-lags or Other Anomalies, when present:

Inaccurate/incomplete information, above, and nonconformity with the standards articulated, below, are reportable as performance errors under the terms of the annual DCA/RC contract and may lead to adverse audit findings.

- **ALL SUBMITTALS MUST BE TRANSMITTED ELECTRONICALLY USING THE DEPARTMENT'S SHAREPOINT SITE.**
- **COMBINE ALL INDIVIDUAL IMAGES, DOCUMENTS AND SPREADSHEETS INTO ONE SINGLE, SEARCHABLE PDF (INCLUDING COVER LETTERS, APPENDICES, ETC.), PUT THIS COMPLETED FORM AS THE FIRST PAGE OF THE PDF AND THEN UPLOAD IT.**
- **REVISED SUBMITTALS MUST INCLUDE THE ENTIRE DOCUMENT, NOT ONLY THE REVISED PORTION.**
- **EMAILED OR HARDCOPY MATERIALS WILL NOT BE ACCEPTED FOR DCA REVIEW.**
- **ALL SUBMITTALS MUST BE CHanneled THROUGH THE APPROPRIATE REGIONAL COMMISSION.**

Comprehensive Plan Update *2018 - 2028*



City of Pembroke | Georgia

GMC



RESOLUTION

A RESOLUTION BY THE MAYOR AND COUNCIL OF PPEMBROKE, GEORGIA ADOPTING THE PEMBROKE 2018 - 2028 COMPREHENSIVE PLAN UPDATE

WHEREAS, the City of Pembroke has prepared a 2023 Update to the Comprehensive Plan in accordance with the Rules of the Georgia Department of Community Affairs Minimum standards and Procedures for Local Comprehensive Planning (Chapter 110-12-1), and

WHEREAS, the Mayor and Council of Pembroke conducted a public involvement program to gather information from a cross-section of the community, and

WHEREAS, the City received input from community residents to assist with the establishment of goals, objectives, and strategies to guide the future of the community, and

WHEREAS, Pembroke staff met regularly over the same 12-month period with representatives of other agencies to advise them of the findings to solicit their input in preparing the goals, objectives, and strategies to guide the future of the community, and

WHEREAS, Pembroke staff assembled the recommendations of community stakeholders and prepared such other documents in the Comprehensive Plan format required by the Georgia Department of Community Affairs Minimum Standards and Procedures for Local Comprehensive Planning (Chapter 110-12-1), and

WHEREAS, Chapter 110-12-1 of the Georgia Department of Community Affairs Local Planning Requirements requires that the Mayor and Council of Pembroke approve the document entitled Pembroke 2018 – 2028 Comprehensive Plan Update prior to forwarding it to the Coastal Georgia Regional Commission and the Georgia Department of Community Affairs, and

WHEREAS, the Pembroke 2018 - 2028 Comprehensive Plan Update was prepared according to the Standards and Procedures for Local Comprehensive Planning (Chapter 110-12-1) effective October 1, 2018, and established by the Georgia Planning Act of 1989, and includes the community's certification that consideration was given to both the Regional Water Plan and the Georgia Department of Natural Resources Rules for Environmental Planning Criteria as provided in Section 110-12-1-.02(3) of the above mentioned Standards and Procedures in preparing the Plan,

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1 Introduction

The City of Pembroke, Georgia has developed the update to their Comprehensive Plan to set new goals for municipal, economic, and community development. This plan sets its focus on finding new ways to stimulate growth in Pembroke, to give opportunities to both current and future citizens of Pembroke while also preserving the natural and historical resources that contribute to Pembroke’s sense of place.

Planning Scope

The Georgia Department of Community Affairs (DCA) administers the rules and regulations for Comprehensive Planning in the State of Georgia. These rules provide local governments a framework for the development, management, and implementation of local comprehensive plans. Effective local planning is essential to the State of Georgia’s overall economic prosperity. The Official Code of Georgia Annotated (O.C.G.A) Section 50-8-1 established authority for the DCA to define minimum standards and procedures for developing comprehensive plans for local governments in the State of Georgia. These standards and procedures are designed to help the City prepare a plan that identifies immediate needs within the community and looks for opportunities to allow the City to achieve its vision for the future. An adopted Comprehensive Plan allows the City to maintain its “qualified local government status,” which makes the City eligible for selected state funding and permitting programs.



The City of Pembroke addressed the elements required by DCA’s minimum standards and procedures and exceeded these requirements by conducting additional analysis on other planning elements. The following required elements are included in the City’s 2023 Comprehensive Plan Update:

- Community Goals
- Needs and Opportunities
- Land Use
- Community Work Program.

The City has also addressed planning topics such as housing, economic development, natural and cultural resources, environment and resiliency, community facilities, intergovernmental coordination, and broadband throughout this document.

2 Setting the Stage

History of the City of Pembroke

The City of Pembroke sits in the Northern Half of Bryan County, decorated by creeks, ponds, and canals and framed by miles of wetlands. The beginnings of Pembroke’s history are the lumber and naval stores industries, which encouraged the development of communities throughout coastal Georgia in the late 1800s. The intersection of a thriving timber business in North Bryan and the extension of a Western Railroad line into the area brought about the City of Pembroke. As rail traffic into the area increased, the first semblances of a community appeared through the construction of houses and businesses. By 1905, Pembroke was officially incorporated as a city thanks to State Representative John Bacon—a Pembroke native. The city’s fast growth and economic development led to Pembroke becoming the county seat—as well as the county’s administrative center—of Bryan County in 1935, a position it still holds today.

While Pembroke has undergone many changes since its time as a lumber town, there are still symbols of its past that inform current residents of the city’s rich history. The layout of modern Downtown Pembroke is reflective of the development patterns stemming from railroad lines common in the 1890’s, with commercial lots running parallel to railroad tracks while residential lots run perpendicular. The city has been able to preserve many of its buildings predating World War II, including the Mount Moriah Church built in 1890, the Tindol Hotel built in 1915, and the Tos Theatre built in 1937.

Pembroke’s proximity to the Savannah metropolitan area, Fort Stewart, Statesboro and Georgia Southern University makes the city a small community located at a major crossroads of economic opportunity. As Pembroke and Bryan County continue to grow in size and diversity, there is the potential for the city to harness this momentum and bring about huge changes while preserving its rural and historic character.



People of Pembroke

In support of the Comprehensive Plan, a demographic study was performed to identify trends in population, housing, employment, transportation, community health, and other data trends. The results of the analysis are summarized here and were used to help craft a plan that best addresses the changing demographics in the community.

According to recent Census data, Bryan County is the sixth fastest growing county in the whole nation and the fastest growing county in Georgia. The majority of the population growth in Bryan County has occurred in the southern portion of the County. Pembroke, for example, saw very little growth between 2010-2020 when compared Richmond Hill and Bryan County as a whole. The growth in Pembroke (17%) did exceed the state average of 10.5% between 2010-2020. While historical growth patterns have been slow in the City of Pembroke, the development of the Hyundai Manufacturing facility will likely create demand for residential development in the northern parts of Bryan County. This anticipated growth presents many issues related to city services, infrastructure, impacts to community resources, and overall quality of life that must be considered when making future planning decisions.

Table 1 - Population Comparisons

Jurisdiction	2000 (Census)	2010 (Census)	2020 (Census)	% Change 2000-2010	% Change 2010-2020	% Change 2000-2020
Pembroke	2,379	2,153	2,524	-9.50%	17.23%	6%
Richmond Hill	6,959	9,281	16,633	33.37%	79.22%	139%
Bryan County	23,417	30,233	44,738	29.11%	47.98%	91%
Georgia	8,186,453	9,687,653	10,711,908	18.34%	10.57%	31%

Opportunities and considerations associated with this growth include:

- Development of a strategy to capitalize on the future growth as a result of the Mega site industrial development in the north end of the county which includes a plan to extend city water/sewer services
- Be mindful of the development pressures and needs of existing neighborhoods
- Explore potential annexation areas north-east and east of the City.

In addition to population growth, the City might also expect an increase in the average household size as a result of the Mega Site development. The average household size is currently 2.49, but is likely to increase as more families move to the area for employment at the Hyundai Facility and supporting businesses.

Pembroke's median age has slightly increased since 2000, but it is still fairly young at age 31.9. Since 2010, the City's median age has decreased by roughly 4 years and is younger than the state average of 36.9 years and the national average of 38.2 years.

Housing

Based on the 2020 Census, the City of Pembroke had 1,087 total housing units. The majority of the housing stock in the City as built prior to 2000 (75%). The remaining 25% were constructed after 2000, with 9% being built after 2014. A close balance exists when examining home ownership in the City. About 55% of

households are owner-occupied and 45% renters. Of the owner-occupied structures, 75% have a mortgage.

Income

In looking at household income data specific to Pembroke, the largest percentage of households fall within the \$50,000-\$75,000 median income range, which is higher than the County and State by percentage. The County and State have a larger overall percentage in the ranges above \$75,000 than the City of Pembroke.

Table 2 Household Income

	Pembroke	Bryan County	Georgia
Less than \$10,000	0%	4.0%	6.3%
\$10,000 to \$14,999	3.9%	1.7%	3.7%
\$15,000 to \$24,999	8.2%	6.5%	7.9%
\$25,000 to \$34,999	22.2%	6.4%	8.5%
\$35,000 to \$49,999	10.6%	6.5%	11.4%
\$50,000 to \$74,999	24.6%	20.2%	17.4%
\$75,000 to \$99,999	11.7%	15.8%	13.3%
\$100,000 to \$149,999	12.9%	21.0%	15.7%
\$150,000 to \$199,999	1.7%	8.7%	7.3%
\$200,000 or more	4%	9.3%	8.4%

Median income in the City of Pembroke is estimated to be roughly \$54,000 per household. The State of Georgia shows a median income \$65,000, with the national number closer to \$70,000. While higher earners tend to be lower in the City when compared to County, State, and National averages, the future earning potential for Pembroke is strong. The projected 8,500 new jobs estimated to be coming to Bryan County at the Hyundai Plant and the associated businesses could lead to an increase in higher paying jobs for residents of the City.

Health (county-wide)

Characteristics for a variety of health-related topics are available through the County Health Rankings and Roadmaps Program, and rankings are also presented by county. County Health is categorized into two major headings – Health Outcomes and Health Factors. Health Outcomes are a measure of how long people live (Length of Life) and how healthy people feel while alive (Quality of Life). Health Factors represent what influences the health of a county, and they are an estimate of future health. These ranks are based on four types of measures: Health Behaviors, Clinical Care, Social and Economic, and Physical Environment factors.

Bryan County ranks 18 of 159 in overall health outcomes according to a nationwide analysis by the Robert Wood Johnson Foundation. Based on the study, Bryan County has less violent crime, less children in poverty, and less preventable hospital stays than the statewide averages. However, Bryan County has less access to exercise opportunities, more alcohol-impaired driving deaths, more suicides and slightly more adult obesity than the statewide averages. The County shared the same statewide averages for drug overdose deaths, food insecurity and physical inactivity. Similar to the state, the leading causes of death in

the County are Cancer and Heart Disease, both of which have been linked to obesity. Roughly a third of the residents in Bryan County are considered obese.

- Health Factors Ranking – 9 out of 159 – On health factors (behavior, clinical, socioeconomics, & environment) Bryan County ranked top 6% of the state
- Health Outcomes Ranking – 18 of 159 – On health outcomes (length and quality of life) Bryan County ranked top 11% of the state.
- Driving Deaths – 20 per 100,000 – The rate of driving deaths in Bryan County is 6% higher than the statewide rate.
- Access to Exercise Opportunities – 57% - Access to nearby locations for exercise is 13% lower than the state average of 70%.
- Drug Overdose Deaths – 15 per 100,000 – The rate of OD deaths in Bryan County is the same as it is in the state of Georgia.
- Uninsured – 13% - The share of people under 65 in Bryan County is 3% lower than the statewide share.

Opportunities & Consideration:

- Develop proactive health policies around existing and emerging health challenges.
- Better understand the impact of the built environment on community health outcomes.

As a note, the results presented from this source describe the County as a whole and not necessarily Pembroke individually.

Education

Some interesting trends related to education are noted below:

- In 2019, the Bryan County school system's overall performance score was one of the highest in the state. The school system rated an 85.4% (B) in the College and Career Ready Performance Index (CCRPI) in 2019, while the state performed at 75.9% (C). In addition, the County school system scored higher than 93% of the districts in the state.
- The Bryan County School System has a four-year graduation rate of 89.1%, which is higher than 57% of districts and 7.1% higher than the state average.

Opportunities & Considerations

- Maintain high academic standards and outcomes in area public schools.
- Partner with continuing education and workforce development entities.

Economy

In May 2022, Hyundai Motor Group announced they will open their first fully dedicated electric vehicle and battery manufacturing facility in North Bryans County, investing \$5.54 billion and creating approximately 8,100 new jobs.

In addition, the Development Authority of Bryan County shows the following industries in the County:

- Blue Bell Ice Cream: ice cream maker
- Daniel Defense: weapons/components manufacturer.
- Orafol: PVC graphic film manufacturer.

- Agri Supply: agriculture supplies
- CZM: foundation equipment manufacturer.
- West Penn Testing Group: ultrasonic, penetrant, macro etch testing
- Caesarstone: quartz surfaces manufacturer.
- Savannah Global Solutions: agro-forestry solutions
- Express Packaging: corrugated box manufacturer.
- McLendon Enterprises: full service civil construction
- MacAljon: industrial contracting
- ARREFF Terminals Inc: export specialists
- NP (Newell-PSN): manufacturer and supplier of solid core station posts
- Dorel Home Furnishings: furniture distributor.
- AGCO: agriculture supplies
- Preci-dip: industrial parts
- CH Precision Weapons: weapons/components manufacturer
- Industrial Conveyor Belt Systems (ICBS), MACS Supply, MACS Waterjet, Custom Quality Scaffolding, Inc (CQS) (*200 employees*) – industrial contracting (MacAljon Affiliates).
- Spreetail: shipping
- Fed Ex: shipping
- Medline: medical supplies
- Ascendum: heavy equipment rentals and sales
- McKesson: medical supplies
- Norma Precision Inc: ammunition
- Komar: apparel design and distribution
- Kiss: beauty products
- WebstaurantStore: restaurant supplies
- Rooms to Go: furniture distributor:

Future economic development and diversification of the workforce have been identified as major goals for the future. The current demographic trends in terms of population, age distribution, income, and the other intangible factors appear to have set the stage for continued growth and economic prosperity. The impact of the Hyundai Plant and the commercial and industrial development that occurs to support this facility will play a critical role shaping North and South Bryan County in the years to come.

3 Community Engagement

The DCA minimum standards and procedures require two (2) Public Hearings and the identification and implementation of a participation program that offers various opportunities for community engagement. The following chapter provides a summary of the public involvement activities provided throughout this planning process, including public meetings, stakeholder committee meetings, community open houses, a web-based community opinion survey, social media, and other media outlets.

Public Involvement Strategies

- Stakeholder Committee*
- Public Hearings*
- Community Survey*
- Open Houses*

Stakeholder Committee

Pembroke organized a coordinated a committee of twelve (12) Stakeholders composed of City staff and selected community members that represent agencies and/or issues that impact the entire community. This Committee worked closely with the GMC Project Team throughout the planning process to provide input on various planning elements. Stakeholders were selected by City staff and included representatives the City, the Water and Sewer Department, Emergency Services, the Downtown Development Authority, the Board of Education, Pembroke Advanced Communications (PAC), and local business owners. The City of Pembroke Stakeholder Committee considered the following activities to be essential to achieving their vision for the City of Pembroke.

- Revitalize historic downtown to increase commercial activity and promote small businesses;
- Open up potential for new development through relocation of the senior services center;
- Expand bicycle infrastructure to promote diverse modes of transportation and alleviate traffic on roadways;
- Identify necessary percentage of greenspace to keep throughout development;
- Create a separate stormwater department to more effectively manage drainage and runoff issues;
- Be competitive with fee structure for development and review applications as an incentive to recruit new businesses into the area;
- Update zoning ordinance and offer online zoning and permitting services; and
- Control speed of growth and expansion of city to prevent negative externalities.



Stakeholder Committee Process

A total of three (3) Stakeholder Committee meetings were held throughout the duration of the planning process. The date of the meetings and topics covered are summarized below.

<p>Meeting 1 8/10/2022</p>	<p>The first meeting began the Comprehensive Planning process with a presentation on the Comprehensive Planning requirements as defined by DCA, a schedule for future Stakeholder Meetings and other important dates, and discussions with Stakeholders on priorities for the Comprehensive Plan Update. Stakeholders completed a SWOT analysis then reviewed maps of Pembroke’s Character Areas to discuss potential revisions and updates.</p>
<p>Meeting 2 11/01/2022</p>	<p>The second stakeholder meeting began with a general update on progress to date on the planning process. The remainder of the meeting focused on a review of the input received from the public open houses and the community survey. A mapping exercise was also conducting to review development patterns and identify updates to the Community Character Areas.</p>
<p>Meeting 3 12/6/2022</p>	<p>The third stakeholder meeting focused on the report of accomplishments and the community workplan. Stakeholders reviewed goals, needs, and opportunities and developed action items that became the basis for the new community work plan. A community connections map was also reviewed and discussed with the stakeholder group. The purpose of this map was to call out specific geographic areas to explore opportunities for future connections, especially in Downtown Pembroke.</p>

Public Hearings

The Department of Community Affairs minimum planning standards require that two (2) public hearings be held throughout the comprehensive planning process, at the beginning and end of the planning process. Pembroke held two (2) public hearings for the development of their Comprehensive Plan.

Public Hearing #1 (Pembroke City Council, August 8th, 2022): A presentation was given at the City Council’s meeting on August 8th 2022, to present the scope of work and proposed schedule established by the consultant team. The presentation also included background information about comprehensive planning in Georgia and the importance of this process for the City.

The City’s consultant delivered a presentation that introduced the comprehensive planning process, the purpose of updating the plan, and what the City hopes to gain by going through this process. The presentation discussed the minimum planning requirements as defined by the DCA, the general benefits of planning, and opportunities the City will use to engage and involve residents and other key players in the community.

Public Hearing #2 (Pembroke City Council, April 10th, 2023): The second public hearing was held on April 10, 2023, at the regularly scheduled City Council Meeting. A presentation was given to the City Council that summarized the activities undertaken during the planning process. Needs, opportunities, and

4 Community Goals

This section of the Comprehensive Plan presents the desired direction for the City of Pembroke's growth and quality of life over the next ten (10) years and beyond. This includes the identification of community goals, needs, and opportunities for the City of Pembroke as established through this planning process. It is the intention of the City to address the needs or opportunities listed herein through corresponding implementation measures in the Community Work Program. This list was developed with assistance from the Pembroke Stakeholder Committee through a SWOT (strengths, weaknesses, opportunities, threats) analysis, evaluation of demographic and economic information, analysis of the Department of Community Affairs's Quality Community Objectives, and review of the public input received through public open houses, the community survey, and other public outreach techniques.

The city has adopted the following vision to guide future development and decision making.

Vision Statement

Comprehensive Plan Vision Statement

The City of Pembroke maintains its strong rural character and civic-mindedness and actively preserves its cultural, historic, and natural value while welcoming new growth and encouraging new economic and developmental opportunities for the betterment of the lives of Pembroke's citizens.

Mission Statement

Our mission is to maintain Pembroke's small-town atmosphere while preparing for the growth of a diversifying population through the provision of economic development opportunities and quality education, where a sense of community is emphasized through responsible governance, leadership, and preservation ethics.

Values

We value:

- ✓ Our rural character
- ✓ Smart, thoughtful development
- ✓ Preservation of our natural resources and wetlands
- ✓ A commitment to public service and the safety of the community
- ✓ Pembroke's historical legacy



Quality Community Objectives

The following ten (10) objectives were adopted by the DCA from generally accepted community development principles to fit the unique quality of communities in Georgia. The list of items was intentionally crafted with significant areas of overlap to recognize the relationships between the various community objectives and the impact one aspect has on others. The DCA goals associated with each

element are summarized in italics. The City of Pembroke completed a self-assessment based on these quality community objectives.

Objectives / DCA Goals	Pembroke Assessment
<p>Economic Prosperity <i>Encourage development or expansion of businesses and industries that are suitable for the community.</i></p>	<p>To facilitate economic prosperity, the City of Pembroke is doing the following:</p> <ul style="list-style-type: none"> • Promotes commercial development major corridors • Promotes redevelopment in the downtown historic area • Supports industrial development in appropriate areas
<p>Resource Management <i>Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community.</i></p>	<p>Pembroke does the following to address resource management:</p> <ul style="list-style-type: none"> • Educates residents about water reduction and how to reduce consumption • Protects natural flood plains • Protects wetlands
<p>Efficient Land Use <i>Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community.</i></p>	<p>The City of Pembroke ensures that adequate infrastructure is in place to accommodate future growth and has identified areas of the City where growth is likely to occur</p>
<p>Local Preparedness <i>Identify and put in place the prerequisites for the type of future the community seeks to achieve.</i></p>	<p>The City has done the following to better prepare for future growth:</p> <ul style="list-style-type: none"> • Developed a comprehensive plan and Community Character Map to assist with land use decisions • Developed policies to protect the unique features in the community from unrestricted development
<p>Sense of Place <i>Protect and enhance the community's unique qualities.</i></p>	<p>Sense of place in the City is achieved by:</p> <ul style="list-style-type: none"> • Maintaining the family-friendly atmosphere in the City • Holding community events • Marketing the city's unique cultural and recreational amenities
<p>Regional Cooperation <i>Cooperate with neighboring jurisdictions to address shared needs.</i></p>	<p>The City works with neighboring jurisdictions on mutual aid agreements for emergency services and participates with Bryan County on Service Delivery Strategy.</p>
<p>Housing Options <i>Promote an adequate range of safe, affordable, inclusive, and resource efficient housing in the community.</i></p>	<p>The City participated in the Georgia Initiative for Community Housing and completed a housing assessment to help understand housing trends and needs in the City.</p>
<p>Transportation Options <i>Address transportation needs, challenges, and opportunities of all community residents.</i></p>	<p>One of the challenges related to transportation within the City will be related to future conditions related to the Hyundai Plant.</p>
<p>Educational Opportunities <i>Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, or pursue life ambitions.</i></p>	<p>Bryan County has great schools. The City maintains a good partnership working with the Bryan County Board of Education (BOE).</p>
<p>Community Health <i>Ensure that all community residents have access to critical goods and service, safe and clean neighborhoods, and good work opportunities.</i></p>	<p>The City supports healthy food options and does its part to address community health by creating walkable communities and providing various options for recreation for all ages within the City.</p>

Economic Development

The City supports a diverse set of economic activity that will bring new growth to the area and reap benefits for the citizens of Pembroke. The city will focus on business ventures that will utilize the highly trained population of Pembroke, revitalize the commercial areas of Pembroke, and introduce new opportunities to appreciate local art and culture. This goal also includes the importance of retaining and supporting existing businesses.

Goals:

- Goal #1: Revitalize downtown Pembroke
- Goal #2: Attract new employers to the city that will benefit the citizens of Pembroke
- Goal #3: Retain and support existing businesses
- Goal #4: Increase workforce development efforts to better prepare and connect young people to jobs
- Goal #5: Increase tax revenues from new development and redevelopment

Needs and Opportunities:

- ✓ There are large portions of our population who possess skills that are underutilized due to lack of employment opportunities.
- ✓ There are many commercial buildings that are vacant and/or in disrepair.
- ✓ There is a large amount of building stock and land in our commercial and industrial areas that are tax exempt due to ownership by a government or non-profit entity.
- ✓ The City lacks the funding and resources to actively recruit and incentivize businesses.
- ✓ There is a lack of facilities in the City for cultural, artistic, and civic pursuits
- ✓ The City lacks the funds, resources, and manpower necessary to fully restore and utilize the historic Tos Theatre as a multi-purpose cultural center.
- ✓ There is a need to increase commercial activity, retail options and small businesses
- ✓ The city needs to attract employers for young people living in the city
- ✓ The city needs to apply for the CDBG grant to construct a new Senior Center in order that the existing one taking up vital commercial space downtown can relocate and open up new space for commercial/residential use

Policies	Quality Community Objectives
<ul style="list-style-type: none"> ● Improve existing buildings ● Provide economic incentives (and remove economic disincentives) to both attract new businesses and industry ● Provide a good support system for existing businesses ● Ensure necessary networks exist within community for workforce development ● Ensure Pembroke has a competitive development and review fee structure ● Support small business owners ● Continue to support efforts of Downtown Development Authority and Mainstreet Program 	<ul style="list-style-type: none"> ● Economic Prosperity ● Efficient Land Use

Housing

The City’s goal of improving the quality of its housing stock directs the City and developers to collaborate in both growing Pembroke’s stock of high quality housing and providing a variety of housing options for all stages of life. This involves addressing the developmental, legal, and environmental hurdles that have created the current situation of Pembroke’s housing by addressing the large amounts of manufactured and mobile homes as well as blighted property, the construction of new housing not matching Pembroke’s growth, and the conflicts of title on many of Pembroke’s housing units.

Goals:

- Goal #1: Provide a variety of safe and healthy housing types and densities for all income levels and lifestyles.
- Goal #2: Promote and foster homeownership

Needs and Opportunities:

- ✓ The City is lacking a supply of quality and affordable housing stock to meet the demand of a growing population.
- ✓ There exists within the City a large portion of substandard housing, much of which is owned by elderly, disabled, handicapped, and socio-economically disadvantaged persons.
- ✓ There exists within the City a large portion of substandard housing owned and managed by absentee landlords and landlords who intentionally or unintentionally fail to maintain an acceptable standard of living for their tenants.
- ✓ There exists within the City a large number of substandard manufactured homes and mobile homes, some with no clear owner or title.
- ✓ There exists within the City a large number of derelict, decaying, and potentially dangerous structures classified as “heirs’ property” with no clear owner or title.
- ✓ The city needs to develop a strategy to address blighted, vacant and heirs’ properties
- ✓ The city needs to encourage infill development where there is existing infrastructure and ensure it fits within the context of the existing neighborhood or area
- ✓ The city needs to increase homeownership as almost half of the existing housing units are rented not owned by the occupants
- ✓ The city needs to increase their sewer capacity to serve existing and future residents as well as encourage more efficient use of land
- ✓ There is support for encouraging mixed-use development with residential and commercial in areas of the city
- ✓ There is a need for an updated housing study

Policies	Quality Community Objectives
<ul style="list-style-type: none"> ● Encourage development of quality affordable housing where reasonable ● Promote the increase of residential densities and types where reasonable ● Work to ensure aging in place and housing for the disadvantaged is an option within the City 	<ul style="list-style-type: none"> ● Efficient Land Use ● Local Preparedness ● Sense of Place ● Housing Options ● Community Health

- Maintain safe and healthy housing in the community.
 - Support efforts to provide financial education and training for citizens
-

Land Use

The City has established thoughtful land use development patterns as a goal in order to foster economic activities in the area and stimulate commercial growth while still maintaining the rural quality historically characteristic of the City of Pembroke. This growth would involve the incorporation of historic infrastructure and developments with new projects, introducing new economic opportunities for the betterment of Pembroke’s citizens, and investing in diverse modes of transportation.

Goals:

- Goal #1: Foster smart growth that protects Pembroke’s small-town sense of place
 - Goal #2: Update GIS land use data and use it to make better land use decisions
-

Needs and Opportunities:

- ✓ The City should consider availability of existing infrastructure and/or costs of new infrastructure in new development.
- ✓ The City should keep a detailed Land Use Plan to promote orderly development and avoid “spot zoning.”
- ✓ There is a need to develop infrastructure and connectivity based on alternative transportation such as bikes, walking, etc.
- ✓ There is a need to recruit employers that offer workers a wage sufficient to purchase and maintain our current housing stock.
- ✓ The City can promote its centralized location as a regional center, county seat, and a confluence of rail and three state routes.
- ✓ There is a need for reuse of vacant buildings, especially downtown, as well as redevelopment of vacant lots
- ✓ Wetlands are a significant environmental constraint to development and need to be carefully developed as well as protected
- ✓ There is an opportunity and desire for mixed-use development north of downtown Pembroke

Policies	Quality Community Objectives
<ul style="list-style-type: none">● Implement smart growth land use principles to best manage growth● Direct resources to improve GIS data● Use updated GIS data to make informed land use decisions	<ul style="list-style-type: none">● Efficient Land Use● Sense of Place● Local Preparedness● Resource Management● Community Health

Transportation

The city's goal to provide excellent transportation services and infrastructure encourages the city to work with the Georgia Department of Transportation (GDOT), Bryan County and Bulloch County to gain an understanding of regional transportation needs, challenges and opportunities of all community residents and prepare for increase in transportation from the Hyundai Megasite. Work with GDOT and Bryan County to coordinate transportation and land use decision-making within the City. Foster alternatives to auto-oriented transportation by providing connectivity through facilities for walking, biking, and transit.

Goals:

- Goal #1: Prepare for increase in traffic due to Hyundai Megasite
 - Goal #2: Ensure safe and efficient access to schools
 - Goal #3: Improve walkability, especially in high traffic areas
 - Goal #4: Ensure there is efficient traffic circulation and roads are well-maintained
-

Needs and Opportunities:

- ✓ The city needs to prepare for increase in traffic due to the Hyundai Megasite
- ✓ There is a need to provide more sidewalks that lead to the local school campuses because it is currently unsafe for students to walk to school along high traffic routes
- ✓ The city needs to expand and connect the walking and bicycling infrastructure
- ✓ There is potential to create a new Village Area north of downtown and the city needs to work with GDOT to connect this area to the current downtown streetscape project
- ✓ There is a need to ensure traffic is flowing well and connected to a well-circulated network
- ✓ The city needs to focus on transportation projects that elevate Pembroke as a regional hub

Policies	Quality Community Objectives
<ul style="list-style-type: none">● Support transportation improvement projects to prepare for Hyundai Megasite● Consider, prioritize, and pursue transportation infrastructure projects that enforce Pembroke's reputation as a regional hub● Prioritize transportation infrastructure that provides safe and efficient access to schools● Identify areas in need of more sidewalks and ensure they connect to a larger network of sidewalks and trails● Maintain high level of service in all areas of transportation	<ul style="list-style-type: none">● Transportation Options● Regional Cooperation● Resource Management● Local Preparedness

Environment and Resiliency

The City's goal of environmental preservation and resiliency encourages the protection of the natural wetlands, creeks, and canals throughout Pembroke as well as utilization of high-quality emergency notification equipment and strategies. The city can accomplish this by prioritizing the natural elements of Pembroke which contribute to its sense of place, understanding the impact of new development on the local environment, and educating citizens on the importance of Pembroke's wetlands and their protection as well as what to do in case of an environmental emergency.

Goals:

- Goal #1: Protect Environment and Manage Natural Resources well
- Goal #2: Strengthen environmental resiliency and emergency response measures

Needs and Opportunities:

- ✓ The City should protect its natural resources and recognize its surrounding timber lands, agricultural areas, wetlands, floodplains, and habitats that convey our sense of place as part of the Pine Barrens Coastal Plain.
- ✓ The City must continue to consider the impact of Fort Stewart on local wetlands.
- ✓ A sudden onset of unplanned development could cause the city to lose its remaining agricultural lands and pastures that convey our sense of place as a rural "open space" area.
- ✓ Citizens are unaware of the essential role of floodplains and wetlands as a storm water collector, watershed filter, and sources of aquifer recharge.
- ✓ The City's park system is underutilized as a resource for pedestrian connectivity, a conservation education tool, a source of active recreation, and an asset to surrounding property values.
- ✓ The city needs to consider utilizing a mass emergency notification system such as Code Red to notify residents in the event of a natural disaster or emergency
- ✓ The city needs to better prepare for natural disasters with a hazard mitigation plan
- ✓ There is a need to develop land in a way that does not encroach on wetlands, such as conservation subdivisions

Policies	Quality Community Objectives
<ul style="list-style-type: none">• Protect the natural resources that make Pembroke a quaint small-town community• Improve emergency preparation and response planning and strategies• Steer development away from flood zones and other environmentally sensitive areas.	<ul style="list-style-type: none">• Efficient Land Use• Resource Management• Community Health

City Facilities and Services

The City's goal for city facilities and services encourages the City and relevant partners to focus on providing excellent level of public services and inclusive facilities for existing and future residents. There should be a safe environment for youth and people of all ages to socialize and recreate. Plans should include sufficient utilities and infrastructure for families to take root for generations.

Goals:

- Goal #1: Ensure the city's utilities and infrastructure are sufficient to meet the needs of current and future residents.
 - Goal #2: Maintain and support a variety of community facilities and services
-

Needs and Opportunities:

- ✓ The current sewer capacity is too low and needs to be addressed to meet the needs of current residents
- ✓ Water and sewer infrastructure need to be extended to attract growth
- ✓ There is some infrastructure that is aging and in need of repair
- ✓ There is a lack of sidewalks, trails and parks in Pembroke
- ✓ There is a lack of staff and funding to maintain recreation facilities focused towards children
- ✓ There is poor stormwater drainage
- ✓ There is a significant need to relocate the senior center downtown and apply for CDBG funds to accomplish it
- ✓ The city needs more access to mental health services
- ✓ There is a need for more facilities and opportunities for public gatherings and events
- ✓ Although the age of the average Pembroke citizen continues to rise, there is still a large number of underserved, socio-economically disadvantaged youth in the community

Policies	Quality Community Objectives
<ul style="list-style-type: none">• Improve the existing infrastructure and prepare for future growth• Provide public facilities and programming for all ages, especially youth.	<ul style="list-style-type: none">• Efficient Land Use• Regional Cooperation

Intergovernmental Coordination

The City’s goal of “intergovernmental relations” encourages the communication and collaboration of the City of Pembroke with the surrounding jurisdictions including Bryan County, Richmond Hill, and other governing organizations to address shared needs through adequate funding, legislation and technical assistance. This topic has become even more important with the anticipated regional impact associated with the development of the Hyundai Megasite.

Goals:

- Goal #1: Work jointly with neighboring jurisdictions to develop solutions for shared regional issues
-

Needs and Opportunities:

- ✓ In the past, there have been differences and miscommunication between the City, Bryan County government and Board of Education
- ✓ As the City continues to grow, departments and agencies across jurisdictions will have to work together to create larger scale solutions.
- ✓ Opportunities exist to increase efforts of regional coordination and cooperation.
- ✓ As our planning cycles and Service Delivery Strategy updates occur concurrently, there are opportunities between the City of Pembroke and Bryan County, the City of Pembroke and the City of Richmond Hill, etc. to solve problems broader in scope than any one entity could solve alone.
- ✓ As the City continues to grow, the need will arise for additional law enforcement and emergency response staff.
- ✓ As the City continues to grow, the need will arise for additional planning, water and sewer, and streets personnel to maintain an expanding infrastructure.
- ✓ In the past, the City has struggled with a lack of coverage of local events, issues, and notices in local and regional media.
- ✓ Opportunities exist for staff, board member, and volunteer training on a regional level to respond to regional issues.

Policies	Quality Community Objectives
<ul style="list-style-type: none">● Improve county-wide communication● Develop a strong regional and national network to address regional issues	<ul style="list-style-type: none">● Regional Cooperation

Cultural and Historic Resources

The City's goal for cultural and historic resources is to protect, revitalize and promote the local cultural and historic sites and areas, in particular downtown Pembroke. Cultural and historic resources are what make Pembroke unique and give it a sense of place that should be enjoyed, enhanced and remembered for generations to come.

Goals:

- Goal #1: Revitalize historic downtown and other historic sites and structures
 - Goal #2: Strengthen regulations to protect historic and cultural resources
-

Needs and Opportunities:

- ✓ The City should protect neighborhoods and business districts that convey our sense of place as a historic railroad town.
- ✓ Economic Growth and Retail Opportunities are desired but not at the expense of our historic buildings
- ✓ There needs to be a staff person and plan of work dedicated to downtown business recruitment and outreach, events and promotions and grant research
- ✓ There needs to be a concentrated collaborative effort to revitalize the downtown economically and promotionally
- ✓ There are several vacant and decaying commercial buildings with historic designation
- ✓ Many of our businesses and service industries own and occupy historic buildings, in particular the senior center
- ✓ There is a lack of pedestrian and bike oriented "street furniture" in the downtown area
- ✓ There is a lack of funding to restore and utilize the Tos Theatre and Apartment
- ✓ There is a need to develop a comprehensive list of local cultural and historic resources for the public
- ✓ The city needs to better utilize its historic sites and areas for tourism

Policies	Quality Community Objectives
<ul style="list-style-type: none">● Support the local DDA and other government agencies in revitalizing downtown and promoting historic sites● Direct resources to research existing historic sites as well as revitalization strategies● Ensure current regulations are sufficient for historic and cultural preservation	<ul style="list-style-type: none">● Resource Management● Economic Prosperity● Sense of Place● Educational Opportunities

Broadband

The City's goal for broadband involves increasing cost-effective access to broadband internet where needed and ensuring service is reliable. Pembroke believes access to broadband is a critical need for all of its residents and will make broadband deployment a high priority.

Goals:

- Goal #1: Ensure all of Pembroke has access to affordable broadband internet service.
- Goal #2: Certify that essential telecommunication services for all residents, businesses, and local government agencies (especially Public Safety and Emergency Services) are reliable
- Goal #3: The City of Pembroke should develop a comprehensive Broadband Plan

Needs and Opportunities:

- ✓ Recognize the importance of the availability of quality broadband services as a valuable component of economic development and livability.
- ✓ Ensure equitable access to broadband services
- ✓ There is a need to ensure reliable telecommunication services is available for emergency use
- ✓ A comprehensive broadband plan is needed
- ✓ There is a need for affordable broadband services for children in school

Policies	Quality Community Objectives
<ul style="list-style-type: none">• Determine the current extent of broadband availability in Pembroke• Determine reliability of telecommunication services and devise solutions to fix it	<ul style="list-style-type: none">• Community Health• Local Preparedness

5 Land Use Analysis

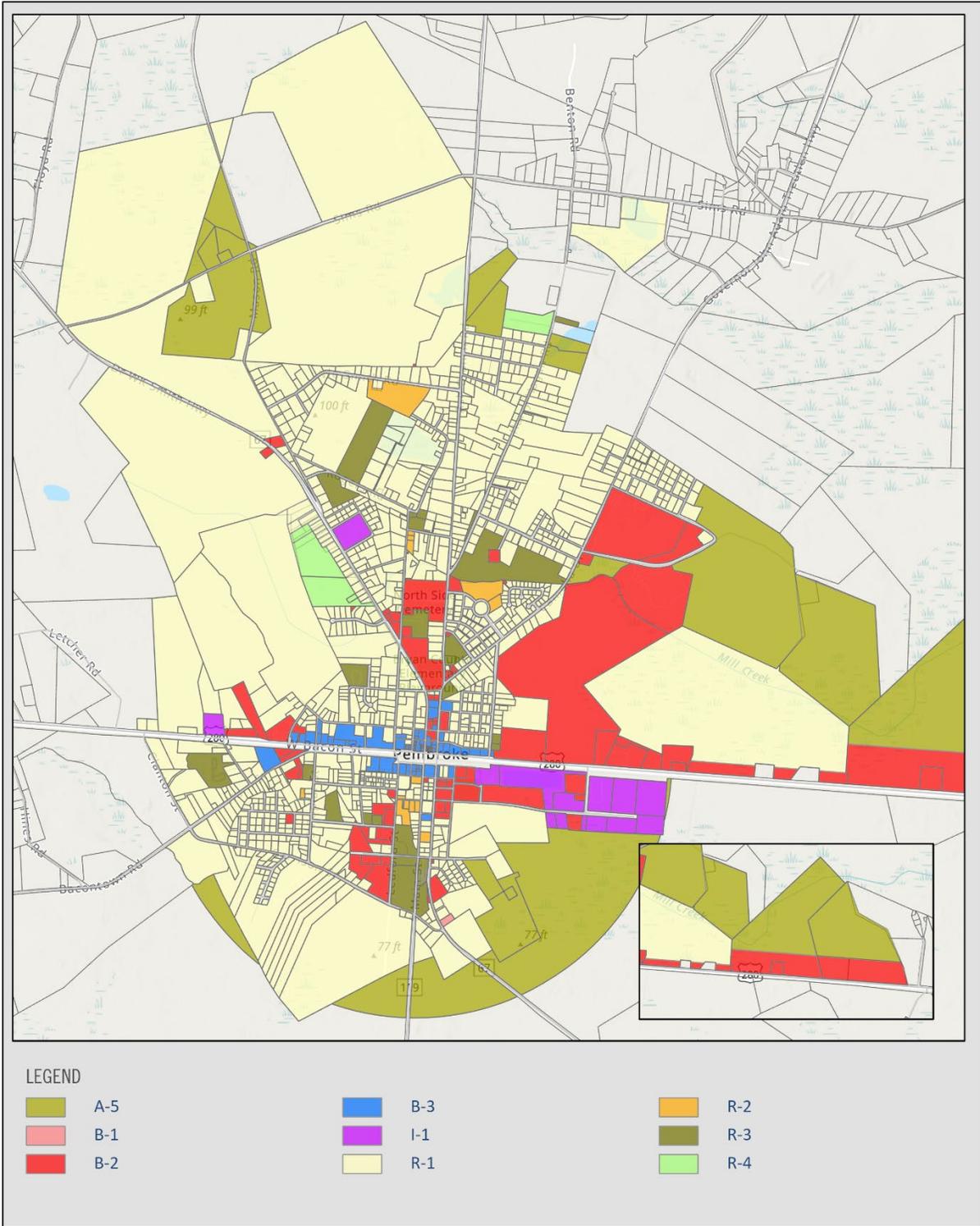
The City of Pembroke analyzed development patterns, land uses, zoning districts, and environmental constraints to develop a baseline for development of the Community Character Areas map. The existing land use makeup within the City gives a good indication of likely development within various areas of the City. Existing zoning designations reveal what is currently allowed within various areas of the City by right, meaning that a development project is permitted under the existing zoning ordinance without requiring any special review, rezoning or public hearing. The City of Pembroke also contains significant areas of wetlands and land within the special flood hazard area as defined by Federal Emergency Management Agency (FEMA). Analyzing development trends and environmental areas will help the City formulate a future land use strategy that is realistic and consistent with the existing demand and trends within the City. Additionally, the future vision for areas may indicate that a zoning ordinance revision or update may be required to achieve that vision.

Existing Zoning Analysis

The table below summarizes the zoning categories defined in the City’s zoning ordinance, which was last updated in June 2012. Rather than showing the land area associated with each district, the table is based on the percent area each district accounts for within the City. For example, roughly 60% of the City is currently zoned as R-1, which was established for single-family residential development. Roughly 20% of the City is currently zoned for Agriculture. The combined commercial districts account for slightly above 12% of the City, with industrial totaling less than 2%.

Zoning Code	Description	Percent of City
A-5	Agriculture District	20.2%
B-1	Neighborhood Commercial	0.0%
B-2	General Commercial	11.3%
B-3	Village Commercial	0.8%
I-1	Industrial	1.7%
R-1	Single Family Residential	61.9%
R-2	Two Family Residential	0.6%
R-3	Multi-Family Residential	2.6%
R-4	Manufactured Housing Park Residential	0.8%

Recognizing that future development pressure is coming, the City may wish to create new zoning categories or overlay districts that support the desired type and style of development. The City has a Planned Unit Development zoning category, but there are currently no parcels that have this designation. Additionally, establishment of a mixed-use zoning district could provide the City the flexibility necessary to achieve the character desired for certain areas in the City.

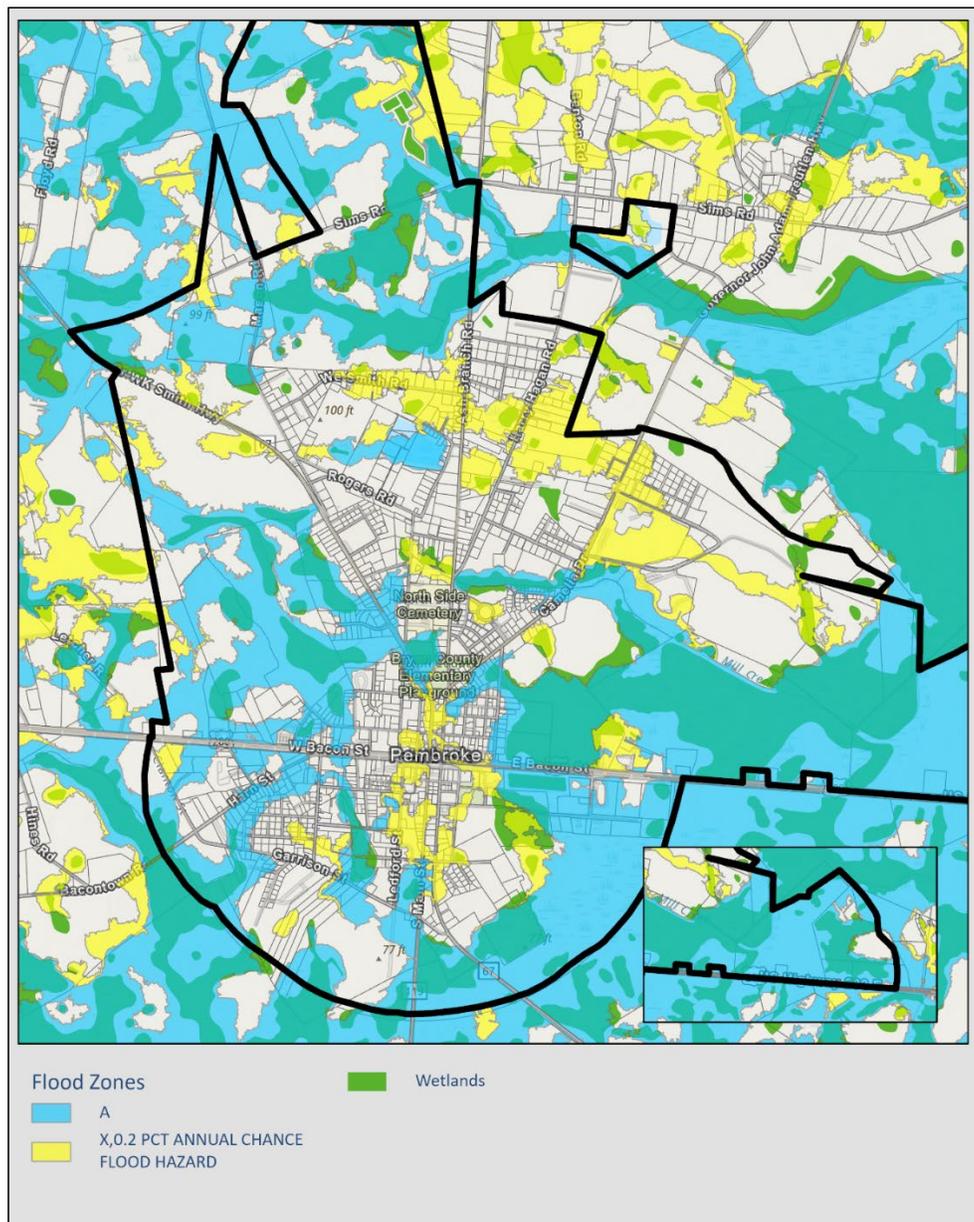


Official Zoning | City of Pembroke

2,000 Feet

Environmental Constraints

From an environmental perspective, the City of Pembroke has limited potential for what most would consider viable buildable land. Based on the effective flood zone data, dated 8/2/2018, nearly 50% of area within the city limits currently falls within the boundaries of the 100-year flood zone. There is also an additional 11% of land area with the 500-year flood zone. While development in these areas is not currently prohibited, it does create obstacles for future buildout especially considering the City has identified resiliency as a priority in this plan. Approximately 20% of the City's current land area is also designated as wetlands by the National Wetland Inventory (NWI). The City of Pembroke will utilize this information to assist with future decisions regarding land use and development projects in the City.



Character Areas

The City of Pembroke’s existing character area map was developed during the Comprehensive Planning process associated with the 2018-2028 Plan. Through input received from the Stakeholder Committee as well as the public, Pembroke has identified updated Character Areas within the community that illustrate existing conditions and desired development patterns. These areas can contain a mix of different land uses that share similar characteristics or a desired future vision.

The City of Pembroke has chosen to use a Character Area approach to formulate a Future Development Strategy that is consistent with the Community Vision. The Community Character Area map provides the foundation for later development of a Future Land Use map. The defined character areas can be used by City staff and elected officials to provide guidance during any future updates to the City’s Zoning Ordinance. In addition, the Character Areas can be used by staff and elected officials to make decisions regarding new development and redevelopment.

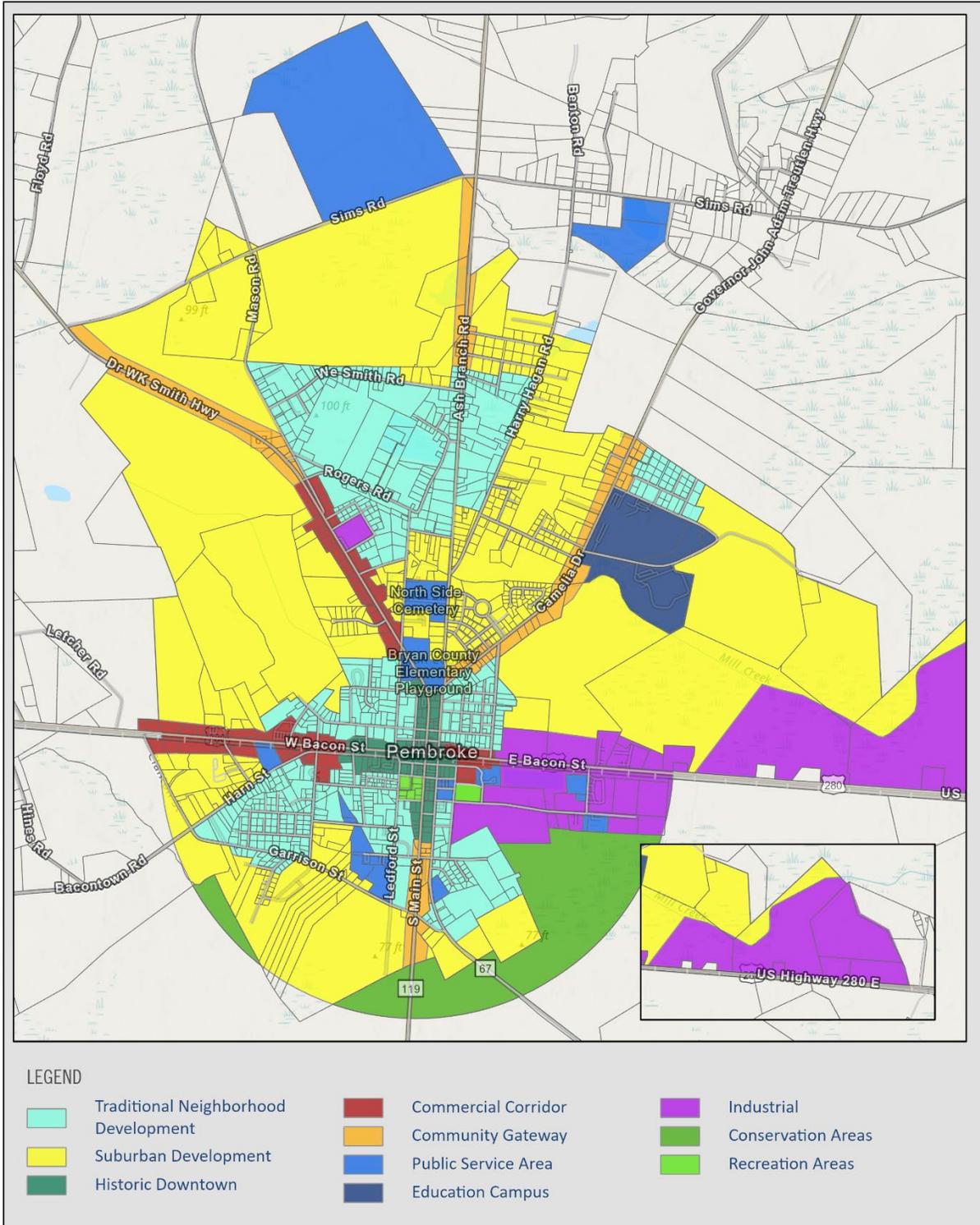
The following Character Areas have been identified by the community, and are illustrated on the Character Areas map.

- Traditional Neighborhood Development
- Suburban Development
- Historic Downtown
- Commercial Corridor
- Community Gateway
- Public Service Area
- Education Campus
- Industrial
- Conservation Areas
- Recreation Areas

Each character area description includes a definition, description, and general land uses that support the overall intent and vision for each area. A suitability analysis of the zoning categories currently contained within the Character Areas is also included.



The zoning suitability analysis identifies all zoning categories assigned to land parcels that fall within that character area. This information can be utilized by the City of Pembroke to inform future updates to the Zoning Ordinance.



Community Character Areas | City of Pembroke



Character Area	Description	Location																	
<p>Commercial Corridor</p>  <p>Vision: To promote diversified economic and employment opportunities for Pembroke stakeholders to improve quality of life and contribute to the City's economic vitality and Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines the Commercial Corridors as the parcels on a State Route or arterial road that are zoned for and operate for a commercial purpose. This Character Area overlaps with Historic Downtown along US 280 from Warnell Street to Butler Street. Both areas are interspersed with some residences, churches and government buildings. These buildings will be considered part of the Commercial Corridor despite a non-commercial zoning.</p> <table border="1" data-bbox="609 575 1209 772"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Commercial Corridor</td> <td>B-2</td> <td>9.26</td> <td>18%</td> </tr> <tr> <td>B-3</td> <td>13.08</td> <td>25%</td> </tr> <tr> <td>R-1</td> <td>28.79</td> <td>55%</td> </tr> <tr> <td>R-3</td> <td>1.54</td> <td>3%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Commercial Corridor	B-2	9.26	18%	B-3	13.08	25%	R-1	28.79	55%	R-3	1.54	3%	<p>Description: Areas of developed or undeveloped land paralleling state routes and arterial roads that are designated commercial areas and that experience a high degree of vehicular traffic</p> <p>Uses: Commercial, Service Industries, Light Industrial, Public Transportation Services, Signage</p>
Character Area	Zone	Acres	Percent																
Commercial Corridor	B-2	9.26	18%																
	B-3	13.08	25%																
	R-1	28.79	55%																
	R-3	1.54	3%																
<p>Community Gateway</p>  <p>Vision: To enhance mobility while creating an inviting and aesthetically pleasant entrance to Pembroke where Sense of Place is balanced with economic opportunity and vitality</p>	<p>Defining Narrative: The City of Pembroke defines Gateway Areas as the parcel on a State Route or arterial road between its intersection with City limits and another character area designation. The parcels on the Character Map that carry this designation serve a variety of purposes from Residential to Industrial to Conservation. They are a variety of sizes and zoning and are therefore bound together by location rather than use.</p> <table border="1" data-bbox="609 1104 1209 1297"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Community Gateway</td> <td>A-5</td> <td>8.78</td> <td>1%</td> </tr> <tr> <td>B-2</td> <td>149.99</td> <td>22%</td> </tr> <tr> <td>R-1</td> <td>488.34</td> <td>70%</td> </tr> <tr> <td>R-3</td> <td>49.24</td> <td>7%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Community Gateway	A-5	8.78	1%	B-2	149.99	22%	R-1	488.34	70%	R-3	49.24	7%	<p>Description: Areas of developed or undeveloped land at intersections of City limits with state routes and arterial roads</p> <p>Uses: Residential, Commercial, Public Transportation Services, Signage</p>
Character Area	Zone	Acres	Percent																
Community Gateway	A-5	8.78	1%																
	B-2	149.99	22%																
	R-1	488.34	70%																
	R-3	49.24	7%																
<p>Conservation Areas</p>  <p>Vision: To preserve and protect Pembroke's natural and cultural resources, while promoting these amenities for tourism, recreational use and public enjoyment</p>	<p>Defining Narrative: The City of Pembroke defines Conservation Areas as any area incapable of supporting development or related infrastructure, any area where it is not economically feasible to make capable of development or related infrastructure, any area owned or managed by a Conservation-focused entity or any area under a conservation easement which restricts its use.</p> <table border="1" data-bbox="609 1577 1209 1692"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Conservation Areas</td> <td>A-5</td> <td>28.67</td> <td>13%</td> </tr> <tr> <td>R-1</td> <td>190.12</td> <td>87%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Conservation Areas	A-5	28.67	13%	R-1	190.12	87%	<p>Description: Natural features, viewsheds, linear greenspace, habitat, environmentally sensitive areas</p> <p>Uses: Passive Recreation, Remediation, Storm water collection, wildlife habitat, Erosion control</p>						
Character Area	Zone	Acres	Percent																
Conservation Areas	A-5	28.67	13%																
	R-1	190.12	87%																

Character Area	Description	Location																	
<p>Education Campus</p>  <p>Vision: To provide the community with a safe educational environment through strong pedestrian connectivity, a welcoming surrounding environment and recognizing Bryan County Schools as essential to our Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines the Educational Campus as any parcel belonging to the Bryan County Board of Education namely Bryan County Schools and its auxiliary structures. In the future, this definition may be expanded to include any parcel owned by a private, parochial or charter school, a University System or a Technical College System.</p> <table border="1" data-bbox="609 562 1213 680"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Education Campus</td> <td>B-2</td> <td>89.63</td> <td>98%</td> </tr> <tr> <td>R-1</td> <td>1.41</td> <td>2%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Education Campus	B-2	89.63	98%	R-1	1.41	2%	<p>Description: Surrounded by Suburban Developing Areas, Bryan County High, Middle and Elementary Schools encompassing Payne Drive and connecting streets and lanes, Bryan County Head Start</p> <p>Uses: Educational Facilities, Low Density-Open Space Preservation, Bike-Pedestrian Recreation</p>						
Character Area	Zone	Acres	Percent																
Education Campus	B-2	89.63	98%																
	R-1	1.41	2%																
<p>Historic Downtown</p>  <p>Vision: To identify, promote and preserve the historic structures and places of Pembroke that contribute to the City's economic vitality and Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines Historic Downtown as the parcels containing contributing structures to our National Register of Historic Places designation. Almost all of these structures stand in the center of the original City limits at the intersection of US 280, Ga Hwy 119 and Ga Hwy 67 and extending from Warnell Street on the east to Butler Street on the west.</p> <table border="1" data-bbox="609 1163 1213 1365"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Historic Downtown</td> <td>B-2</td> <td>2.37</td> <td>9%</td> </tr> <tr> <td>B-3</td> <td>12.03</td> <td>46%</td> </tr> <tr> <td>R-1</td> <td>10.30</td> <td>39%</td> </tr> <tr> <td>R-2</td> <td>1.62</td> <td>6%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Historic Downtown	B-2	2.37	9%	B-3	12.03	46%	R-1	10.30	39%	R-2	1.62	6%	<p>Description: US Hwy 280 from Poplar Street to Warnell Street, Railroad Street from Poplar Street to Lanier Street, Residential corridors and Mixed Use on North-South Main Street, Strickland Street, North-South College Streets, and East-West Burkhalter Streets, Courthouse Square, any other 'contributing structure' listed on the City's National Register of Historic Places Map.</p> <p>Uses: Commercial, Service Industries, Pedestrian-Passive Recreation, Events, Mixed-Use Residential, Government Offices, etc.</p>
Character Area	Zone	Acres	Percent																
Historic Downtown	B-2	2.37	9%																
	B-3	12.03	46%																
	R-1	10.30	39%																
	R-2	1.62	6%																
<p>Industrial</p>  <p>Vision: To create a variety of opportunities for workforce, businesses and entrepreneurs taking</p>	<p>Defining Narrative: The City of Pembroke defines Industrial areas as the parcels containing businesses and structures that serve Industrial purposes. These include but are not limited to warehousing, logistics and distribution, heavy and light manufacturing, wholesale and commodities, processing and finishing, etc.</p> <table border="1" data-bbox="609 1717 1213 1877"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Industrial</td> <td>A-5</td> <td>622.40</td> <td>55%</td> </tr> <tr> <td>B-2</td> <td>161.61</td> <td>14%</td> </tr> <tr> <td>B-3</td> <td>0.19</td> <td>0%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Industrial	A-5	622.40	55%	B-2	161.61	14%	B-3	0.19	0%	<p>Description: J. Dixie Harn Industrial Park, independent small industries, US Highway 280 east of the Industrial Park-Kangeter Canal</p> <p>Uses: Warehousing and Distribution, Heavy Commercial, Regional Service Industries, Light Manufacturing and Logistics</p>			
Character Area	Zone	Acres	Percent																
Industrial	A-5	622.40	55%																
	B-2	161.61	14%																
	B-3	0.19	0%																

Character Area	Description	Location														
<p>advantage of our regional transportation links, port and interstate proximity, rail capability and industrial quality utilities.</p>	<table border="1"> <tr> <td>I-1</td> <td>75.03</td> <td>7%</td> </tr> <tr> <td>R-1</td> <td>270.92</td> <td>24%</td> </tr> <tr> <td>R-3</td> <td>0.56</td> <td>0%</td> </tr> </table>	I-1	75.03	7%	R-1	270.92	24%	R-3	0.56	0%						
I-1	75.03	7%														
R-1	270.92	24%														
R-3	0.56	0%														
<p>Public Service Areas</p>  <p>Vision: To provide the community with a safe environment in which to conduct public functions through strong pedestrian connectivity, a welcoming surrounding environment and recognizing our status as an Incorporated City and Bryan County seat is essential to our Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines Public Service Areas as any parcel owned by a government entity, authority or agency that provides a public service (other than Bryan County Schools). This includes facilities owned by the City of Pembroke, Bryan County, the State of Georgia, the US Postal Service and the Georgia Dept. of Transportation. There is crossover in some cases with Historic Downtown.</p> <table border="1"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Public Service Area</td> <td>B-2</td> <td>36.73</td> <td>11%</td> </tr> <tr> <td>R-1</td> <td>282.50</td> <td>87%</td> </tr> <tr> <td>R-3</td> <td>5.58</td> <td>2%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Public Service Area	B-2	36.73	11%	R-1	282.50	87%	R-3	5.58	2%	<p>Description: City Square, Courthouse Square, Post Office, Library, Northside Cemetery, Etc. Spread throughout the city, largely surrounded by Suburban Developing Areas and their supporting streets and lanes.</p> <p>Uses: Public Facilities, Low Density-Open Space Preservation, Bike-Pedestrian Recreation</p>
Character Area	Zone	Acres	Percent													
Public Service Area	B-2	36.73	11%													
	R-1	282.50	87%													
	R-3	5.58	2%													
<p>Recreation Areas</p>  <p>Vision: To provide the community with a safe environment in which to enjoy a variety of active and passive recreational activities through strong pedestrian connectivity, a welcoming surrounding environment and recognizing that the health and activity of a City is dependent on the health and activity of its residents</p>	<p>Defining Narrative: The City of Pembroke defines Recreational Areas as any parcel owned by a government entity, authority or agency that provides a recreational service (other than Bryan County Schools).</p> <table border="1"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Recreation Areas</td> <td>B-2</td> <td>4.07</td> <td>45%</td> </tr> <tr> <td>R-1</td> <td>4.05</td> <td>45%</td> </tr> <tr> <td>R-2</td> <td>0.98</td> <td>11%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Recreation Areas	B-2	4.07	45%	R-1	4.05	45%	R-2	0.98	11%	<p>Description: J Dixie Harn Community Center, Mikell Foxworth Recreation Center, passive parks, walking trails, other areas designated</p> <p>Uses: Public Facilities, City Events, Low Density-Open Space Preservation, Bike-Pedestrian Recreation</p>
Character Area	Zone	Acres	Percent													
Recreation Areas	B-2	4.07	45%													
	R-1	4.05	45%													
	R-2	0.98	11%													
<p>Suburban Development</p> 	<p>Defining Narrative: The City of Pembroke defines Suburban Development areas as the parcels that either free-standing or part of a subdivision constitute residential areas following a suburban, low to mid- density pattern of development. Because of the rural character and availability of land as the City developed during the boom of the 1960's and 1970's, much of the original city and almost all of the northern annexed areas fall into this category.</p>	<p>Description: Areas where suburban-type development is considered the highest and best use. Characterized by low pedestrian orientation, low traffic volume and centralized recreation-conservation spaces</p>														

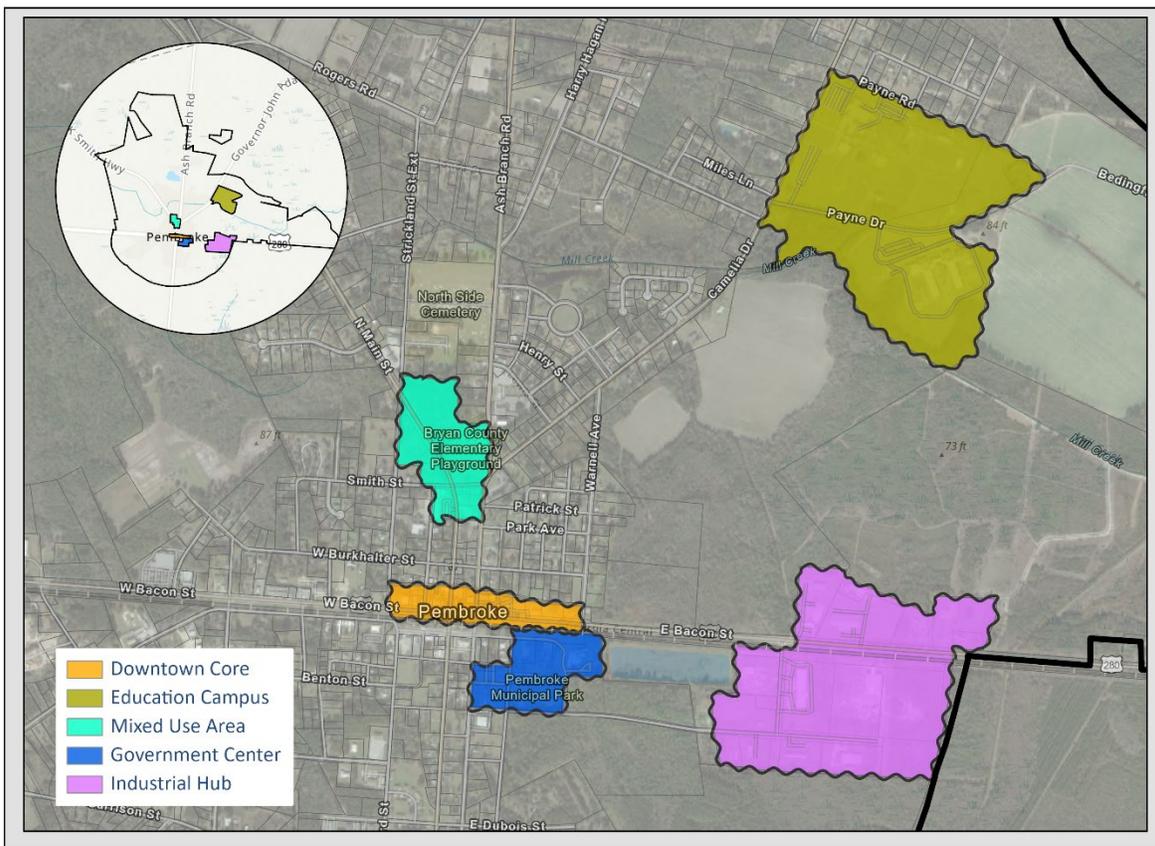
Character Area	Description	Location																													
<p>Vision: To create and manage a variety of appropriate living opportunities in our remaining rural and open areas to accommodate a diverse population for present and future</p>	<table border="1"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="8">Suburban Development</td> <td>A-5</td> <td>139.80</td> <td>10%</td> </tr> <tr> <td>B-2</td> <td>63.28</td> <td>4%</td> </tr> <tr> <td>B-3</td> <td>4.11</td> <td>0%</td> </tr> <tr> <td>I-1</td> <td>4.21</td> <td>0%</td> </tr> <tr> <td>R-1</td> <td>1158.82</td> <td>81%</td> </tr> <tr> <td>R-2</td> <td>9.25</td> <td>1%</td> </tr> <tr> <td>R-3</td> <td>16.55</td> <td>1%</td> </tr> <tr> <td>R-4</td> <td>39.10</td> <td>3%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Suburban Development	A-5	139.80	10%	B-2	63.28	4%	B-3	4.11	0%	I-1	4.21	0%	R-1	1158.82	81%	R-2	9.25	1%	R-3	16.55	1%	R-4	39.10	3%	<p>Uses: Low to Medium Density Residential, Parks-Open Space, School Pedestrian Connectivity</p>
Character Area	Zone	Acres	Percent																												
Suburban Development	A-5	139.80	10%																												
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<p>Traditional Neighborhood</p>  <p>Vision: To encourage new development on free standing lots in traditional neighborhoods that accentuate the surrounding area’s traditional features and Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines Traditional Neighborhood Development areas as the parcels that either free-standing or part of a subdivision constitute residential areas following a mid to high density pattern of development. These are usually categorized by narrower setbacks and closer proximity to the streets and sidewalks. Much of the of the historic city core neighborhoods and several outlying developed areas fall into this category.</p> <table border="1"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="7">Traditional Neighborhood Development</td> <td>A-5</td> <td>148.64</td> <td>21%</td> </tr> <tr> <td>B-1</td> <td>0.93</td> <td>0%</td> </tr> <tr> <td>B-2</td> <td>15.12</td> <td>2%</td> </tr> <tr> <td>B-3</td> <td>9.32</td> <td>1%</td> </tr> <tr> <td>R-1</td> <td>468.24</td> <td>66%</td> </tr> <tr> <td>R-2</td> <td>17.00</td> <td>2%</td> </tr> <tr> <td>R-3</td> <td>47.33</td> <td>7%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Traditional Neighborhood Development	A-5	148.64	21%	B-1	0.93	0%	B-2	15.12	2%	B-3	9.32	1%	R-1	468.24	66%	R-2	17.00	2%	R-3	47.33	7%	<p>Description: Residential Areas in established sections of the community. Characteristics consist of high pedestrian orientation, street trees and landscaping, small regular lots with pockets of open park space, in large part contiguous to Historic Downtown on primary and secondary street networks.</p> <p>Uses: Residential, Home-Occupation business where appropriate, Passive Recreation</p>			
Character Area	Zone	Acres	Percent																												
Traditional Neighborhood Development	A-5	148.64	21%																												
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Community Connections

The City of Pembroke has prioritized the exploration of community connections throughout the City. The purpose is to examine various community anchors and look for ways to provide connection between these important community features. The following community anchors have been identified and are illustrated on the map below:

- Downtown Core
- Education Campus
- Mixed Use Area
- Government Center
- Industrial Hub

As the City moves forward with implementation of this plan, these areas can be used in conjunction with other tools and resources to ensure a cohesive approach for tying these community features together.



Urban Anchors and Community Connections



6 Implementation Strategy

The implementation strategy demonstrates and defines the action items the City of Pembroke will take on to achieve the community vision, address the community goals, encourage compliance with the Community Character Map, and address each of the needs and opportunities. The Community Work Program identifies specific programs and tasks to be undertaken by the City to implement the Plan. A proposed schedule, responsible party, and potential funding source are outlined within this plan. The Georgia Department of Community Affairs requires that cities complete an implementation plan as well as a report of accomplishments, which is a status update summarizing the previous work plan. Included below are the 2023-2028 Community Work Plan and the 2018-2022 Report of Accomplishment:

Community Work Program

The Community Workplan includes the following information for each listed action item:

- **Action Item:** Brief description of the activity
- **Timeframe:** The timeframe for initiating and/or completing each action item s broken into four categories: 1) Ongoing (currently in-progress), 2) Immediate (1-2 years), 3) Short-term (2-5 years), and 4) Long-term (5-10 years). Items identified for immediate and/or short-term should be viewed as having a priority status.
- **Priority:** With an understanding that the City has limited resources to dedicate to implementation of the Community Workplan, the City has assigned a priority status to each action item in an effort to assist with identification of the most urgent, necessary, and/or desired programs. However, it is important to recognize that all action items included herein relate to needs and opportunities identified in the plan. The four priority levels are: 1) Current/in-Process (C), 2) High (H), 3) Medium (M), 4) Low (L).
- **Responsible Party:** Parties identified as being responsible for implementation of the action items include city departments, agencies, and authorities. The responsible parties identified within the CWP as listed by the following acronyms:
 - ADM – Administration
 - CODE – Code Enforcement
 - DDA – Downtown Development Authority
 - PZ – Planning and Zoning
 - PS – Public Safety
 - REC - Recreation
 - STR – Streets Department
 - W/S – Water / Wastewater
 - GDOT – Department of Transportation
- **Funding Source/Cost:** This attempts to identify the potential or recommended funding source and estimated cost. It may be a specific city fund, grant, loan, or other source.

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
Housing				
H1. Update the City's Urban Redevelopment Plan	Short-term	M	PZ	\$50K General Fund
H2. Develop a Housing Plan to understand and plan for growth from Hyundai	Short-term	H	PZ	\$30K General Fund
H3. Apply for grants to construct new affordable housing units for sale in the city such as the Community Home Investment Program (CHIP) Grant	Long-term	M	PZ	Staff Time General Fund
H4. Consider a cottage zoning ordinance to allow for smaller single-family homes (600-1,000 square feet) to provide more affordable housing options	Long-term	L	ADM, PZ	Staff Time General Fund
H5. Collaborate with the local GICH board to develop strategies to make housing more affordable	Immediate	C	ADM, PZ	Staff Time General Fund
H6. Work with the Planning Commission and Pembroke Planning Department to identify areas suitable for multi-family housing or mixed-use development, preferably areas with existing water and sewer infrastructure	Short-term	C	ADM, PZ	Staff Time General Fund
H7. Encourage infill development that fits within the existing neighborhood context and character	Ongoing	C	ADM, PZ	Staff Time General Fund
H8. Consider establishing a conservation subdivision ordinance which promotes housing developments that preserve environmentally sensitive areas such as wetlands, trees and open space.	Immediate	C	ADM, PZ	Staff Time General Fund
H9. Consider providing incentives for development of assisted living housing or housing for those age 55 and above.	Immediate	C	ADM, PZ	Staff Time General Fund
H10. Amplify code enforcement efforts and continue to allocate funds for code enforcement staff, equipment and municipal court expenses	Ongoing	C	ADM, PZ, CODE	Staff Time General Fund
H11. Pursue grants, such as the CDBG grant, and alternative funding for rehabilitation of substandard owner-occupied houses	Immediate	M	ADM, PZ	Staff Time General Fund
H12. Coordinate with the Georgia Heirs Property Law Center to provide workshops to citizens to prevent and rectify heirs' property issues	Immediate	C	ADM, PZ	Staff Time General Fund
H13. Consider implementing a Blight Tax to address blighted property	Short-term	M	ADM, PZ	Staff Time General Fund
H14. Conduct a comprehensive housing assessment and create a registry of blighted properties which require immediate code enforcement and monitor progress every 3 months	Short-term	H	ADM, PZ, CODE	\$25K General Fund
H15. Continue to strengthen mobile home ordinance to ensure owner-accountability of substandard, deteriorating or vacant mobile homes.	Immediate	H	ADM, PZ	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
Economic Development				
ED1. Restore the historic Tos Theater	Long-term	H	ADM, PZ, DDA	
ED2. Develop a commercial district development plan	Short-term	H	ADM, PZ, DDA	\$20k General Fund
ED3. Pursue Film ready community designation	Immediate	C	ADM, PZ, DDA	Staff Time General Fund
ED4. Continue to market downtown storefronts	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
ED5. Support Bryan County Development Authority workforce surveys	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
ED6. Encourage the redevelopment and enhancement of existing vacant or underutilized sites or buildings downtown	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
ED7. Better enforce building and zoning codes	Ongoing	C	ADM, PZ, CODE	Staff Time General Fund
ED8. Seek grants and programs such as the CDBG grant to construct a new Senior Center to relocate the existing one downtown and open up more space for commercial/residential development	Short-term	M	ADM, PZ, DDA	Staff Time General Fund
ED9. Consider creating local business incentives programs to attract downtown investment such as waiving certain initial setup fees (water and sewer tap fees, for example) for the first year	Immediate	M	ADM, PZ, DDA	Staff Time General Fund
ED10. Ensure the Pembroke Downtown Development Authority has up to date information to best market downtown development	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
ED11. Consider utilizing Opportunity Zone Tax Credits and other state and federal Economic Development Tax Credit programs	Ongoing	L	ADM, PZ, DDA	Staff Time General Fund
ED12. Seek to fulfill the vision for the “Village Area” north of downtown for mixed-use development by attracting appropriate commercial businesses for the street level space	Short-term	M	ADM, PZ	Staff Time General Fund
ED13. Work with the Bryan County Development Authority, the Bryan County Chamber of Commerce and other key business partners to provide leadership for new business recruitment and current business retention and expansion.	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
ED14. Provide economic incentives (and remove economic disincentives) to encourage the expansion of existing business and industry	Short-term	L	ADM, PZ	Staff Time General Fund
ED15. Work with community partners to develop and/or expand technical centers, charter schools, colleges, Career Academy, and Job Corps.	Short-term	L	ADM, PZ	Staff Time General Fund
ED16. Increase development and review fees	Immediate	H	ADM, PZ	Staff Time General Fund
ED17. Consider implementing Development Impact Fees	Ongoing	C	ADM, PZ	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
ED18. Continue retail study and make findings available to local businesses	Ongoing	L	ADM, PZ	Staff Time General Fund
ED19. Analyze financial impact of growth and development patterns desired and needed	Ongoing	M	ADM, PZ	Staff Time General Fund
Land Use				
LU1. Review zoning to ensure that codes are in place to support future growth	Immediate	H	ADM, PZ	Staff Time General Fund
LU2. Utilize zoning and ordinances to protect Pembroke character	Ongoing	C	ADM, PZ	Staff Time General Fund
LU3. Identify annexation opportunities	Ongoing	M	ADM, PZ	Staff Time General Fund
LU4. Review and expand the downtown development guidelines	Ongoing	M	ADM, PZ	Staff Time General Fund
LU5. Explore using overlay districts to control the look of new development	Ongoing	H	ADM, PZ	Staff Time General Fund
LU6. Utilize an architecture review board to guide signage, structure, façade, etc.	Short-term	M	ADM, PZ	Staff Time General Fund
LU7. Promote infill development and division of existing lots where feasible	Ongoing	L	ADM, PZ	Staff Time General Fund
LU8. Encourage proposed development in areas adequately served by infrastructure	Ongoing	C	ADM, PZ	Staff Time General Fund
LU9. Effectively manage growth through coordination and communication between staff, Planning and Zoning and City Council	Ongoing	C	ADM, PZ	Staff Time General Fund
LU10. Continue to expand multi-use pathway infrastructure in order to better connect neighborhoods to downtown, parks, natural areas, and community gathering places	Ongoing	C	ADM, PZ	Staff Time General Fund
LU11. Ensure small-town character is maintained as much as possible with new development by implementing strong design standards	Ongoing	H	ADM, PZ	Staff Time General Fund
LU12. Administer and enforce subdivision regulations, building codes, and zoning ordinance requirements.	Ongoing	C	PZ	Staff Time General Fund
LU13. Expand Land Use Plan based on GIS data as it becomes available	Ongoing	L	PZ	Staff Time General Fund
LU14. Make GIS data readily available to potential developers and Planning and Zoning to make informed decisions about infrastructure costs and impact	Ongoing	M	PZ	Staff Time General Fund
LU15. Update the Comprehensive Plan, Land Use Plans, Solid Waste Plan, Pedestrian Plans, and other planning documents as needed or as significant changes occur in the community.	Ongoing	M	PZ	Staff Time General Fund
LU16. Update the Land Use Plan and utilities to a GIS format	Ongoing	M	PZ	Staff Time General Fund
LU17. Implement Blight Ordinance and Code Enforcement	Ongoing	L	PZ	Staff Time General Fund
LU18. Adopt a conservation subdivision ordinance	Ongoing	L	PZ	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
Transportation				
T1. Actively participate in Bryan County and GDOT transportation improvement discussions and maintain a flow of communication.	Ongoing	C	ADM, PZ, GDOT	Staff Time General Fund
T2. Work with GDOT to find a way to tie in current GDOT streetscape project in Pembroke with the proposed Village area just north of downtown, where a roundabout is already planned	Ongoing	H	ADM, PZ	Staff Time General Fund
T3. Install more sidewalks for school access to surrounding neighborhoods, consider applying for state and federal funding, such as Safe Route to Schools Program, to implement this	Short-term	H	STR	\$100-\$200K General Fund
T4. Consider creating a direct access road along a new alignment from Highway 280 to Bryan County schools campus in Pembroke	Long-term	L	ADM, PZ	Staff Time General Fund
T5. Conduct a walkability access study to determine where sidewalks and crosswalks are needed	Short-term	M	ADM, PZ	\$50K General Fund
T6. Improve and maintain a transportation system that will implement a “Complete Streets” policy and minimize detrimental environmental impacts.	Long-term	M	ADM, PZ	Staff Time General Fund
T7. Support opportunities to provide for alternative modes of transportation, including public transit and multi-use trails/sidewalks.	Ongoing	C	ADM, PZ	Staff Time General Fund
T8. Seek out grants such as the LMIG and other state and federal transportation funding programs to improve roads	Ongoing	H	ADM, PZ	Staff Time General Fund
T9. Increase connectivity of roads in neighborhoods and side streets	Ongoing	M	PZ, STR	Staff Time General Fund
Environment and Resiliency				
E1. Require new development to preserve open space either for use as a park or a protected green space.	Short-term	M	ADM, PZ	Staff Time General Fund
E2. Consider impacts on infrastructure and environmentally sensitive areas and when making land use decisions regarding new development and redevelopment projects.	Ongoing	C	ADM, PZ	Staff Time General Fund
E3. Maximize access to and use of the city and county’s Recreation and Parks services and facilities	Ongoing	C	ADM, PZ, REC	Staff Time General Fund
E4. Educate Citizens on the essential role of floodplains and wetlands as a storm water collector, watershed filter, and sources of aquifer recharge.	Ongoing	C	ADM, PZ	Staff Time General Fund
E5. Plan and prepare for natural disasters and the recovery thereafter from hazards including hurricanes, tornados, tropical storms, chemical hazards and all other hazards	Ongoing	C	ADM, PS	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
E6. Continue to learn from the experience of recent tornado, and constantly improve upon City procedures and programs, particularly a Hazard Mitigation Plan	Ongoing	C	ADM, PS	Staff Time General Fund
E7. Consider installing mass emergency notification equipment such as tornado sirens and individual alerts like the Code Red system which sends out text messages and calls when there is an environmental emergency.	Immediate	M	ADM, PS	Staff Time General Fund
E8. Consider code updates to prohibit development in environmentally sensitive areas such as wetlands and flood zones	Ongoing	C	ADM, PZ	Staff Time General Fund
E9. Participate in the NFIP Community Rating System (CRS) program	Short-term	M	ADM, PZ	\$30K General Fund
City Facilities and Services				
C1. Employ a full-time Recreation Coordinator/Pool Manager	Short-term	M	ADM, REC	\$100K General Fund
C2. Continue after-school programming and make improvements at Mikell Foxworth Rec Center	Short-term	C	ADM, REC	Staff Time General Fund
C3. Continue support of Junior Police Academy and SADD	Ongoing	C	ADM, REC	Staff Time General Fund
C4. Continue support of Bryan County Family Connections by utilizing the Harn Center as a Summer Lunch site	Ongoing	C	ADM, REC	Staff Time General Fund
C5. Maintain sidewalks and streetlights on school pedestrian routes	Ongoing	C	STR	Staff Time General Fund
C6. Replace sewer and storm pipes in Basin 1, 2, and 3	Immediate	M	W/S	\$500K General Fund
C7. Pave and improve all unpaved streets	Long-term	L	STR	\$500K-\$1M General Fund
C8. Repair and resurface downtown street grid	Long-term	L	STR	> \$1 million General Fund
C9. Replace open ditches with curb, gutter, and pipe as needed	Long-term	L	STR, W/S	> \$1 million General Fund
C10. Complete curb gutter on Highway 67	Immediate	M	STR, W/S	\$750K General Fund
C11. Promote and make improvements to J Dixie Harn Industrial Park	Immediate	H	STR, W/S	> \$1 million General Fund
C12. Improve stormwater drainage, consider creating a separate city stormwater department	Short-term	L	STR, W/S	Staff Time General Fund
C13. Complete the sewer rehabilitation in Basin 1	Short-term	M	W/S	> \$1 million W/S Fund
C14. Replace existing transite water mains	Short-term	M	STR, W/S	\$500K-\$750K W/S Fund
C15. Fire training center and Station 3	Short-term	M	PS, W/S	> \$1 million General Fund
C16. Purchase a ladder truck	Immediate	H	PS	\$500K General Fund
C17. Explore expansion of sewer service to areas west and east ends of Pembroke	Long-term	L	ADM, W/S	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
C18. Construct splashpads at Harn Center	Long-term	L	PS	Staff Time General Fund
C19. Pave service roads in Northside Cemetery	Long-term	L	STR	\$500K-\$1M General Fund
C20. Plan growth and efficiency of the city's water and sewer system	Long-term	L	W/S	Staff Time W/S Fund
Intergovernmental Coordination				
I1. Promote maximum cooperation among all public safety, emergency response and law enforcement officials, across the county, city and other agencies to reduce duplication, speed interventions and maximize efficiencies.	Ongoing	C	ADM	Staff Time General Fund
I2. Work collaboratively with Bryan County to define service boundaries in preparation for future growth from the Hyundai mega site	Ongoing	C	ADM	Staff Time General Fund
I3. Utilize the required service delivery strategy update to coordinate with Bryan County and Richmond Hill on shared issues such as infrastructure management, transportation planning and economic development.	Ongoing	C	ADM, PZ	Staff Time General Fund
I4. Work to better coordinate with the Bryan County Health Department for new development projects on septic systems and individual wells.	Ongoing	C	ADM	Staff Time General Fund
I5. Collaborate with Bryan County to address blighted properties	Ongoing	C	ADM, PZ	Staff Time General Fund
I6. Coordinate with Bryan County and Richmond Hill and other regional partners to plan and prepare a strong emergency response effort for all hazards and natural disasters.	Ongoing	C	ADM	Staff Time General Fund
I7. Seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.	Ongoing	C	ADM	Staff Time General Fund
I8. Leverage relationships with elected officials to improve access to State and federal resources.	Ongoing	C	ADM	Staff Time General Fund
I9. Coordinate with regional, state, and federal partners for special housing (seniors, veterans, disabled, etc.)	Ongoing	L	ADM	Staff Time General Fund
I10. Coordinate with Bryan County to create cohesive Comp. and Land Use Plans	Ongoing	L	ADM	Staff Time General Fund
Cultural and Historic Resources				
CH1. The City and Downtown Development Authority will continue to market Pembroke as a retail ready City with available buildings, vacant land and other opportunities for businesses	Ongoing	C	ADM, DDA	Staff Time General Fund
CH2. The City and Downtown Development Authority will continue to inform potential businesses of the DCA tax incentives and benefits of locating in a historic building	Ongoing	C	ADM, DDA	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
CH3. The City will continue to support and allocate funds to the Downtown Development Authority and Pembroke Mainstreet program	Ongoing	C	ADM, DDA	Staff Time General Fund
CH4. Support local business owners through marketing, promotion, social media and city events	Ongoing	C	ADM, DDA	Staff Time General Fund
CH5. Conduct and inventory of all historic and cultural resources in the city and make the list available on the city website and social media	Short-term	M	ADM, DDA	\$25K General Fund
CH6. Consider conducting a retail and market study as well as researching possible grants (TEA Grant through GDOT, for example) and tax credit programs to determine downtown revitalization strategies	Short-term	M	ADM, DDA	Staff Time General Fund
CH7. Create a Sidewalk-Greenway-Bike Plan	Short-term	M	ADM, DDA	\$75K General Fund
CH8. Expand streetscapes while incorporating natural elements on Hwy 280, 67, 119, and Ash Branch Rd	Long-term	L	ADM, STR, PZ	Staff Time General Fund
CH9. Create nature trails along canal paths to highlight and educate citizens about the role of wetlands in the City	Long-term	L	ADM	Staff Time General Fund
CH10. Continue to utilize the Georgia Urban Forest network to recognize historic and outstanding trees	Ongoing	C	ADM, PZ	Staff Time General Fund
CH11. Continue to acquire small parcels for park space in newly annexed areas	Ongoing	C	ADM, PZ	Staff Time General Fund
Broadband				
B1. Leverage any opportunities to provide home access for K-12 students (as promoted by the Board of Education to unlock 24/7 educational opportunities), and for college students to enable online educational opportunities.	Ongoing	C	ADM	Staff Time General Fund
B2. Work with all willing providers to expand broadband and mobile networks	Ongoing	C	ADM	Staff Time General Fund
B3. Identify and consider adopting policies that facilitate broadband deployment, such as appropriate streamlined project permitting, a county "dig-once" policy, or master lease agreements that allow the installation of broadband infrastructure on utility poles.	Immediate	M	ADM	Staff Time General Fund
B4. Engage telecom providers in direct dialog to address telecom reliability and diversity/redundancy issues.	Ongoing	C	ADM	Staff Time General Fund
B5. Work with willing providers, the GPSC, and other entities to develop method to document and correct on-going individual landline outages which lead to loss of 911 services for residents	Ongoing	C	ADM	Staff Time General Fund

Report of Accomplishments

The following report of accomplishments summarizes activities completed since the 2018 Comprehensive Plan Update. Items that are Completed have been finished within the 5-Year reporting period prior to this Comprehensive Plan Update. Items that are Ongoing have been initiated or have had partial progress made and have been carried over into the new Community Workplan. Items that are Postponed are still priorities for the community and have been in the new Community Workplan. Items marked Canceled are activities no longer prioritized by the City.

Action/Implementation Strategy	Status	Explanation	Completion Date
Development Patterns			
Update the Land Use Plan and utilities to a GIS format	Ongoing	See item LU16	
Update the Comprehensive, Solid Waste, Pedestrian Plans, etc.	Ongoing	See item LU15	
Coordinate with Bryan County to create cohesive Comp. and Land Use Plans	Ongoing	See item I10	
Update Comp and Land Use Plans as needed	Ongoing	See item LU15	
Plan growth and efficiency of the city's water and sewer system	Ongoing	See item C20	
Formulate and adopt overlay districts for gateways and historic areas	Canceled	No longer viable	
Implement Blight Ordinance and Code Enforcement	Ongoing	See item LU17	
Enforce design guidelines in Historic Area	Ongoing	This is being covered in item LU4.	
Analyze financial impact of growth and development patterns desired and needed	Ongoing	See item ED19	
Improve connectivity of sidewalks, streetscapes, trails, and other pedestrian improvements to encourage walking	Ongoing	Streetscape program, trying to get some momentum. See items T3, T5, and T7.	
Continue to promote tax incentives of developing in Pembroke	Ongoing	Military zone tax credits, historic preservation tax credits. See item ED11.	
Update housing inventory and identify blight areas	Ongoing	This is part of item H1 and will included as part of the URP update	
Coordinate with regional, state, and federal partners in public housing	Canceled	Remove, there is no public housing or housing authority in the City	
Coordinate with public and private agencies to prevent and rectify heirs property issues	Ongoing	See item H12	
Coordinate with regional, state, and federal partners for special housing (seniors, veterans, disabled, etc.)	Ongoing	See item I9	
Resource Conservation			
Expand streetscapes while incorporating natural elements on Hwy 280, 67, 119, and Ash Branch Rd	Ongoing	See item CH8. DOT project has landscaping elements	

Action/Implementation Strategy	Status	Explanation	Completion Date
Identify and remediate point and non-point source pollution	Canceled	The City addresses and accomplishes this through many other programs and did not feel there was a need to have it in the work plan	
Create nature trails along canal paths to highlight and educate citizens about the role of wetlands in the City	Ongoing	See item CH9	
Continue to utilize the Georgia Urban Forest network to recognize historic and outstanding trees	Ongoing	See item CH10. There are historically identified/listed trees in the city	
Adopt a conservation subdivision ordinance	Postponed	See LU18. Due to staff limitations, the City did not have the time and resources to adequately research and pursue this item during the previous planning period. The City does use the current PUD as a tool to achieve a similar outcome.	
Continue to acquire small parcels for park space in newly annexed areas	Ongoing	See item CH11	
Support Adopt-a-Spot and highway beautification programs	Postponed	Nothing currently active with this item and the City has many other activities in the new work program that address beautification	
Economic Development			
Continue to support efforts of Downtown Development Authority and Mainstreet Program	Ongoing	See item CH3.	
Make infrastructure improvements to J Dixie Harn Industrial Park	Ongoing	See item C11.	
Continue to market downtown storefronts	Ongoing	See item ED4	
Continue retail study and make findings available to local businesses	Postponed	See item ED18. The City was doing this, but does not currently have the main street position staffed	
Support Bryan County Development Authority workforce surveys	Ongoing	See item ED5	
Youth Activities and Recreation			
Employ a full-time Recreation Coordinator/Pool Manager	Ongoing	Work needs to be completed to the pool. City is budgeting for the position, but it is not currently filled. Item C1	
Continue after-school programming and make improvements at Mikell Foxworth Rec Center	Ongoing	See item C2	
Continue support of Junior Police Academy and SADD	Ongoing	See item C3	

Action/Implementation Strategy	Status	Explanation	Completion Date
Continue support of Bryan County Family Connections by utilizing the Harn Center as a Summer Lunch site	Ongoing	See item C4	
Maintain sidewalks and streetlights on school pedestrian routes	Ongoing	See item C5	
Construct splashpads at Harn Center	Postponed	C18. The pool was shut down during COVID. The City planned to open to pool last year, but was impacted by the tornado. As a result, the City has been working to get the pool reopened, and will revisit the splashpad as an option later on.	
Replace pool pump at Harn Center	Completed		
Purchase portion of Martin tract below Sheriff's Dept. for second baseball field	Canceled	Property owners unlikely to sell to the City	
Infrastructure and Capital Projects			
Construct Public Safety Complex	Completed	Built a City Hall instead and converted the old City Hall to the police station, expanded and remodeled the fire station	2021
Construct residential water well in Bulloch County and connect to current water system	Completed		2019
Replace sewer and storm pipes in Basin 1, 2, and 3	Ongoing	2 and 3 complete. 1 is underway. See item C6	
Pave and improve all unpaved streets	Ongoing	Alley behind Camelia Rd, City has two LMIG projects underway that are resurfacing projects. See item C7	
Pave service roads in Northside Cemetery	Postponed	See item C19. East to West is paved, north to south not paved	
Repair and resurface Ash Branch Rd	Completed	Ash Branch was completed	2018
Repair and resurface downtown street grid	Ongoing	119 completed, 67 completed. State highways completed; City is using LMIG for the local roads. See item C8.	
Repair and repaint downtown parking in conjunction with DOT's Hwy 280 project	Completed		
Replace open ditches with curb, gutter, and pipe as needed	Ongoing	See item C9.	
Complete curb gutter on Strickland St	Ongoing	Changed language from Strickland to Highway 67. See item C10	
Infrastructure and Capital Projects Partnerships			
Convert all downtown streetlamps to LED	Completed		
Rebuild Payne Drive and accompanying infrastructure	Completed		

Action/Implementation Strategy	Status	Explanation	Completion Date
Install fire hydrants and water taps along Ash Branch Rd as part of the water-well project	Completed		
Promote and make improvements to J Dixie Harn Industrial Park	Ongoing	Area was damaged from the tornado. See item C11.	
Improve and install railroad crossing signal at Industrial Park entrance	Completed		
Improve and install railroad crossing signal at South Poplar St	Completed		2022

Appendix 1 - Public Hearings

NOTICE OF PUBLIC HEARING

The City of Pembroke will hold a public hearing regarding the city's 5-Year Comprehensive Development Plan. The purpose of this meeting will be to explain the plan process.

The meeting will be held on Monday, August 8, 2022 at 6:45pm in the Council Chambers of City Hall located at 353 North Main Street.

All interested parties are invited to attend. Persons with disabilities who are planning to attend should call 912-653-4413, if assistance is required.

City of Pembroke
Arlene Hobbs
City Clerk

others (Phil.2:4). In a congregation of people there are always those for whom prayers should be uttered. The elderly need prayers of others as they face not only health problems but also loneliness. The youth need prayers as they face temptations and emotional upheavals as they struggle with becoming adults. Elders, deacons, preachers, teachers, and members in general all should be included in prayer as they labor in the work of the Lord. Prayers for public officials should be offered, no matter what a person's politics. It does not matter which party is in office, Christians serve God not man.

Prayer is the most important way of communicating that a person may live. That is why one must pray God's will in order to be able to access this valuable tool God has provided.

present sits in a prime location, the NW corner of US Highway R 38 and Camden Street on primary retail corridor in Je- Perfect for retail, self storage, multi-family development and multiple access points. This is a lot, and includes two parcels! My Shanksen, Coldwell Banker hem Coast 912-368-4300 or 377-4733 or email jimmy.shan- coldwellbanker.com.

Lot 3 Lakeview Drive
Glennville - \$19,900
 Great 7 acre lot located in Lakeview Estates. Don't miss an opportunity to build your dream home on this gorgeous lot. Additional lots available. Jimmy Shanksen, Coldwell Banker Southern Coast, 912-368-4300 or 912-977-4733 or email jimmy.shanksen@coldwellbanker.com

Lot 4 Lakeview Drive
Glennville - \$19,900
 Great 58 acre lot in Lakeview Estates. Don't miss out on an opportunity to build your dream home. Additional lots also available. Jimmy Shanksen, Coldwell Banker Southern Coast 912-368-4300 or 912-977-4733 or email jimmy.shanksen@coldwellbanker.com

Lot 5 Lakeview Drive
Glennville - \$19,900
 Great 58 acre lot in Lakeview Estates. Don't miss out on an opportunity to build your dream home. Additional lots also available. Jimmy Shanksen, Coldwell Banker Southern Coast 912-368-4300 or 912-977-4733 or email jimmy.shanksen@coldwellbanker.com

Lot 6 Lakeview Drive
Glennville - \$19,900
 Great 58 acre lot in Lakeview Estates. Don't miss out on an opportunity to build your dream home. Additional lots also available. Jimmy Shanksen, Coldwell Banker Southern Coast 912-368-4300 or 912-977-4733 or email jimmy.shanksen@coldwellbanker.com

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Acres Veterans Memorial Way, Hinesville - \$225,000
 Available frontage road on home side of Veterans way zoned C-2. Off site water attention included. Owners licensed Real Estate Brokers in the state of Georgia. Jimmy Shanksen, Coldwell Banker Southern Coast 912-368-4300 or 912-977-4733 or email jimmy.shanksen@coldwellbanker.com

Lot 1-10 West Court Street
Hinesville - \$499,000
 Located in the Downtown Overlay district. Redevelopment in the heart of downtown Hinesville. Entire city block with access to four paved roads! City water, city sewer and NO FLOOD ZONE! Walking distance to Municipal Buildings, Main Street and Bradwell Institute. Excellent multi-family site. Jimmy Shanksen, Coldwell Banker Southern Coast, 912-368-4300 or 912-977-4733 or email jimmy.shanksen@coldwellbanker.com

1135 West Oglethorpe Highway Hinesville - \$499,900
 This is 4.18 acres of commercial land. This property is cleared, level, and ready to build on. It is accessible from Highway 84 and Main Street. It is centrally located in between Hinesville retail areas, Wal-Mart

1 AC Peter King Road, Riceboro \$24,900
 Sale Pending!
 Great piece of property located on 1 acre in Riceboro, GA. This property would be a perfect place to build a

5. 24 AC West 15th Street - \$655,000
 Great piece of property located in the heart of Ludowid, one of Georgia's fastest growing communities. Minutes to Fort Stewart Gates and Hinesville. Just over 2 acres, this property holds a great deal of opportunities. It is located off US Hwy 84 with high traffic, featuring 336 linear feet of US 84 frontage. This property is also located near a proposed 600 unit residential development area. Check out this property before it's too late! Water and sewer available! Jimmy Shanksen, Coldwell Banker Southern Coast, 912-368-4300 or 912-977-4733 or email jimmy.shanksen@coldwellbanker.com

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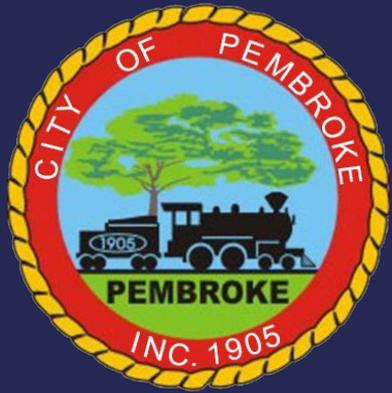
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CITY OF PEMBROKE COMPREHENSIVE PLAN UPDATE

City of Pembroke Comprehensive Plan Update

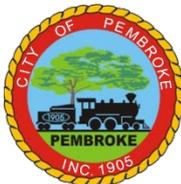


2018-2028

Comprehensive Plan

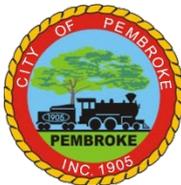
- Inventories what exists today and outlines a community's vision for the future
- Describes concrete action steps to achieve the vision
- Is regulated by the Georgia Department of Community Affairs

“A long-term plan for how the community wants to grow and develop in the future”

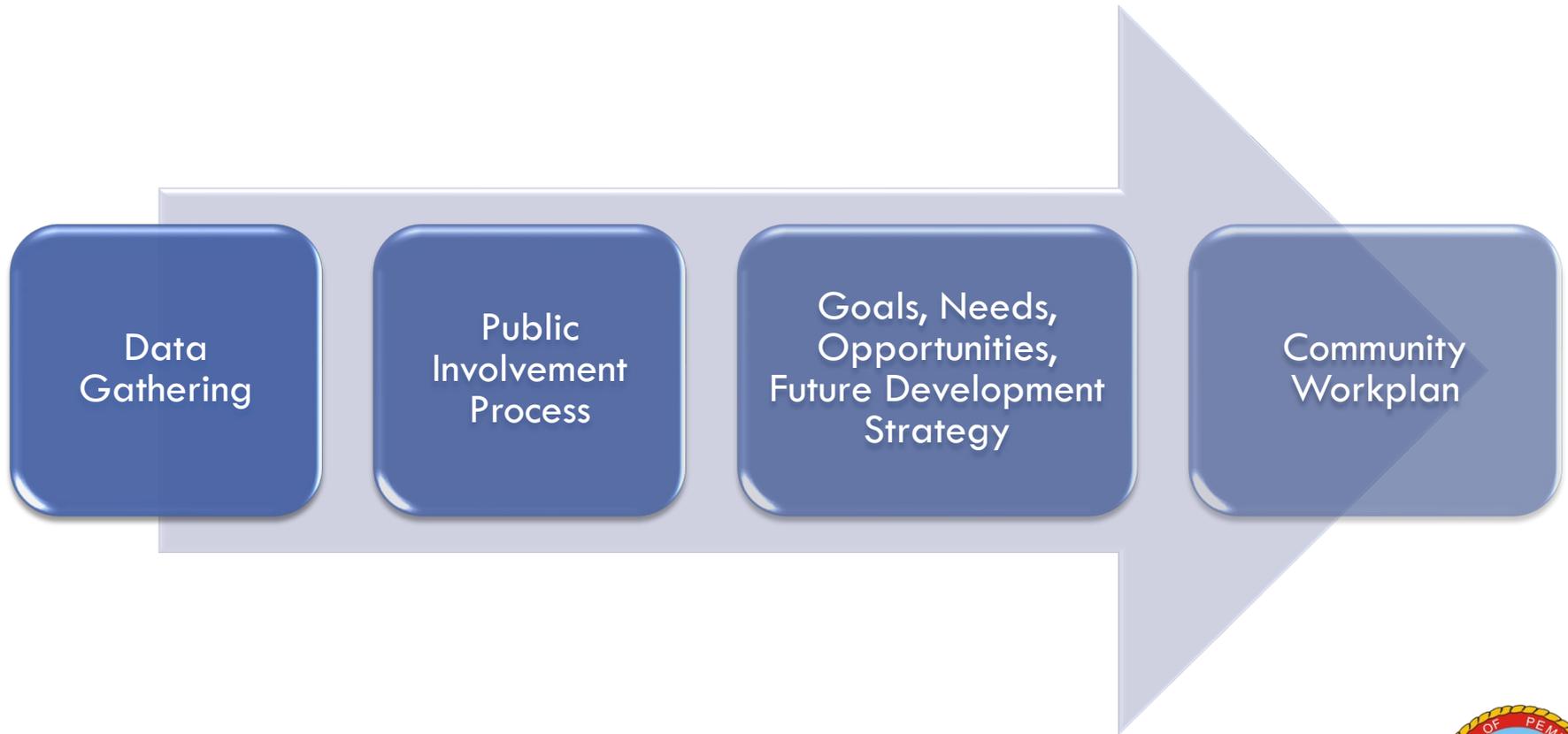


Comprehensive Plan

- Answers the questions:
 - Where are we? (Mission Statement)
 - Where do we want to go? (Vision Statement)
 - How are we going to get there? (Goals & Strategies)
 - What are we going to do, who is going to do it and when is it going to get done? (Implementation Plan)
 - How are we doing? (Benchmarking, Annual Review, Report of Accomplishments)



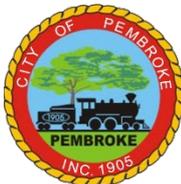
Comprehensive Planning Process



Data Gathering

City/Region	2000 Census	2010 Census (ACS)	2020 Census (ACS)	% Change (2000-2020)	% Change (2010-2020)
Bryan County	23,417	29,039	38,321	63.65%	31.96%
Richmond Hill	7,063	8,890	13,250	87.60%	49.04%
Pembroke	2,380	2,757	2,565	7.77%	-6.96%
Unincorp. Bryan County	13,974	17,392	22,506	61.06%	29.40%

Source: US Decennial Census 2000; American Community Surveys 2010 5-Year Estimates; American Community Surveys 2020 5-Year Estimates

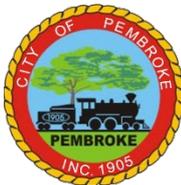
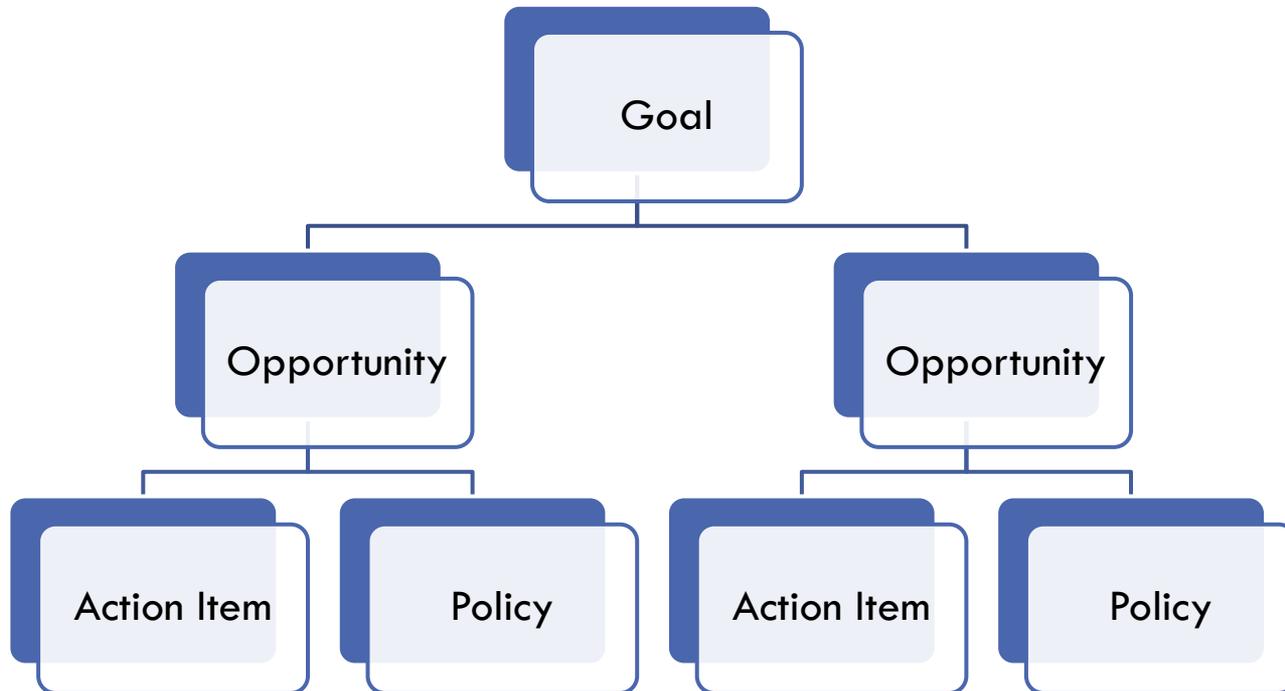


Public Involvement Process

- Public Hearings (2)
- Stakeholder Committee Meetings (3)
- Online Community Survey (Aug 1 – Sep 2, 2022)
- Open House – August 23, 2022



Community Vision



Comprehensive Plan Elements:



- Population

- Economic Development

- Land use

- Housing

- Transportation

- Environmental & Historic Resources

- Community Facilities & Services

- Resiliency

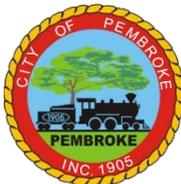
Community Work Program

- Implementation activities
- Time frame (5-Years) (2023 – 2028)
- Responsible party
- Cost
- Funding source

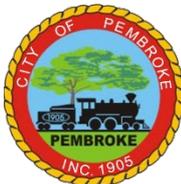
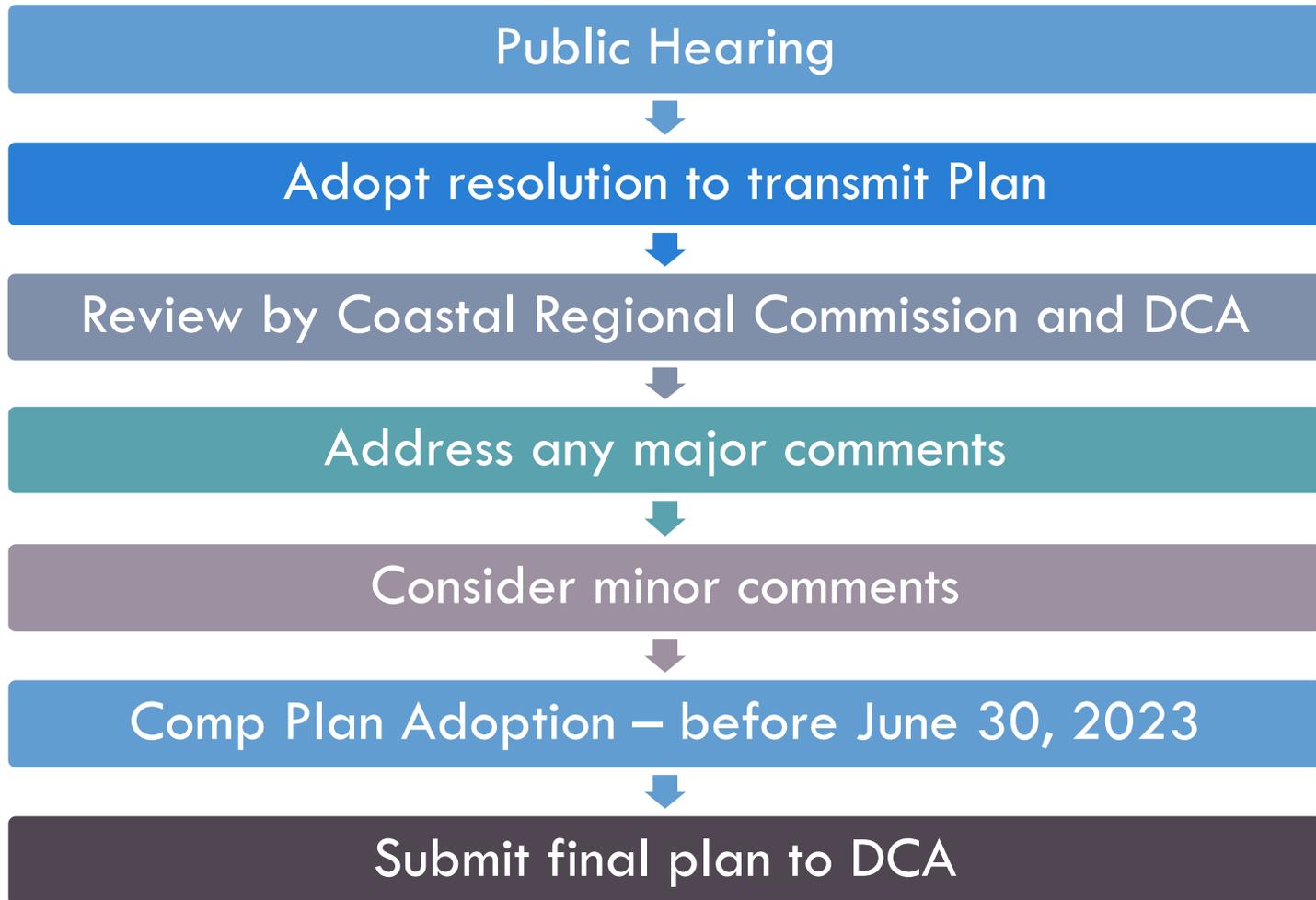


Schedule

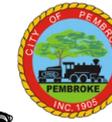
Public Survey	August 1 – September 2, 2022
Public Hearing	August 8, 2022
Stakeholder Committee	August 10, 2022
Public Workshop	August 23, 2022
Stakeholder Committee	October 2022
Stakeholder Committee	November 2022
Plan Development	December 2022 – February 2023
Draft Plan Review	February 2023
Final Draft Plan	March 2023
Public Hearing	April 10, 2023
Submit to CRC and DCA	April 14, 2023
Adoption of Comp Plan Update	June 12, 2023



DCA Approval Process



Public Comment



Comments can be
emailed or submitted
written format:

clerk@pembrokega.net

administrator@pembrokega.net

COMPREHENSIVE PLAN PUBLIC WORKSHOPS

TUESDAY, AUGUST 23, 2022

BRYAN COUNTY AND CITY OF PEMBROKE

**BOARD OF EDUCATION, 8810 HWY 280, BLACK CREEK, GA
5PM - 7:30 PM**

THURSDAY, AUGUST 25, 2022

BRYAN COUNTY AND CITY OF RICHMOND HILL

**BOC HEARING ROOM, 66 CAPT. MATTHEW FREEMAN DR,
RICHMOND HILL, GA
5PM - 7:30 PM**

Join the Bryan County Community Development Department in partnership with the Cities of Pembroke and Richmond Hill at a drop in workshop to learn more about the update to the Comprehensive Plan and provide input on what you want for the future of your community.

QUESTIONS?

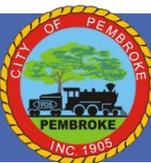
Courtney Reich, AICP, CFM, Goodwyn Mills Cawood



CITY OF PEMBROKE COMPREHENSIVE PLAN UPDATE

GMC

Public Hearing 2 | April 10, 2023



Presentation Outline

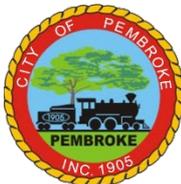
- General Update
- Summary of Public Input
- Land Use and Community Character
- Needs and Opportunities
- Community Work Plan
- Next Steps



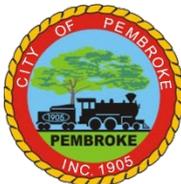
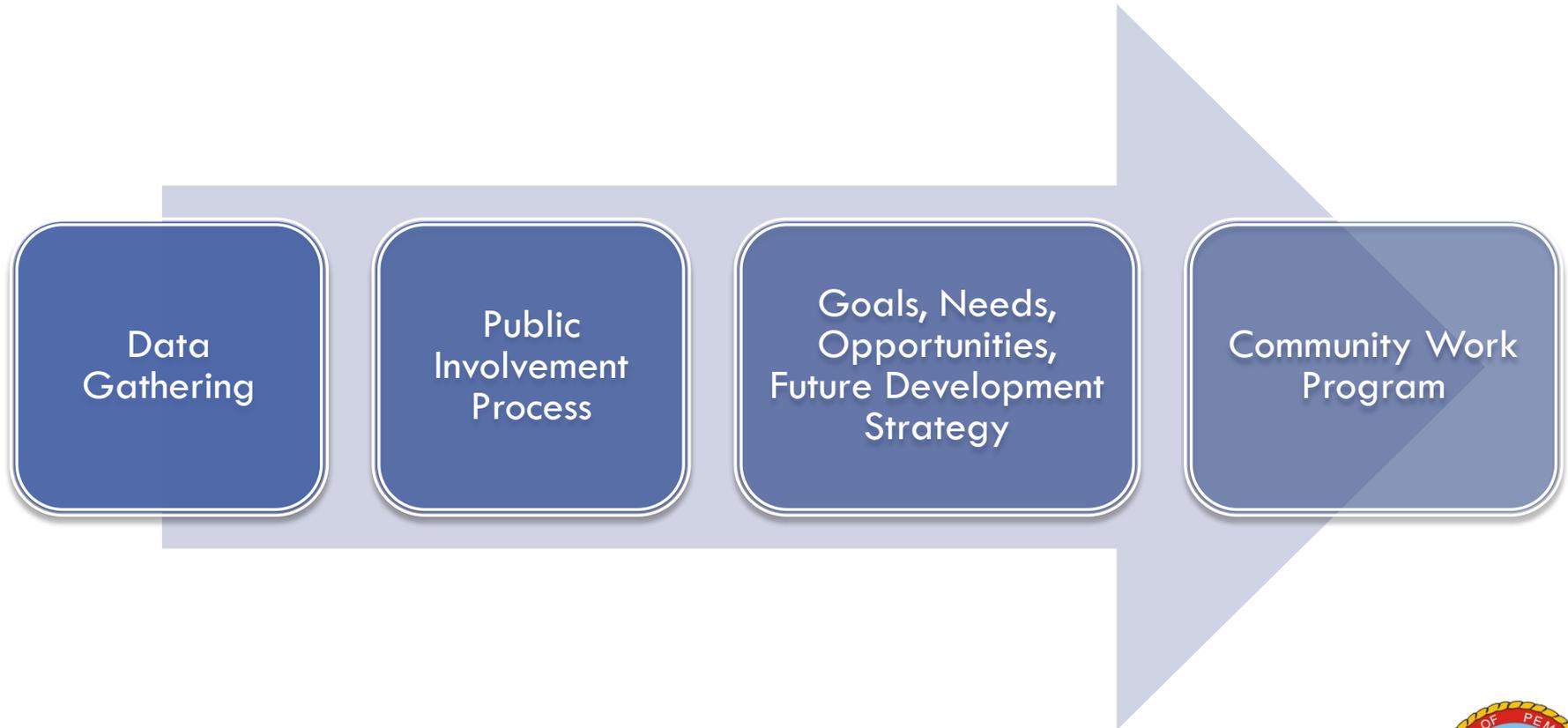
Comprehensive Planning Requirements



- Community Goals
- Needs and Opportunities
- Identification of Community Character Areas
- Community Work Program

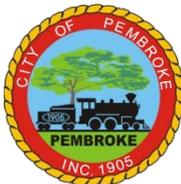


Comprehensive Planning Process



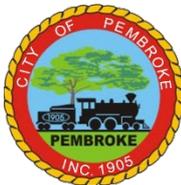
Summary of Public Involvement

- ❑ Public Hearings
- ❑ Stakeholder Meetings
- ❑ Open House
- ❑ Community Survey
- ❑ Social Media



Public Input Survey

- Ran from August 1 – September 2, 2022
- 877 responses total
- 159 responses from North Bryan
- 42 responses from Pembroke
- 347 responses from South Bryan
- 306 responses from Richmond Hill



Community Goals (from Open House)

- ❑ Preserve small-town sense of place
- ❑ Revitalize historic downtown area
- ❑ Increase retail options and number of small businesses
- ❑ Improve stormwater drainage to reduce flooding
- ❑ Expand network of bicycle paths
- ❑ Maintain high percentage of greenspace in the City
- ❑ Limit potential population growth from construction of Hyundai plant
- ❑ Increase supply of affordable, life-cycle housing in the City
- ❑ Improve traffic congestion and roadway capacity
- ❑ Develop parks and recreation system
- ❑ Introduce new industries and companies into Pembroke
- ❑ Address high number of vacant and/or decrepit properties

Prioritize Goals for the City of Pembroke
 Prioritize goals: High = Green Dot, Low = Red Dot

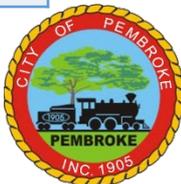
Goal	Priority	Comments
Transform Historic Downtown Pembroke into the commercial and cultural hub of North Bryan County.	High (3 Green, 2 Red)	Specific request from local business owners to increase retail and restaurant options. Also request for more parking.
Increase the variety and amount of commercial business in Pembroke, specifically retail and restaurant options.	High (6 Green)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.
Improve transportation infrastructure to address existing congestion and expected increases in traffic.	High (3 Green, 2 Red)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.
Foster smart growth that protects Pembroke's small town Sense of Place.	High (1 Red, 5 Green)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.
Expand recreational and cultural facilities and programs in Pembroke that appeal to children and young adults.	High (5 Green, 2 Red)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.
Expand water, sewer and stormwater infrastructure to serve future growth.	High (6 Green)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.
Support redevelopment of vacant structures and fill development of available lots in downtown Pembroke.	High (6 Green)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.
Expand Pembroke's parks and recreation system while also preserving and creating access to greenspace.	High (6 Green)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.
Protect historic structures as well as sensitive environmental areas, such as wetlands.	High (3 Green, 2 Red)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.
Provide a variety of housing types and densities for a variety of income levels and lifestyles to meet the expected demand.	High (5 Green, 2 Red)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.
Expand network of multi-use trails and bike lanes.	High (6 Red)	Request for more parking and more variety of commercial business. Also request for more retail and restaurant options.



Budget Buckets



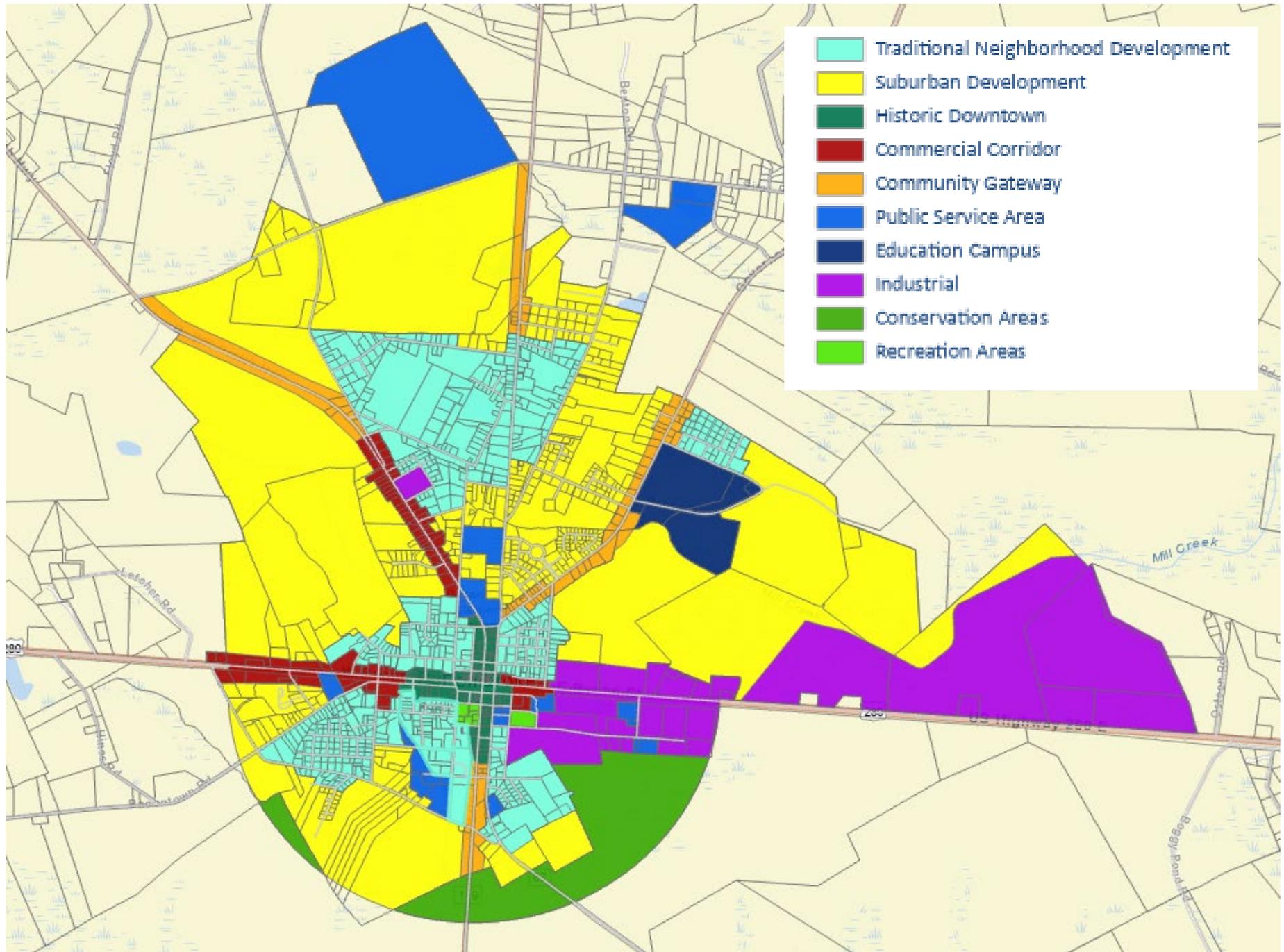
Discretionary Project	Funding Earned
Transportation Alternatives*	\$700
Recreational Services & Programs	\$2400
Trails, Sidewalks, & Bike Lanes	\$1800
Downtown Revitalization	\$2500
Water Access	\$800



Land Use and Character Areas

- Specific geographic areas
- Unique characteristics (existing or potential)
- Areas with development issues





Needs & Opportunities

- Economic Development
- Housing
- Land Use
- Transportation
- Environment and Resiliency
- Facilities and Services
- Intergovernmental Coordination
- Cultural and Historic Resources
- Broadband

Transportation

The city's goal to provide excellent transportation services and infrastructure encourages the city to work with the Georgia Department of Transportation (GDOT), Bryan County and Bulloch County to gain an understanding of regional transportation needs, challenges and opportunities of all community residents and prepare for increase in transportation from the Hyundai Manufacturing facility. Work with GDOT and Bryan County to coordinate transportation and land use decision-making within the City. Foster alternatives to auto-oriented transportation by providing connectivity through facilities for walking, biking, and transit.

Goals:

- Goal #1: Prepare for increase in traffic due to Hyundai Manufacturing facility
- Goal #2: Ensure safe and efficient access to schools
- Goal #3: Improve walkability, especially in high traffic areas
- Goal #4: Ensure there is efficient traffic circulation and roads are well-maintained

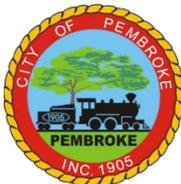
Needs and Opportunities:

- ✓ The city needs to prepare for increase in traffic due to the Hyundai Manufacturing facility
- ✓ There is a need to provide more sidewalks that lead to the local school campuses because it is currently unsafe for students to walk to school along high traffic routes
- ✓ The city needs to expand and connect the walking and bicycling infrastructure
- ✓ There is potential to create a new Village Area north of downtown and the city needs to work with GDOT to connect this area to the current downtown streetscape project
- ✓ There is a need to ensure traffic is flowing well and connected to a well-circulated network
- ✓ The city needs to focus on transportation projects that elevate Pembroke as a regional hub

Policies	Quality Community Objectives
<ul style="list-style-type: none"> • Support transportation improvement projects to prepare for Hyundai Manufacturing facility • Consider, prioritize, and pursue transportation infrastructure projects that enforce Pembroke's reputation as a regional hub • Prioritize transportation infrastructure that provides safe and efficient access to schools • Identify areas in need of more sidewalks and ensure they connect to a larger network of sidewalks and trails • Maintain high level of service in all areas of transportation 	<ul style="list-style-type: none"> • Transportation Options • Regional Cooperation • Resource Management • Local Preparedness

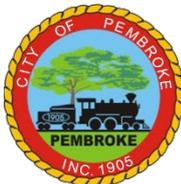
Community Work Program

- Implementation activities
- Time frame
 - Ongoing
 - Immediate
 - Short-term
 - Long-term
- Priority
 - Current, High, Medium, Low
- Responsible party
- Funding source



Implementation Activities

- Develop a Housing Plan to understand and plan for growth from the Hyundai Manufacturing facility
- Restore the historic Tos Theater
- Explore using overlay districts to control the look of new development
- Work with GDOT to find a way to tie in current GDOT streetscape project in Pembroke with the proposed Village area just north of downtown
- Plan and prepare for natural disasters and the recovery thereafter from hazards including hurricanes, tornados, tropical storms, chemical hazards and all other hazards
- Replace sewer and storm pipes in Basin 1, 2, and 3
- Work collaboratively with Bryan County to define service boundaries in preparation for future growth from the Hyundai Manufacturing facility
- The City will continue to support and allocate funds to the Downtown Development Authority and Pembroke Mainstreet program



Next Steps

Submit to CRC and DCA for Review



40 day review period



Address any major comments



Consider minor comments



Adoption in June



Submit final plan to DCA





QUESTIONS



Appendix 2 - Stakeholder Meetings



City of Pembroke Comprehensive Plan 2028 Update
Stakeholder Group
Meeting #1 – August 10, 2022

Agenda

- I. Introductions
- II. Planning Process and Schedule
- III. Census Data Review
- IV. SWOT Analysis
- V. Review of Character Areas

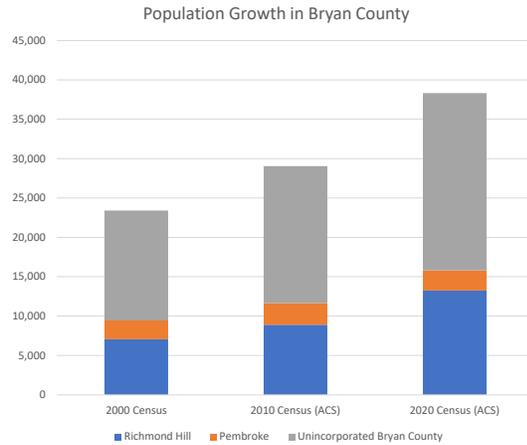


1

Population

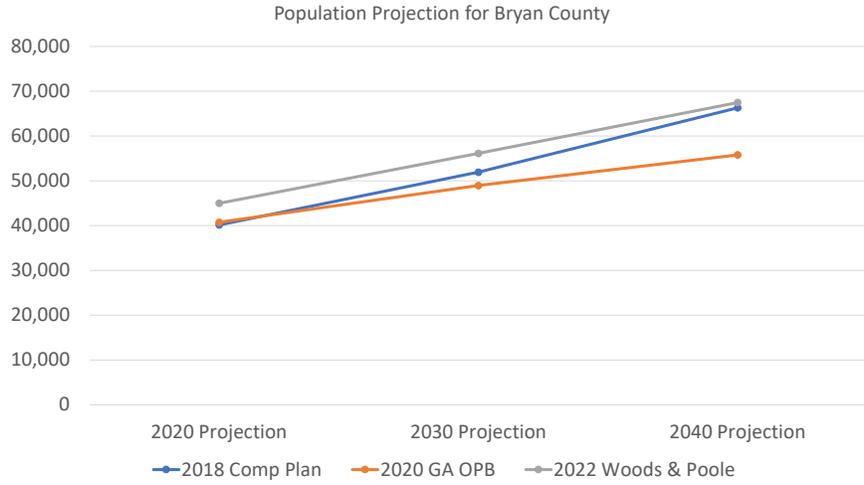
City/Region	2000 Census	2010 Census (ACS)	2020 Census (ACS)	% Change (2000-2020)	% Change (2010-2020)
Bryan County	23,417	29,039	38,321	63.65%	31.96%
Richmond Hill	7,063	8,890	13,250	87.60%	49.04%
Pembroke	2,380	2,757	2,565	7.77%	-6.96%
Unincorp. Bryan County	13,974	17,392	22,506	61.06%	29.40%

Source: US Decennial Census 2000; American Community Surveys 2010 5-Year Estimates; American Community Surveys 2020 5-Year Estimates



2

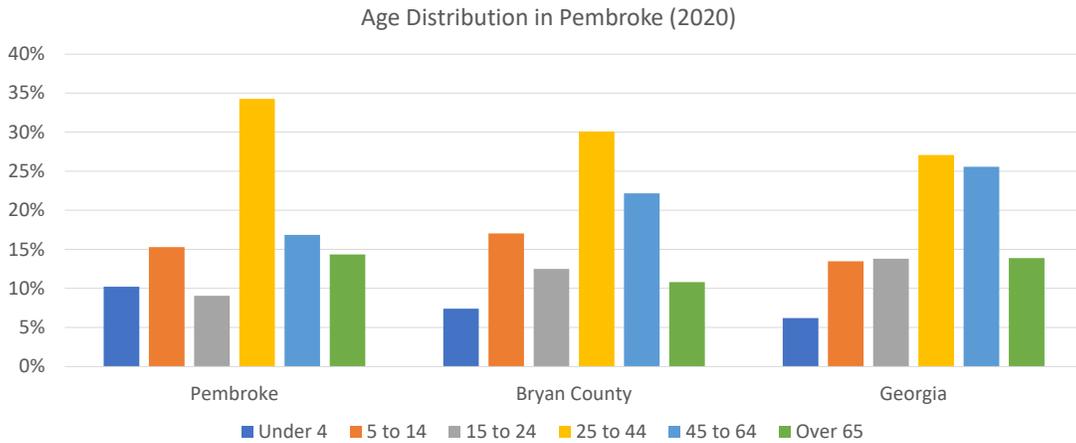
Population Projections



Source: Bryan County 2018 Comprehensive Plan Update; Georgia Governor's Office of Planning and Budget; Woods & Poole Economics

3

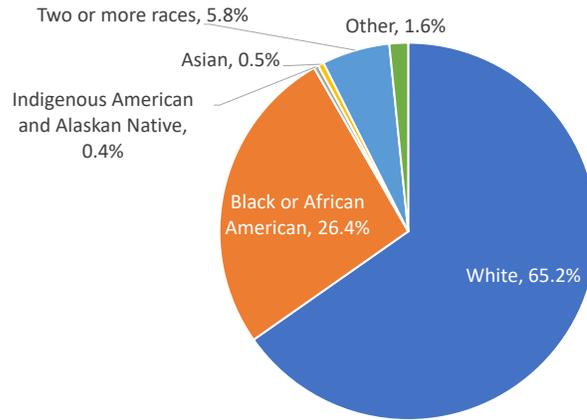
Age Distribution



Source: US Decennial Census 2000; American Community Surveys 2010 5-Year Estimates; American Community Surveys 2020 5-Year Estimates

4

Racial Breakdown



Source: American Community Surveys 2020 5-Year Estimates

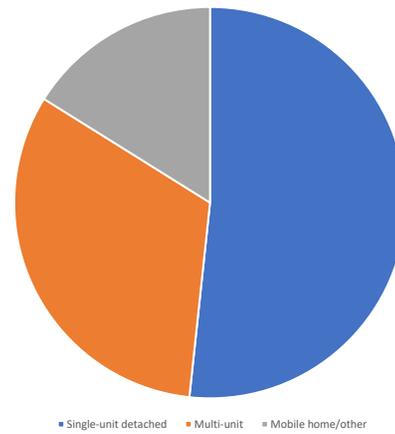
5

Housing

Vacancy Characteristics	Pembroke	Bryan County	Georgia
Total housing units	1,260	14,778	4,329,675
Occupied housing units	1,037	13,503	3,830,264
Occupied housing %	82.3%	91.4%	89.6%
Vacant housing units	223	1,275	499,411
Vacant housing %	17.7%	8.6%	10.4%

Housing Unit Characteristics	Pembroke	Bryan County	Georgia
Total housing units	1,260	14,778	4,329,675
Occupied housing units	1,037	13,503	3,830,264
Single-unit detached	51.7%	77.3%	66.6%
Multi-unit	32.2%	9.8%	24.6%
Mobile home/other	16.1%	12.9%	8.7%
Owner-occupied units	54.2%	70.8%	64%
Median house price	\$143,300	\$227,400	\$190,200
Renter-occupied units	45.8%	29.2%	36%
Median rent	\$669	\$1,145	\$1,042

Housing Units in Pembroke (2020 ACS)



Source: American Community Surveys 2020 5-Year Estimates

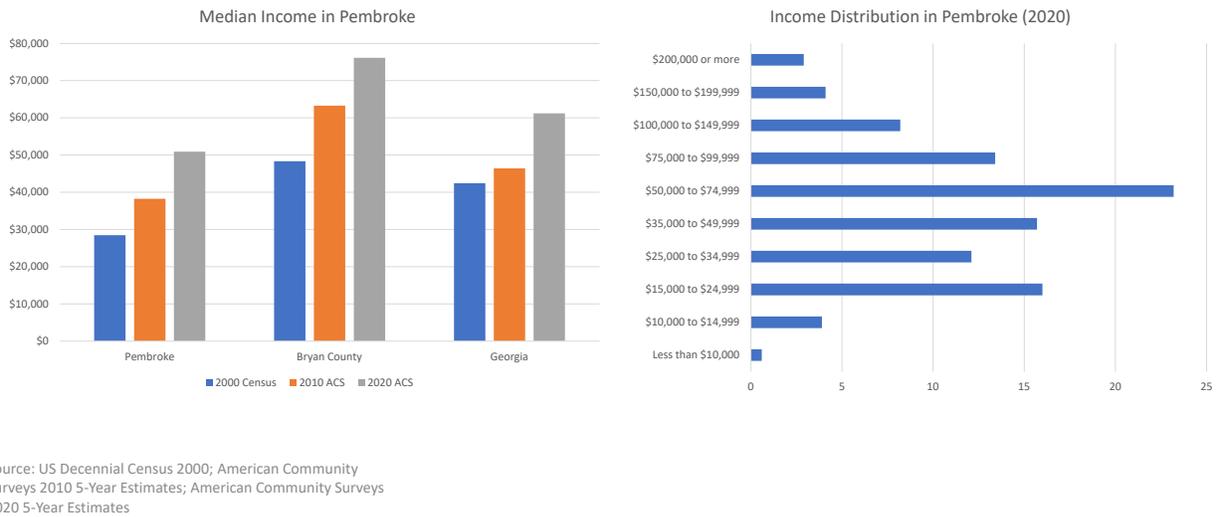
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Home Ownership and Renting



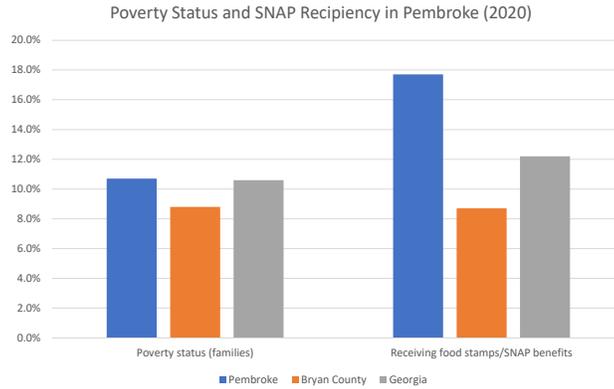
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Income/Poverty



8

Poverty/SNAP Benefits



Source: American Community Surveys 2020 5-Year Estimates

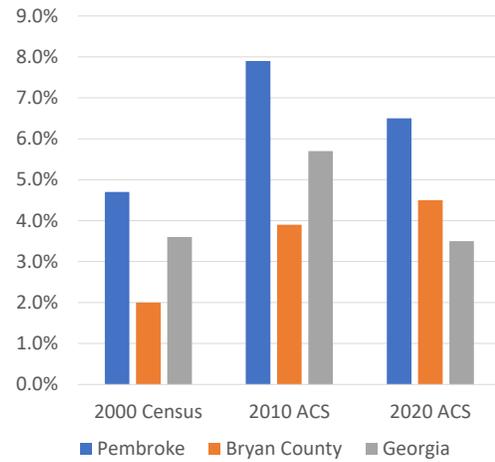
9

Jobs/Industry

Industry	Workers
Agriculture, forestry, fishing and hunting, and mining	18
Construction	73
Manufacturing	32
Wholesale trade	69
Retail trade	93
Transportation and warehousing, and utilities	96
Information	50
Finance and insurance, and real estate and rental and leasing	42
Professional, scientific, and management, and administrative and waste management services	114
Educational services, and health care and social assistance	261
Arts, entertainment, and recreation, and accommodation and food services	128
Other services, except public administration	66
Public administration	172

Source: American Community Surveys 2020 5-Year Estimates

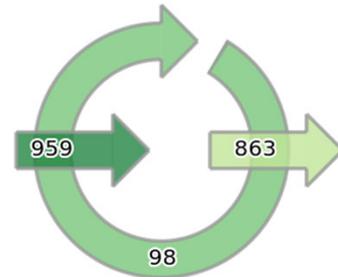
Unemployment in Pembroke



10

Commuting Patterns

Selection Area	Employed in the Selection Area	Employed in Selection Area (2009)	% Change in Total Jobs in Selection Area (2009&2019)	Employed in the Selection Area but Living Outside	Living in the Selection Area but Employed Outside	% Work Force Commuting	Employed in and Living in the Selection Area
Bryan County	8,859	5,941	49.12%	5,611	12,743	79.70%	3,248
Richmond Hill	5,132	2,802	83.15%	4,395	4,246	85.20%	737
Pembroke Unincorporated Bryan County	1,057	1,210	-12.64%	959	863	89.80%	98
	2,670	1,929	38.41%	257	7,634	75.98%	2,413

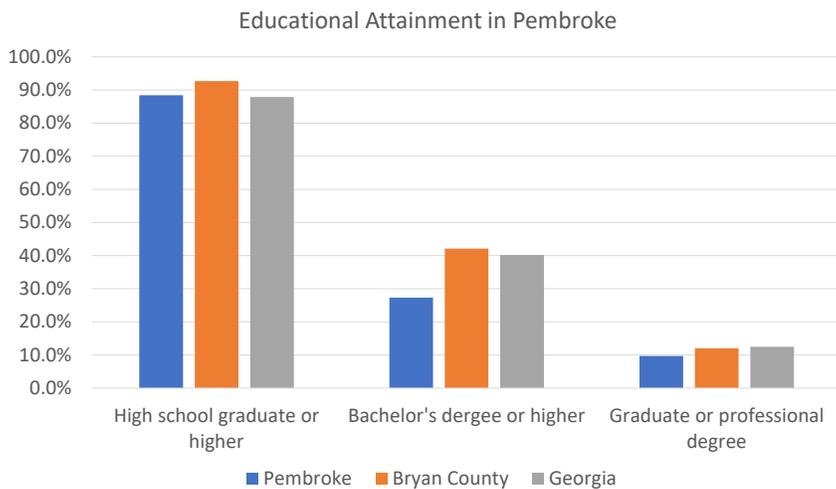


Inflow-Outflow of Jobs in Pembroke 2019 (Source: US Census Bureau OnTheMap)

Source: US Census Bureau OnTheMap

11

Educational Attainment



Source: American Community Surveys 2020 5-Year Estimates

12

Community Health

County	Health Outcomes Rank in Georgia's 159 Counties	Health Factors Rank in Georgia's 159 Counties
Bryan County	18 th	9 th
Chatham County	40 th	35 th
Liberty County	61 st	52 nd
Effingham County	21 st	18 th
Bulloch County	46 th	50 th
Evans County	120 th	114 th

Source: Robert Wood Johnson Foundation County Health Rankings and Roadmaps

13



14

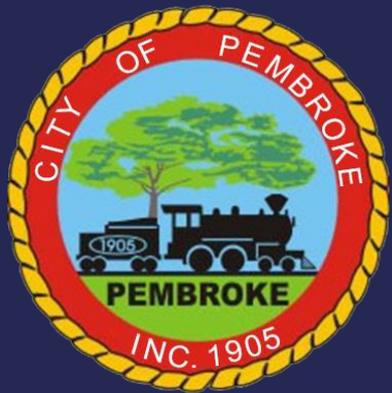


	We want it.	We don't want it.
We have it.	<p>Water capacity Moral Values Low crime Broadband Teaching community/administrators Historic downtown Resiliency of community – people come together when disasters happen. Existing infrastructure – more than other towns this size Three new fields at circle location Senior services (housing & center) Schools Skateboard park & pool Excited about growth related to Hyundai Walkable downtown – sidewalk connectivity (maintain and expand) Retain and protect greenspace</p>	<p>Aging infrastructure Property owners who are unwilling to invest to make the community better (housing & commercial) Quarter of downtown is owned by County and cannot be used for commercial growth Lots of wetlands and floodplains that limit developable land Lack of safe sidewalks and school access Lack of recreational opportunities – Tornado wiped out what was here, Lack of staff to administer recreational facilities & programs Lack of sewer capacity O&M of existing structure – need proactive maintenance Lack of revenue sources</p>
We don't have it.	<p>historic downtown revitalization relocated County facilities downtown (seniors) Need for more public safety services as population grows Retail and restaurants options More tax revenue More medical facilities More recreational programs & activities for kids As roads are built or expanded – include bike lanes or wider sidewalks (multi-trails) Identify a percentage of greenspace that should be maintained as growth occurs Create a stormwater department to focus on O&M Be competitive on fee structure for development review Need to control growth – where uses go, what they look like Update zoning ordinance – modernize it Go online with zoning services (forms and submittals)</p>	<p>unmanaged growth/negative growth traffic crime related to population growth Stormwater impacts from future development Not enough revenue to provide services</p>



WATER EX
RES





CITY OF PEMBROKE COMPREHENSIVE PLAN UPDATE

City of Pembroke Comprehensive Plan Update



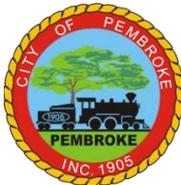
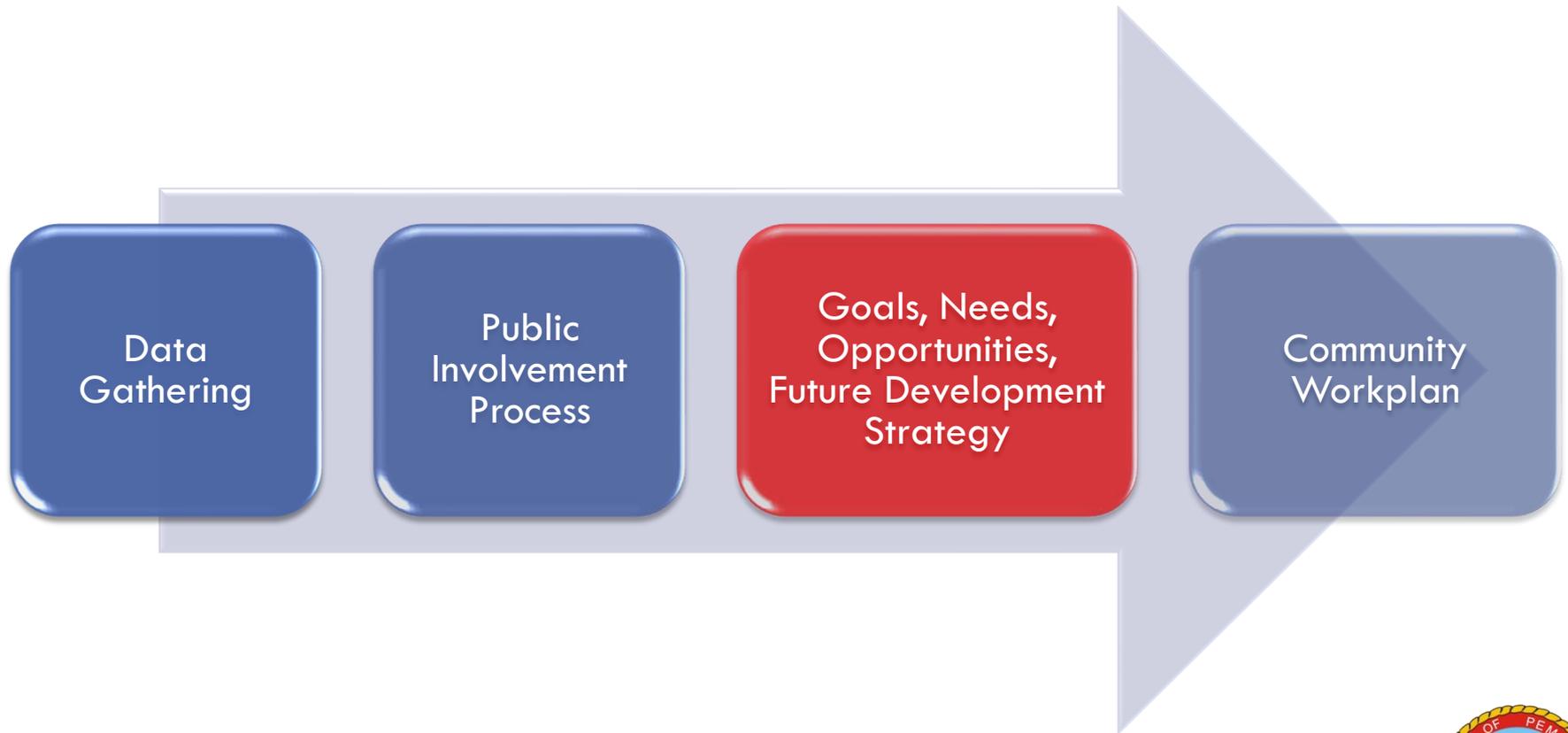
2018-2028

Meeting Agenda

- General Update
- Review of Public Input
- Community Character Areas
- Schedule
- Next Steps



Comprehensive Planning Process

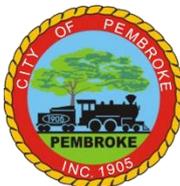




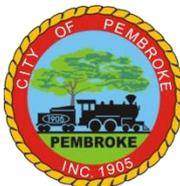
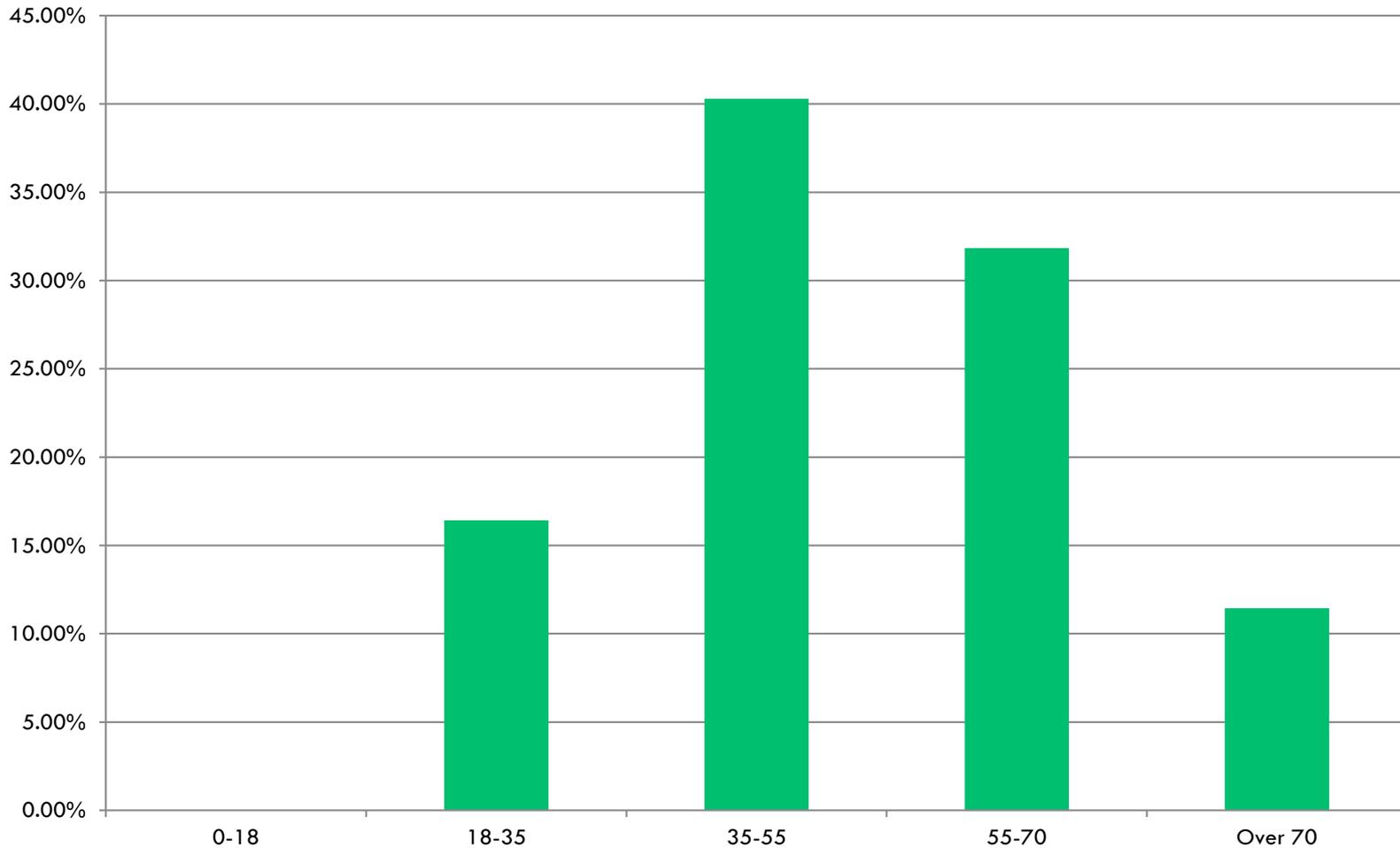
SUMMARY OF SURVEY RESULTS

Public Input Survey

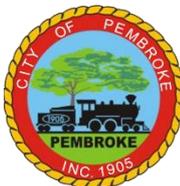
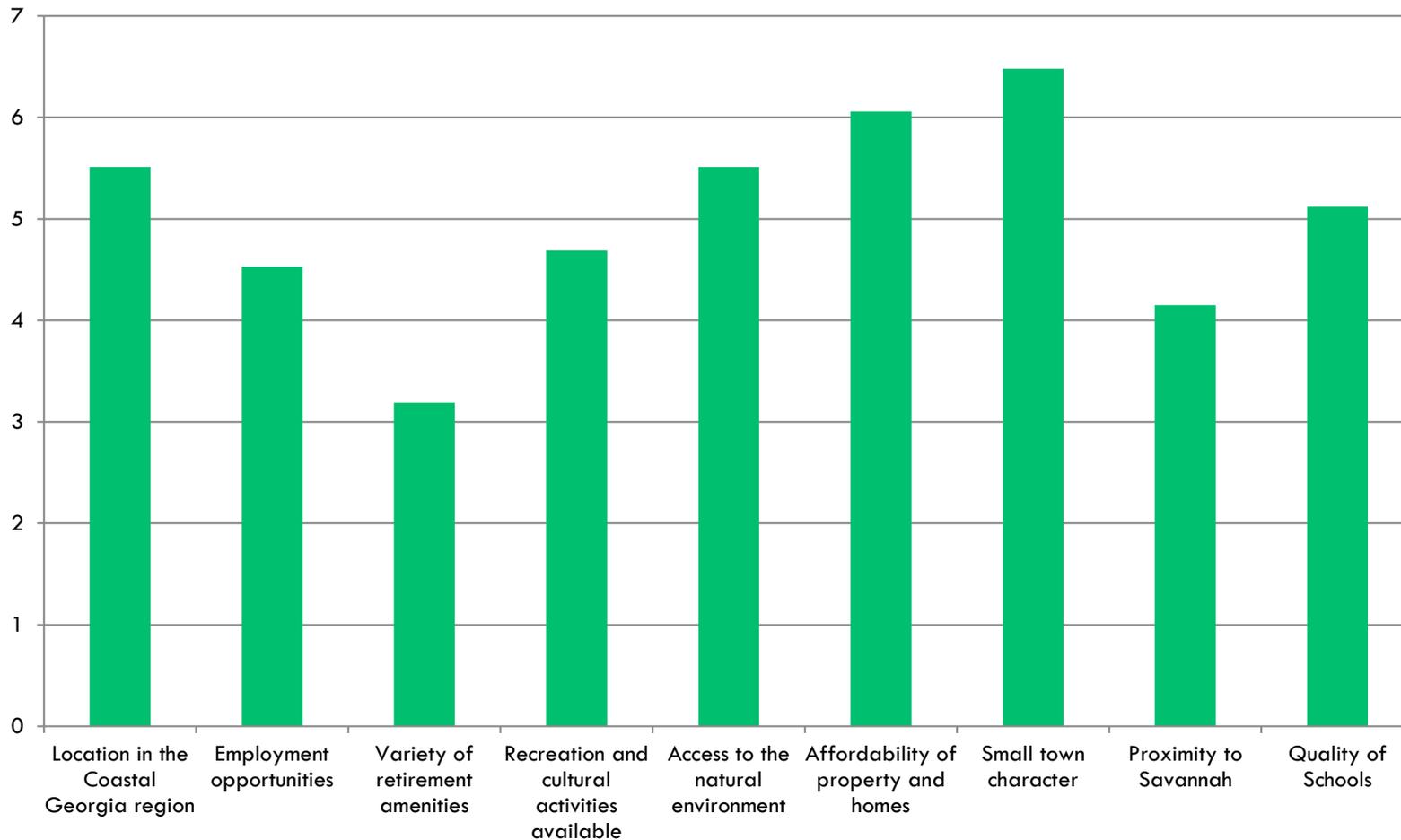
- Ran from August 1 – September 2
- 877 responses total
- 159 responses from North Bryan
- 42 responses from Pembroke
- 347 responses from South Bryan
- 306 responses from Richmond Hill



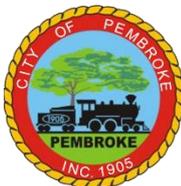
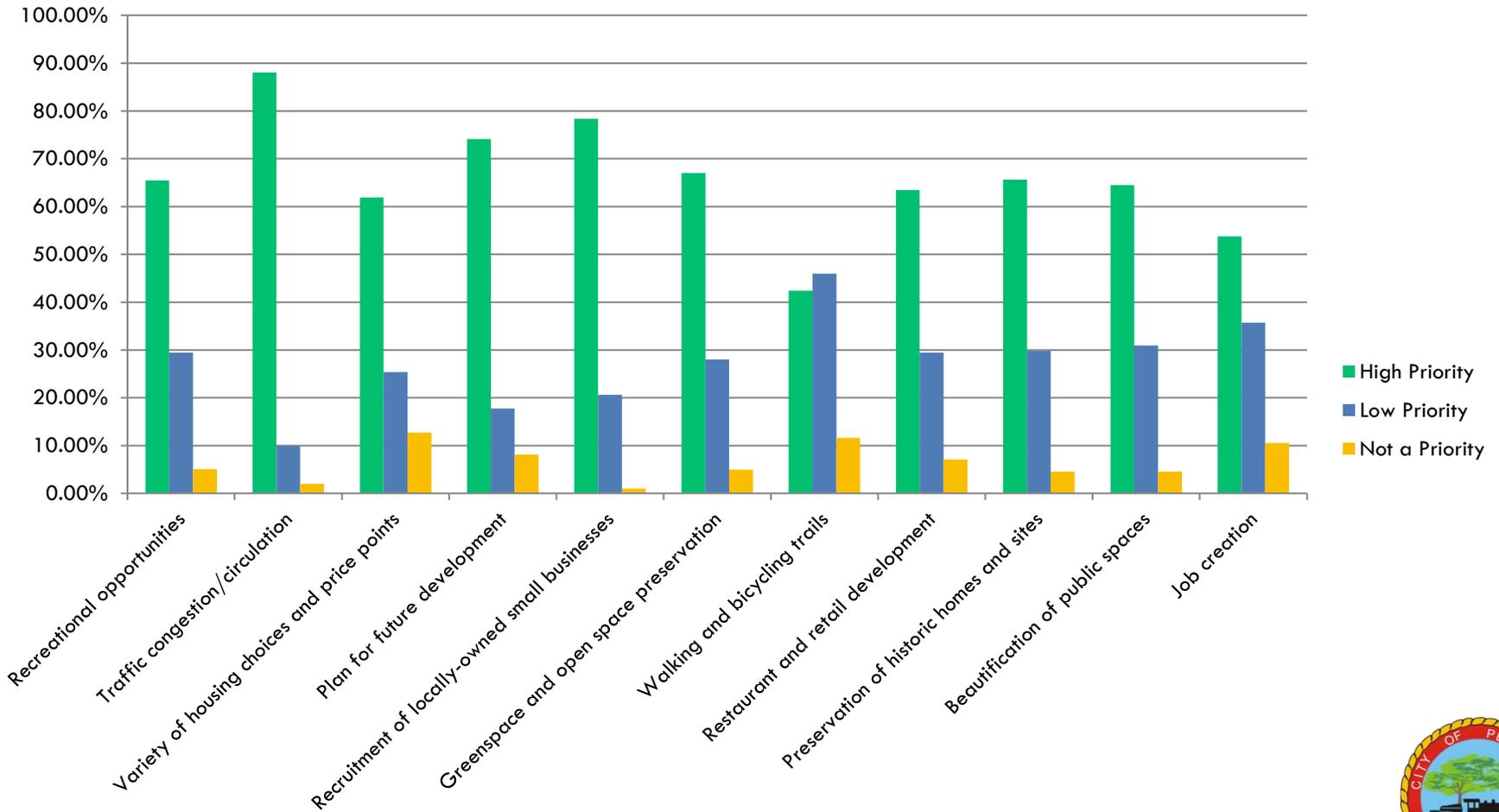
How old are you?



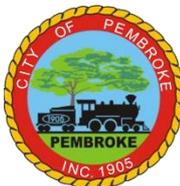
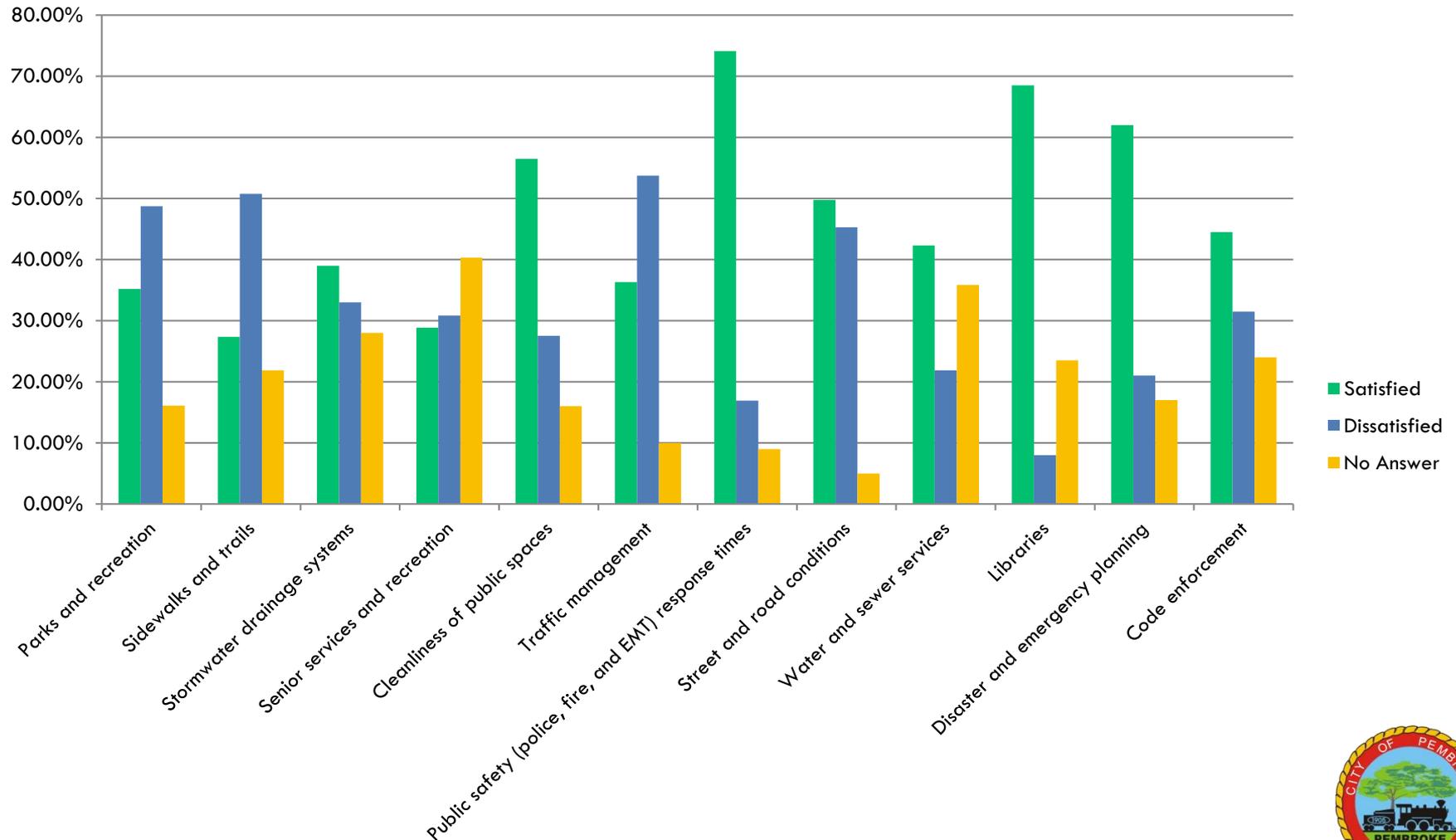
Please rank the following characteristics based on importance for why you choose to live, work, or own property in Bryan County.



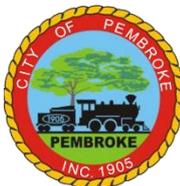
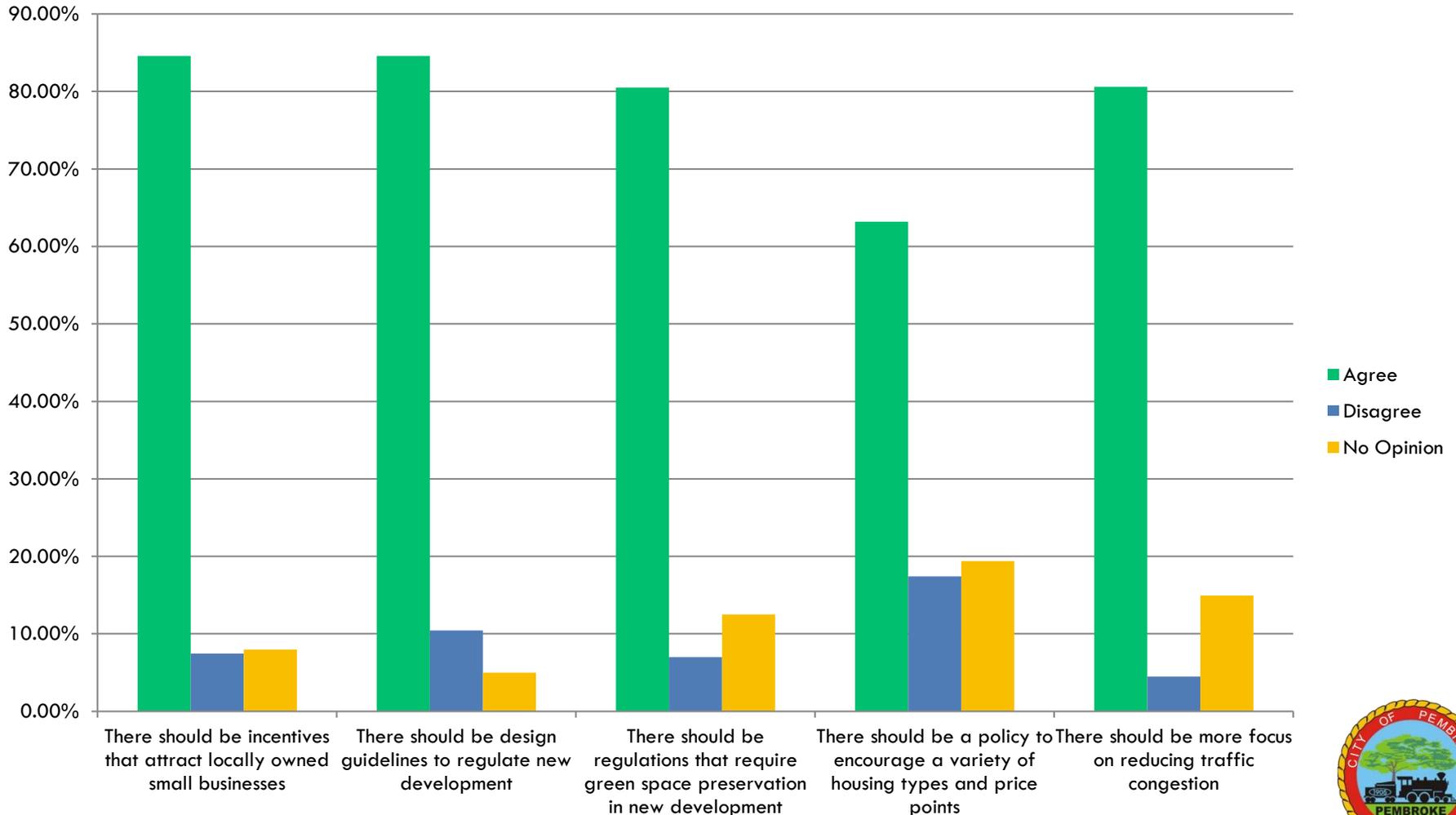
How much of a priority should the following issues be for Bryan County?



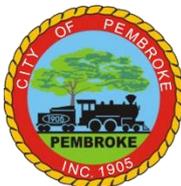
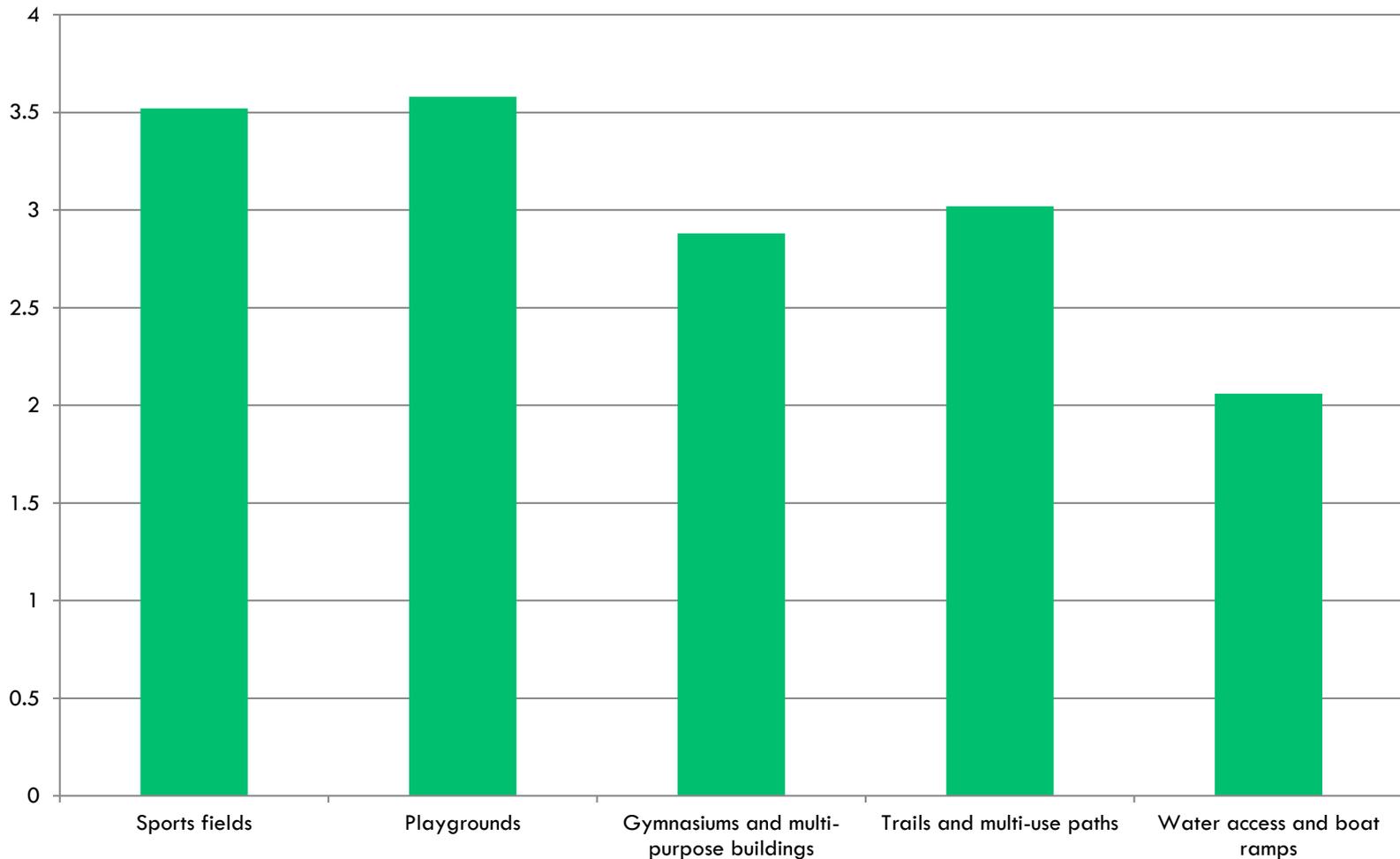
Please rate your satisfaction with each of the following public services or facilities.



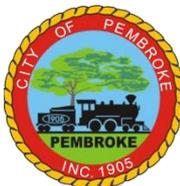
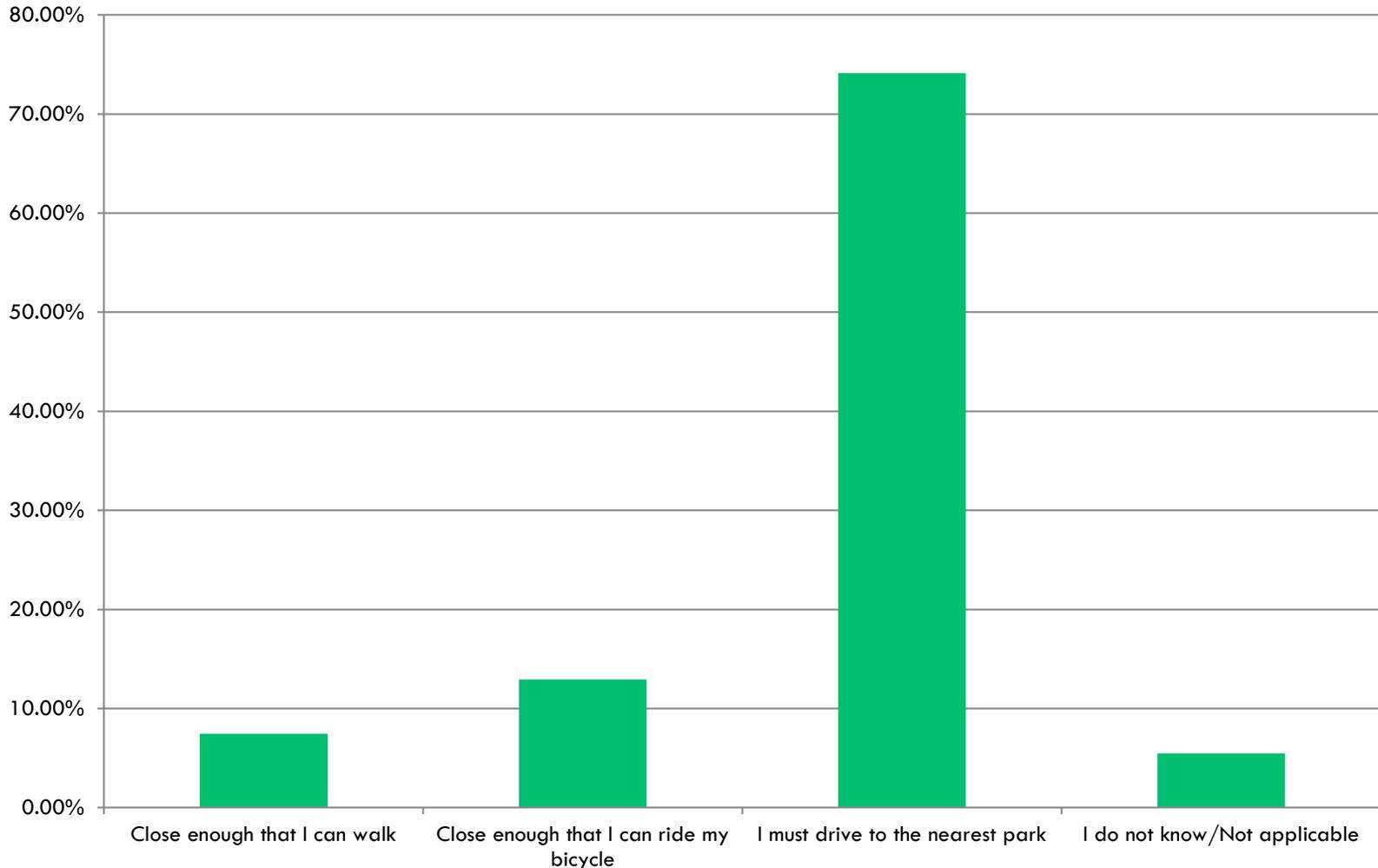
Please indicate whether you agree, disagree, or have no opinion with the following statements.



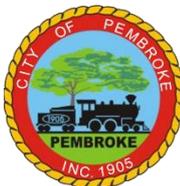
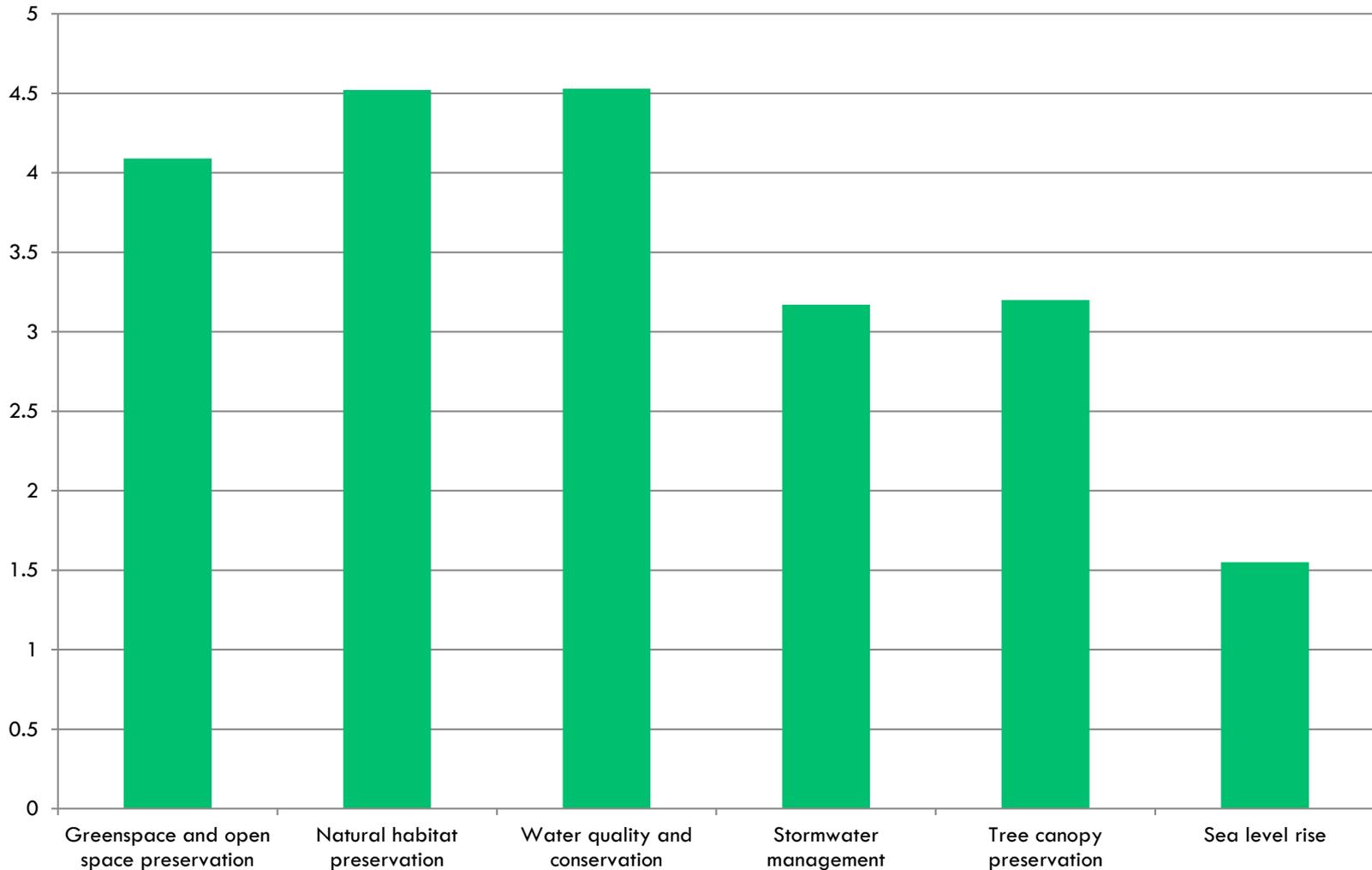
Please rank the following recreational public facilities in accordance with how important you feel they are for the County.



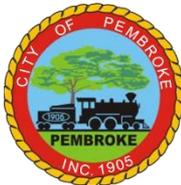
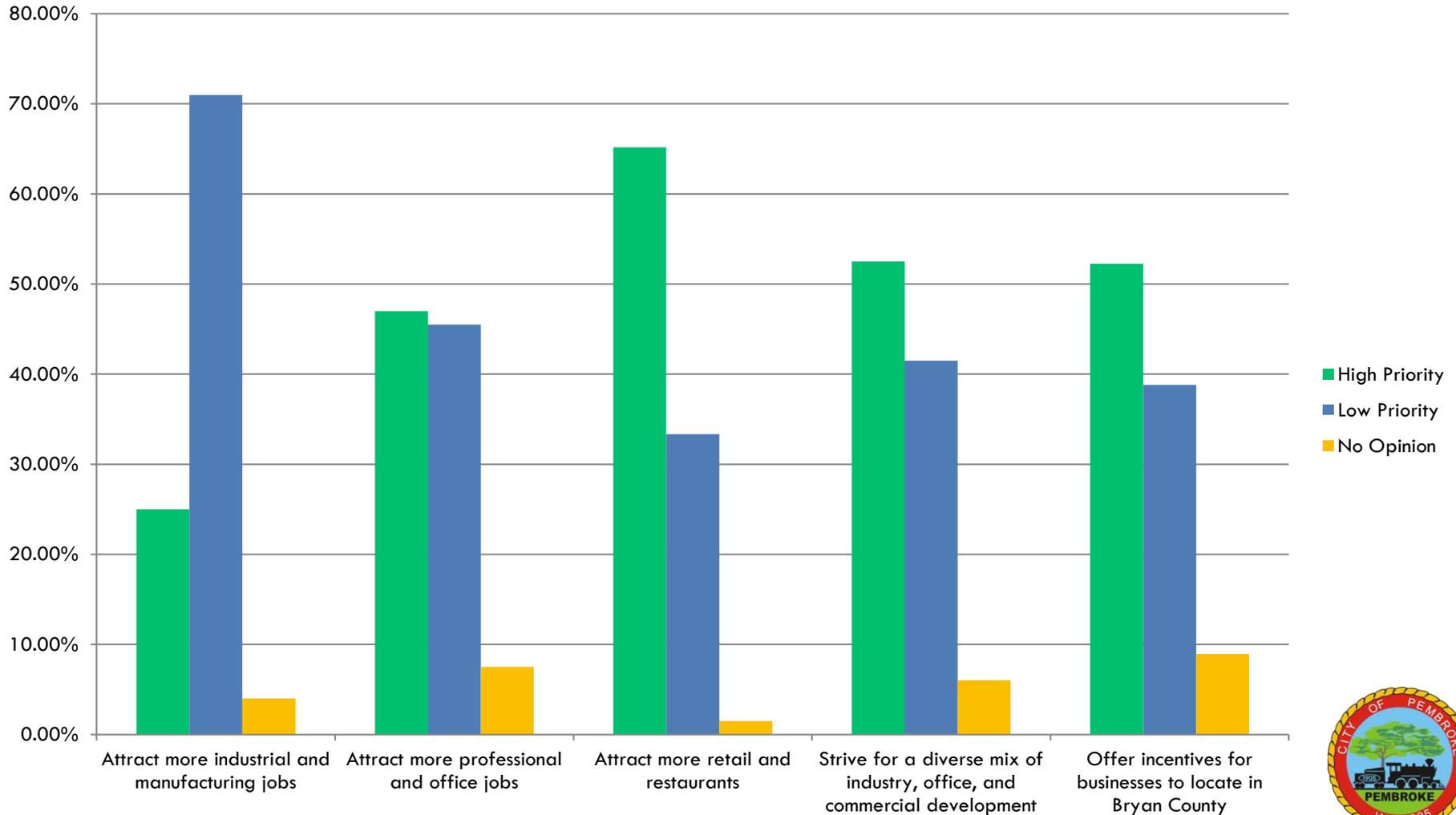
How close is the nearest park to your home?



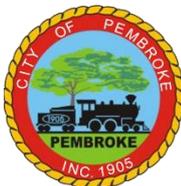
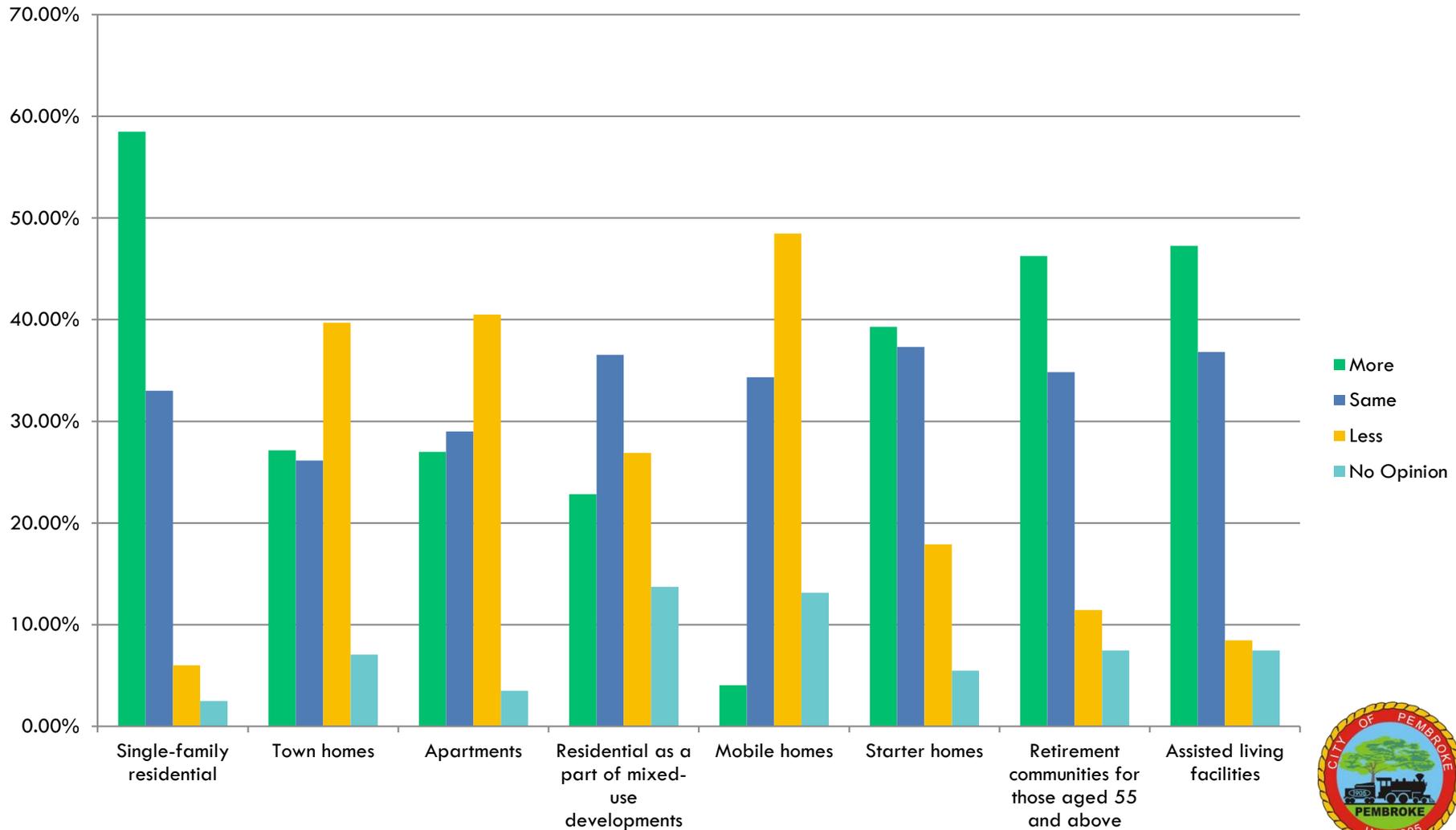
Please rank the following environmental topics based on how important you feel they are.



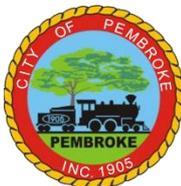
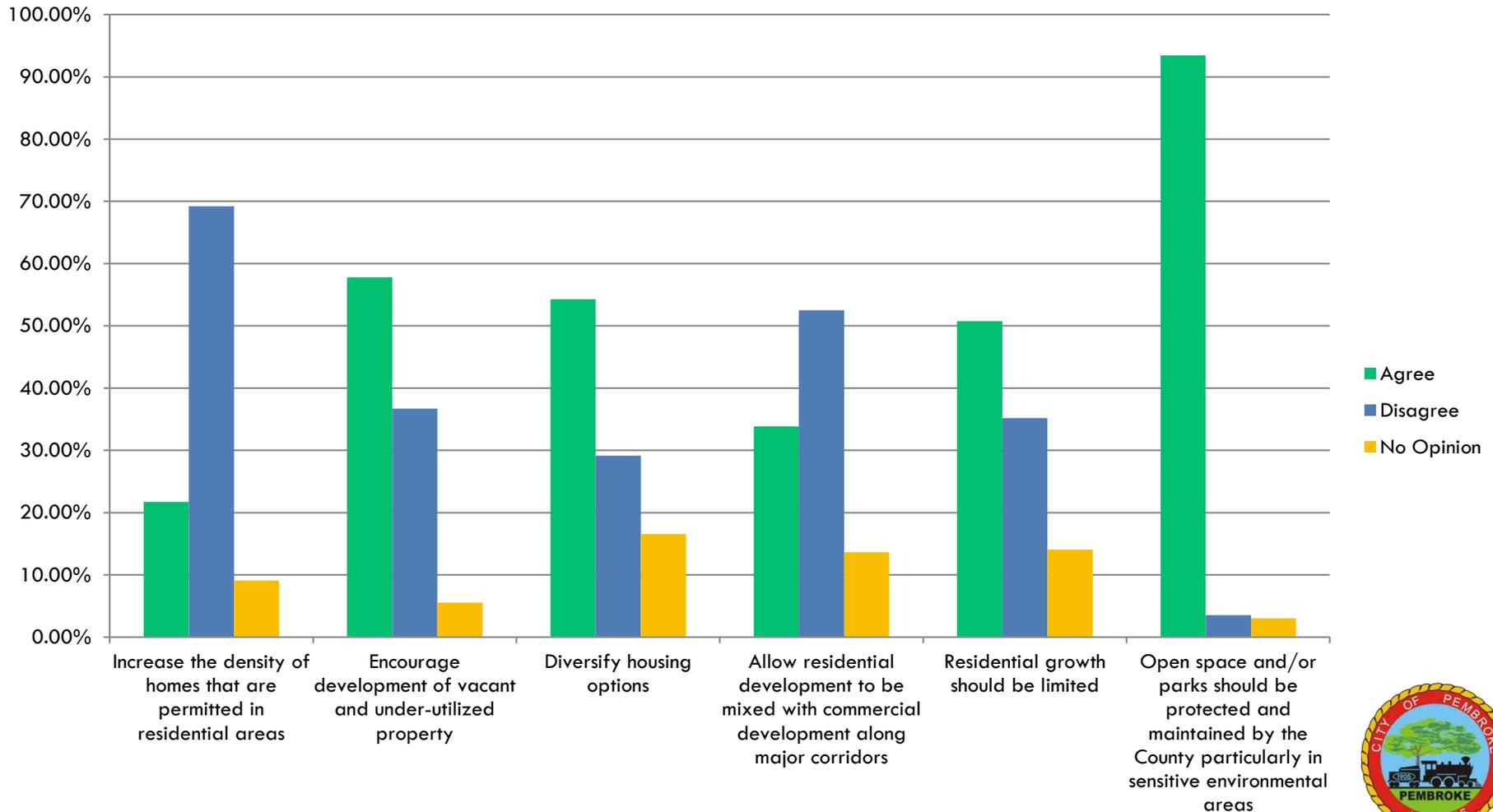
Please rank the following economic development topics based on how important you feel they are.



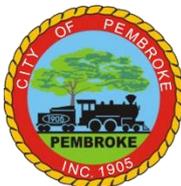
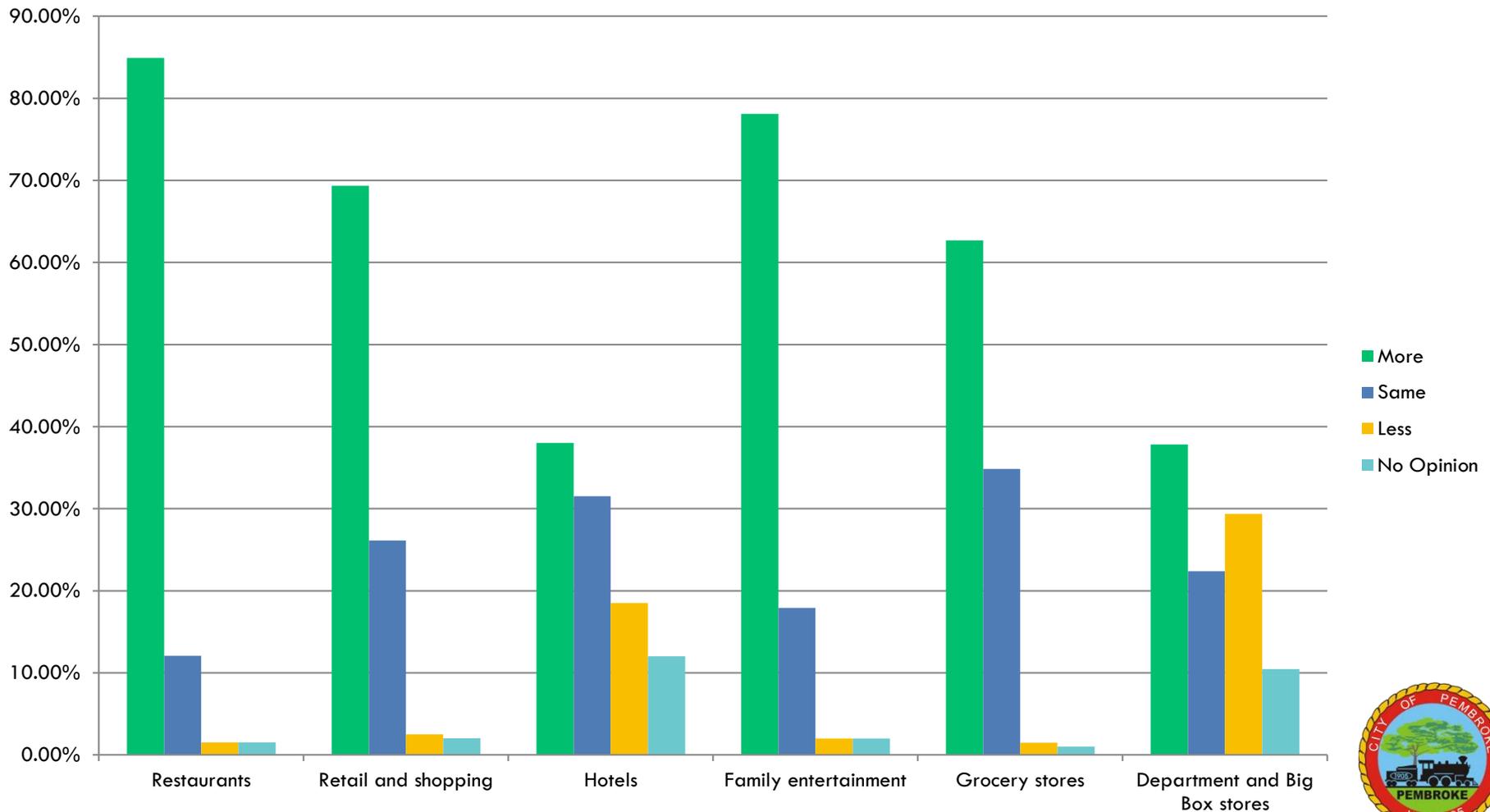
Do you think North Bryan County and Pembroke need more, less, or the same amount of the following types of housing?



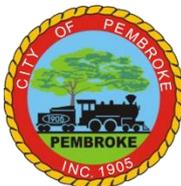
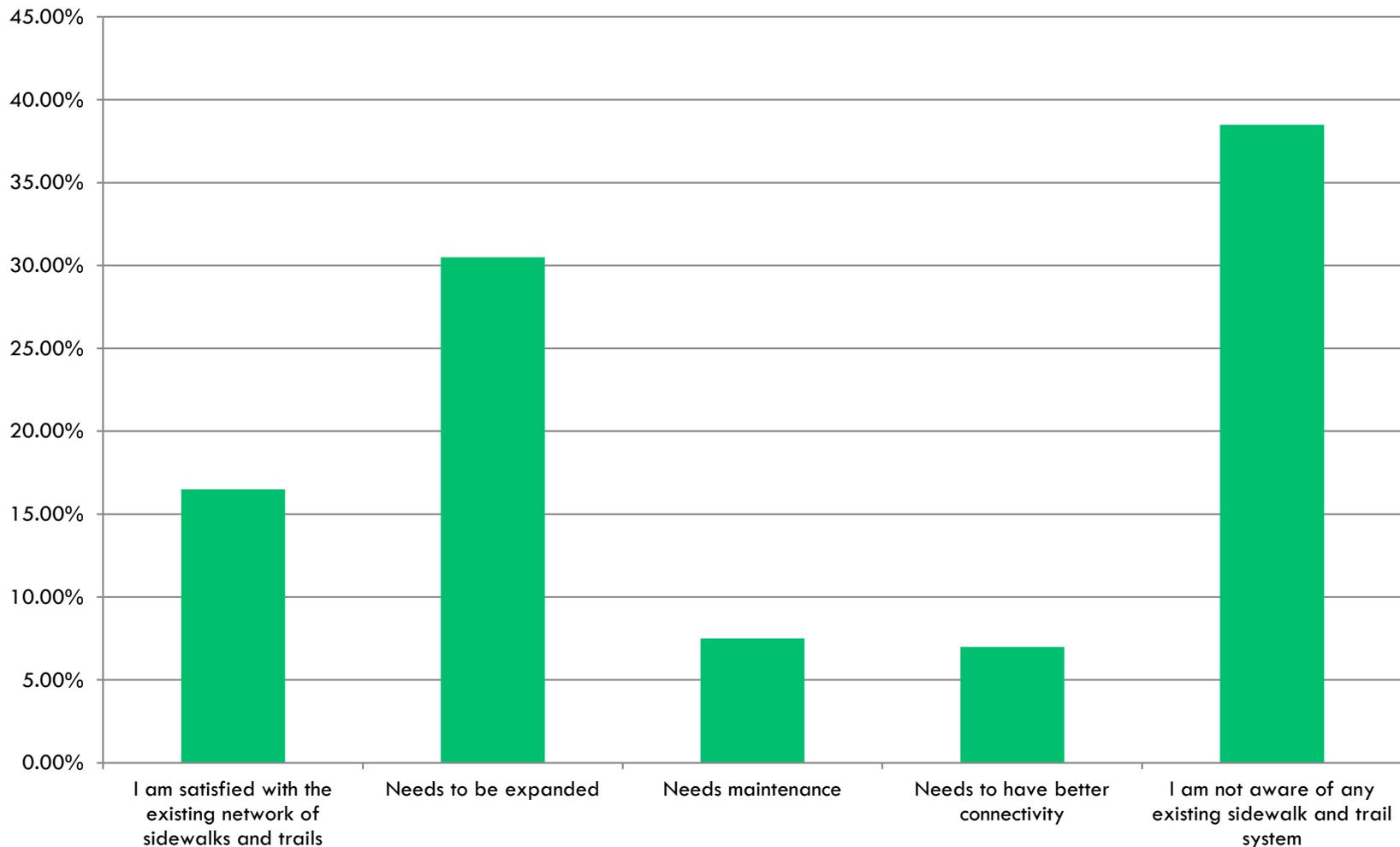
Please state whether you agree, disagree, or have no opinion with the following statements on future residential development in North Bryan County and Pembroke over the next 20 years



Do you think North Bryan County and Pembroke need more, less, or the same amount of the following commercial businesses?



Which statement best describes your opinion about the existing sidewalk and trail system in North Bryan County and Pembroke?



Open House

□ Highest Priorities

- Foster smart growth that protects Pembroke's small-town Sense of Place (9)
- Expand water, sewer, and stormwater infrastructure to serve future growth (8)
- Expand recreational and cultural facilities and programs in Pembroke that appeal to children and young adults (6)
- Improve transportation infrastructure to address existing congestion and expected increases in traffic (5)
- Support redevelopment of vacant structures and infill development of available lots in downtown Pembroke (5)

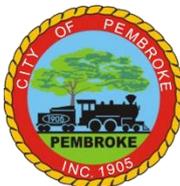
Prioritize Goals for the City of Pembroke
Prioritize goals: High = Green Dot, Low = Red Dot

Goal	Priority	Comments
 Transform Historic Downtown Pembroke into the commercial and cultural hub of North Bryan County.	●●●●●●●●●●	- Historic Downtown should be preserved. Streets should be widened to support historic buildings/structures. - The historic building of downtown, including primary street, is important.
 Increase the variety and amount of commercial business in Pembroke, specifically retail and restaurant options.	●●●●●●●●●●	- Increase the variety of commercial business in downtown Pembroke. - Increase the amount of commercial business in downtown Pembroke. - Increase the amount of commercial business in downtown Pembroke.
 Improve transportation infrastructure to address existing congestion and expected increases in traffic.	●●●●●●●●●●	- Red light at 101st and 102nd Ave. is a major congestion point. - Traffic congestion during peak hours is a major issue.
 Foster smart growth that protects Pembroke's small town Sense of Place.	●●●●●●●●●●	- Promote in location a smart growth plan. Encourage more local businesses. - Encourage more local businesses. - Encourage more local businesses.
 Expand recreational and cultural facilities and programs in Pembroke that appeal to children and young adults.	●●●●●●●●●●	- Encourage more local businesses. - Encourage more local businesses. - Encourage more local businesses.
 Expand water, sewer and stormwater infrastructure to serve future growth.	●●●●●●●●●●	- To serve a fast-growing city, water and sewer infrastructure is needed. - Encourage more local businesses. - Encourage more local businesses.
 Support redevelopment of vacant structures and infill development of available lots in downtown Pembroke.	●●●●●●●●●●	- Encourage more local businesses. - Encourage more local businesses. - Encourage more local businesses.
 Expand Pembroke's parks and recreation system while also preserving and creating access to greenspace.	●●●●●●●●●●	- Encourage more local businesses. - Encourage more local businesses. - Encourage more local businesses.
 Protect historic structures as well as sensitive environmental areas, such as wetlands.	●●●●●●●●●●	- Encourage more local businesses. - Encourage more local businesses. - Encourage more local businesses.
 Provide a variety of housing types and densities for a variety of income levels and lifestyles to meet the expected demand.	●●●●●●●●●●	- Encourage more local businesses. - Encourage more local businesses. - Encourage more local businesses.
 Expand network of multi-use trails and bike lanes.	●●●●●●●●●●	- Encourage more local businesses. - Encourage more local businesses. - Encourage more local businesses.



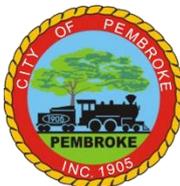
Community Goals

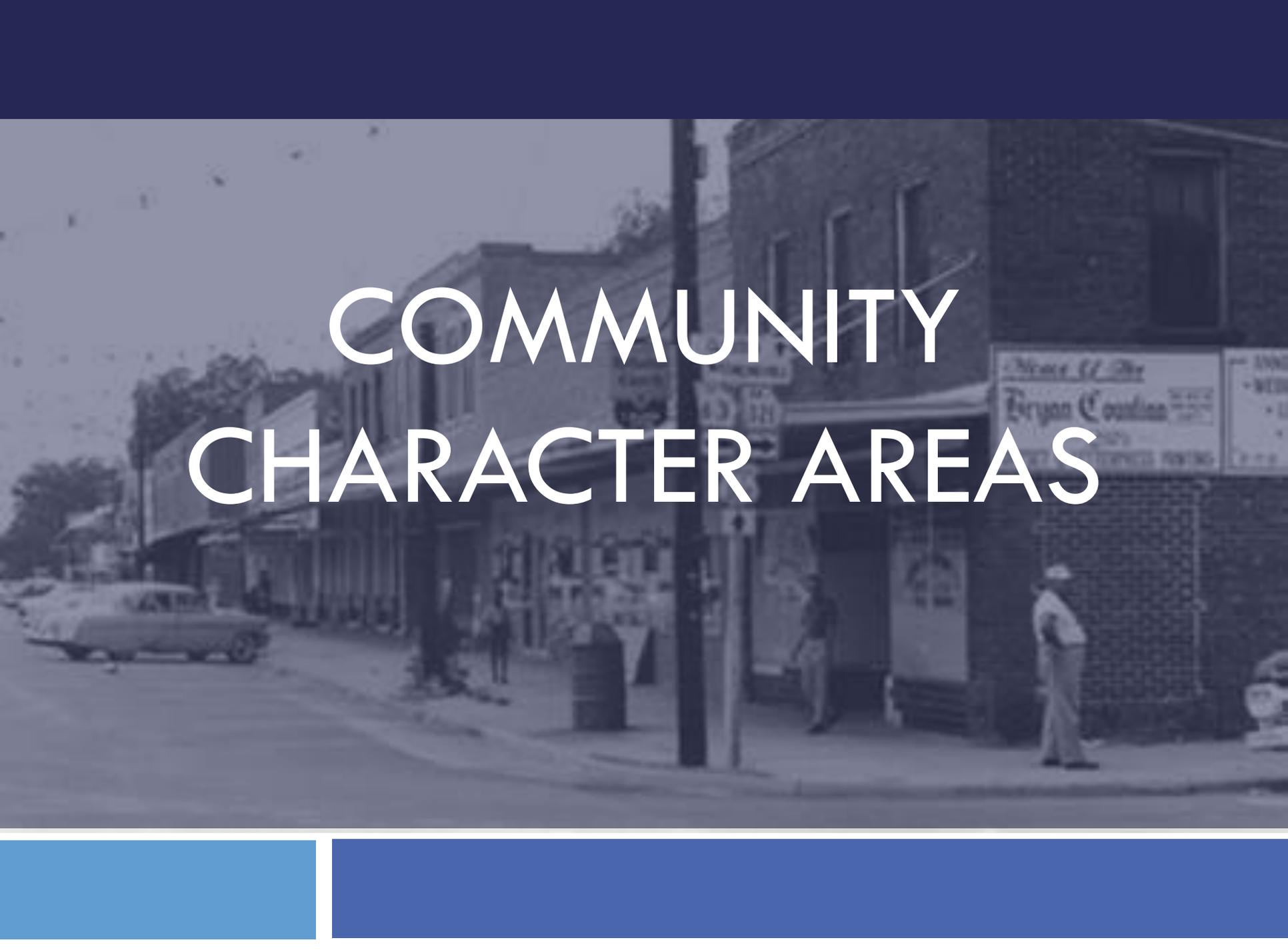
- ❑ Preserve small-town sense of place
- ❑ Revitalize historic downtown area
- ❑ Increase retail options and number of small businesses
- ❑ Improve stormwater drainage to reduce flooding
- ❑ Expand network of bicycle paths
- ❑ Maintain high percentage of greenspace in the City
- ❑ Limit potential population growth from construction of Hyundai plant
- ❑ Increase supply of affordable, life-cycle housing in the City
- ❑ Improve traffic congestion and roadway capacity
- ❑ Develop parks and recreation system
- ❑ Introduce new industries and companies into Pembroke
- ❑ Address high number of vacant and/or decrepit properties



Budget Buckets

Discretionary Project	Funding Earned
Transportation Alternatives*	\$700
Recreational Services & Programs	\$2400
Trails, Sidewalks, & Bike Lanes	\$1800
Downtown Revitalization	\$2500
Water Access	\$800





COMMUNITY CHARACTER AREAS

What are Character Areas?

- Specific geographic areas
- Unique characteristics (existing or potential)
- Areas with development issues



Characteristics that define an area

Size and arrangement of lots.



Street design and layout.



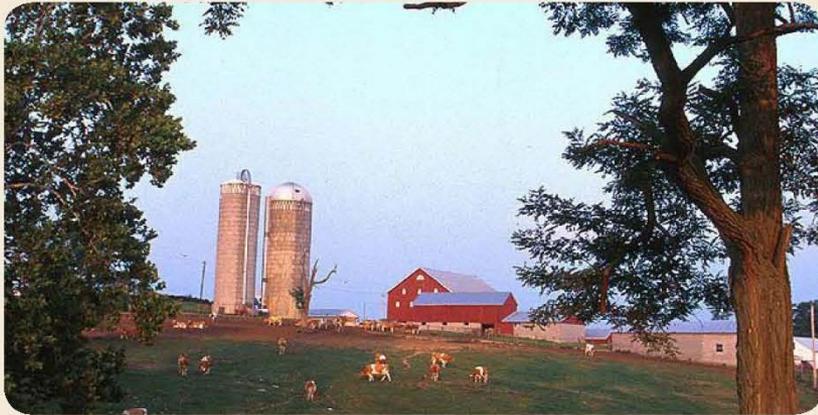
Site design features.



discovering your community

Characteristics that define an area

Intensity of development.



Parking arrangements.



Location, dimension and orientation of buildings.

discovering your community

Characteristics that define an area



Natural features and landmarks.



The way uses interact within the area.

discovering your community

Characteristics that define an area

single and mixed uses

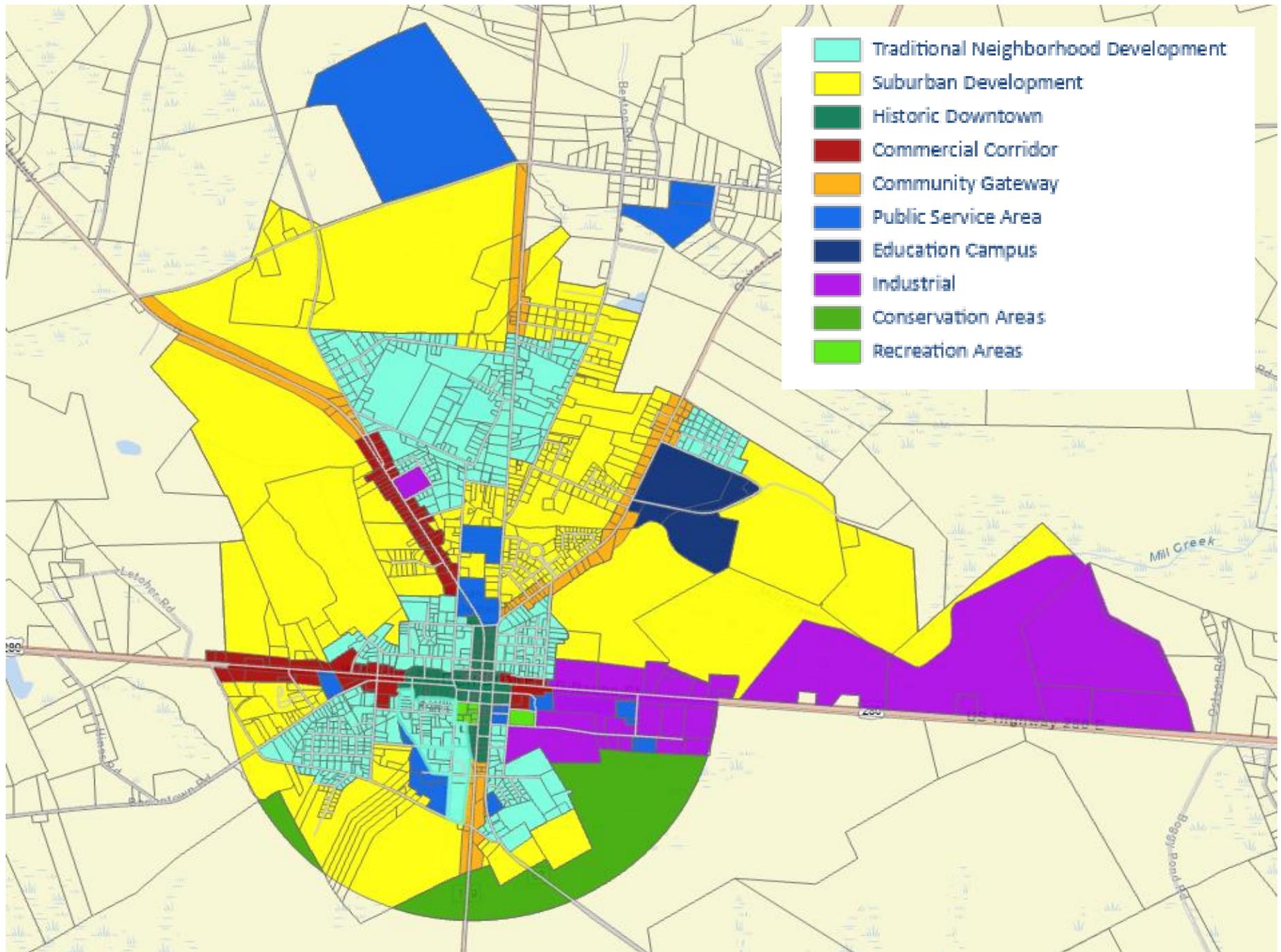


Building sizes & styles



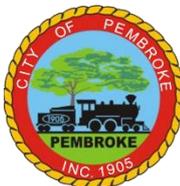
Accessibility

discovering your community



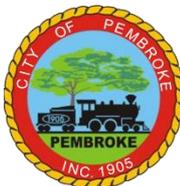
Map Your Character Areas

- Sketch/Update character areas on the base map
 - ▣ Unique characteristics to be preserved or encouraged
 - ▣ Potential to evolve into a unique area
 - ▣ Where special action is needed due to development



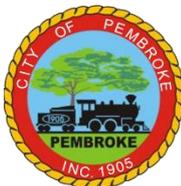
Tell us about your Character Areas

- Describe the character area as it is today.
 - ▣ What do you want to keep or enhance?
 - ▣ What do you want the area to become?
 - ▣ What types of future development are desired or not desired?
 - ▣ What should be improved?



Next Step: Community Work Program

- Implementation activities
- Time frame (5-Years) (2023 – 2028)
- Responsible party
- Cost
- Funding source
- Next Meeting, December 6th



	Meeting Type	Month/Date	Agenda
✓	Public Survey	August-September	Online Survey
✓	Public Hearing	August 8, 2022	Intro to Planning Process
✓	Project Team Meeting	August 2022	Discussion of Goals, Needs, Opportunities
✓	Public Workshop	August 23, 2022	Open House Goals & Character Areas
	Stakeholder Committee	November 1, 2022	Review of Public Input Goals Character Areas
	Stakeholder Committee	December 6, 2022	Community Work Plan
	Plan Development	December 2022 – February 2023	Developing Draft Plan Update
	Draft Plan Review	February 2023	Submit draft plan to Stakeholders for review
	Stakeholder Committee	February 2023	Stakeholder Comments on Draft Plan
	Final Draft Plan	March 2023	Make edits and develop final Draft Plan Update
	Public Hearing	April 10, 2023	Presentation on Public Input & Draft Plan Update Adopt Transmittal Resolution (Optional)
	Submit to CRC and DCA	April 14, 2023	DCA Review (40 days required)
	Presentation to City Council	June 12, 2023	Adopt Comp Plan Update





FINAL THOUGHTS



**Steering Committee
November 1, 2022
Notes on Character Area Map Discussion**

- Historic District is specifically defined DDA target area; map provided to GMC
- Consider a “Village Area” just north of downtown for mixed use redevelopment.
 - Roundabout planned for this area
 - Retail first floor and condominiums on second floor
- Retain trees and provide sidewalks
- Also, need a focused strategy to fill up second floor units of existing main street buildings
- Streetscape plan is already in place, working with GDOT to implement
 - This is an opportunity to tie together the Village Area and Main Street
- Large area adjacent to existing schools has been acquired for future high school
- Large conservation area on far west side of town; held by 2 families
- Improve walkability – especially in high traffic areas. Also consider distance between destinations
- Many areas of downtown are not available for development they are either:
 - Conservation
 - Floodplain/Wetland
 - “Never” for sale by families holding on to land
- Consider a direct access road from Highway 280 to school campus (City would not build)
- Need to update the Housing Study – last done in 2013-14
- GMC will revise maps based on input and comments received today
- Note: There may be other notations on the map itself.

City of Pembroke
Comprehensive Plan Update

Pembroke Stakeholder Meeting

December 6, 2022



Meeting Agenda

- General Update
- Report of Accomplishments/
Community Workplan
- Review Stakeholder Meeting 2
Items
- Community Connections Map
Exercise
- Schedule
- Next Steps





Report of Accomplishment

- Review Implementation activities from the previous Comp Plan
- Note whether they have been completed, postponed, tabled, etc.
- Provide Justification
- Should these be carried over to the new plan?



Community Work Program

- Implementation activities
- Time frame (5-Years) (2023 – 2028)
- Responsible party
- Cost
- Funding source



Stakeholder Meeting 2 Notes

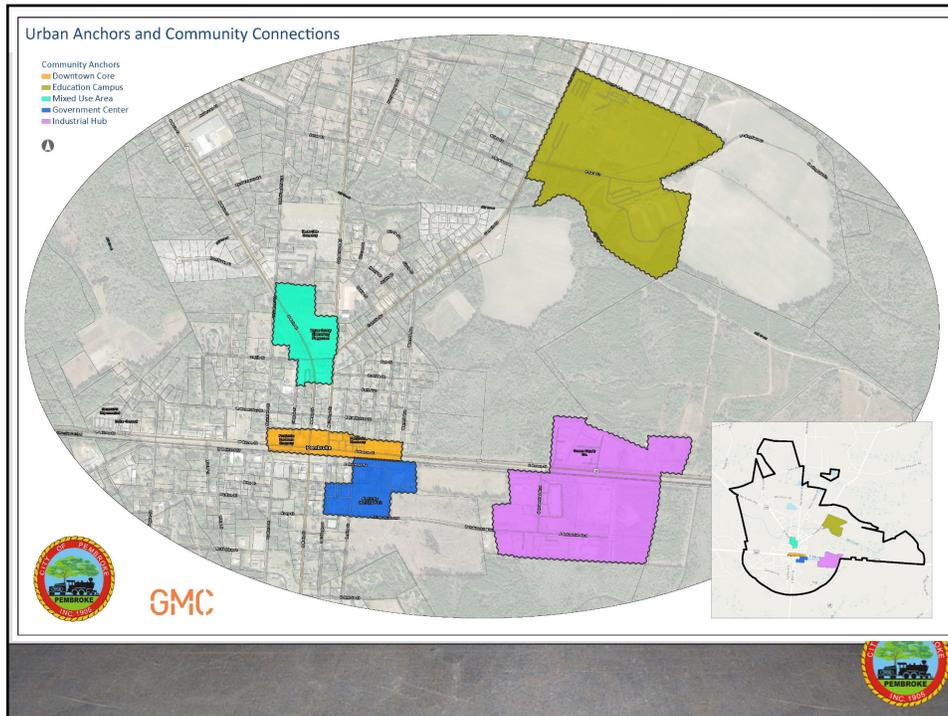
- ❑ Historic District is specifically defined DDA target area; map provided to GMC
- ❑ Consider a "Village Area" just north of downtown for mixed use redevelopment.
 - ❑ Roundabout planned for this area
 - ❑ Retail first floor and condominiums on second floor
- ❑ Retain trees and provide sidewalks
- ❑ Also, need a focused strategy to fill up second floor units of existing main street buildings
- ❑ Streetscape plan is already in place, working with GDOT to implement
 - ❑ This is an opportunity to tie together the Village Area and Main Street
- ❑ Need to update the Housing Study – last done in 2013-14



Stakeholder Meeting 2 Notes

- ❑ Large area adjacent to existing schools has been acquired for future high school
- ❑ Large conservation area on far west side of town; held by 2 families
- ❑ Improve walkability – especially in high traffic areas. Also consider distance between destinations
- ❑ Many areas of downtown are not available for development they are either:
 - ❑ Conservation
 - ❑ Floodplain/Wetland
 - ❑ "Never" for sale by families holding on to land
- ❑ Consider a direct access road from Highway 280 to school campus (City would not build)





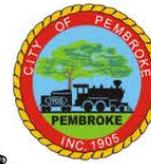
	Meeting Type	Month/Date	Agenda
✓	Public Survey	August-September	Online Survey
✓	Public Hearing	August 8, 2022	Intro to Planning Process
✓	Project Team Meeting	August 2022	Discussion of Goals, Needs, Opportunities
✓	Public Workshop	August 23, 2022	Open House Goals & Character Areas
✓	Stakeholder Committee	November 1, 2022	Review of Public Input Goals Character Areas
	Stakeholder Committee	December 6, 2022	Community Work Plan
	Plan Development	December 2022 – February 2023	Developing Draft Plan Update
	Draft Plan Review	February 2023	Submit draft plan to Stakeholders for review
	Stakeholder Committee	February 2023	Stakeholder Comments on Draft Plan
	Final Draft Plan	March 2023	Make edits and develop final Draft Plan Update
	Public Hearing	April 10, 2023	Presentation on Public Input & Draft Plan Update Adopt Transmittal Resolution (Optional)
	Submit to CRC and DCA	April 14, 2023	DCA Review (40 days required)
	Presentation to City Council	June 12, 2023	Adopt Comp Plan Update



Appendix 3 - Open Houses



BLUEPRINT BRYAN 2045



COMPREHENSIVE PLAN PUBLIC WORKSHOPS

TUESDAY, AUGUST 23, 2022

BRYAN COUNTY AND CITY OF PEMBROKE

**BOARD OF EDUCATION, 8810 HWY 280, BLACK CREEK, GA
5PM - 7:30 PM**

THURSDAY, AUGUST 25, 2022

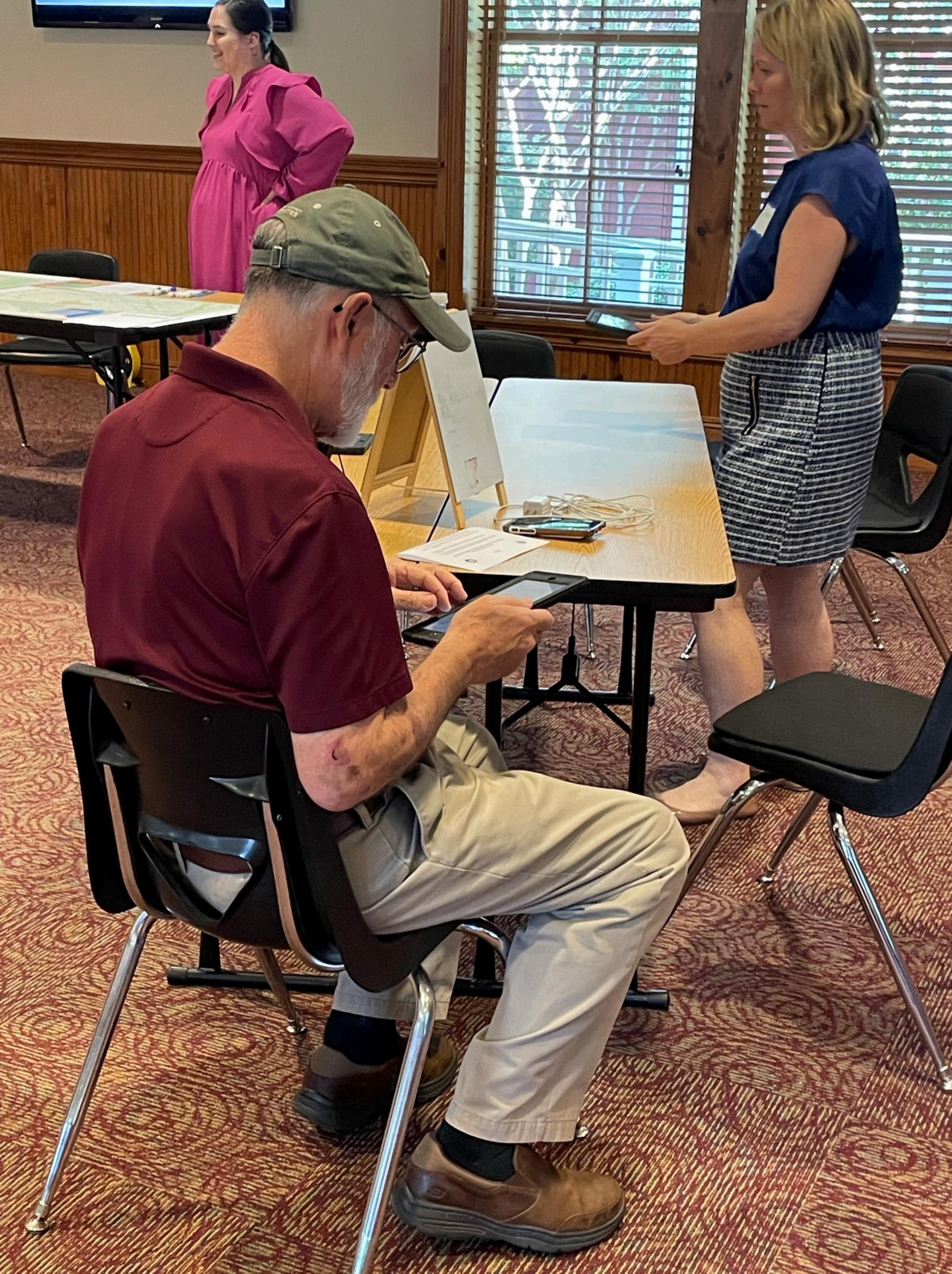
BRYAN COUNTY AND CITY OF RICHMOND HILL

**BOC HEARING ROOM, 66 CAPT. MATTHEW FREEMAN DR,
RICHMOND HILL, GA
5PM - 7:30 PM**

Join the Bryan County Community Development Department in partnership with the Cities of Pembroke and Richmond Hill at a drop in workshop to learn more about the update to the Comprehensive Plan and provide input on what you want for the future of your community.

BRYANCOUNTYGA.ORG
912.756.7962

CONTACT: SNEWMAN@BRYAN-COUNTY.ORG
OR ACLEMENT@BRYAN-COUNTY.ORG



Prioritize Goals



Please use the stickers to indicate the importance of the goals: Green is the highest priority and Red is the lowest priority. You have 6 stickers total: 3 Green, 3 Red.

Goal	Priority	Comments
 Provide a full suite of Lifecycle Housing		
 Improve Transportation Efficiency and provide Alternative Modes of Transportation options (bike lanes, walking paths...etc)		
 Develop a plan for Service Delivery that can support future growth		
 Continue to support diverse Economic Development that benefits residents of the County		
 Protect and provide access to our coastal Environment and Improve Community Resiliency		
 Support a high level of services for Parks and Recreation		
 Maintain and support a variety of Community Facilities and Services		
 Support Quality Growth through future land planning		
 Protect and provide access and education to community Cultural and Historic Resources		
 Participate in Inter-governmental Cooperation on regional issues		

August 2022



Trails, Sidewalks & Bike Lanes
Downtown Revitalization
Water Access
Streetscape Improvements
Business Incentives
Public Water/Coastal Access Areas

Station 4
Finance
Transportation Alternatives

Recreational Services & Programs

Trails, Sidewalks & Bike Lanes

Downtown Revitalization

Water Access

germX
Water Access



Recreational Services & Programs





Financing Bucket Exercise

Station 3
Maps

1. The first step in the financing process is to identify the project's needs and determine the amount of funding required. This involves conducting a detailed cost analysis and identifying all the resources that will be needed to complete the project.

2. Once the funding requirements are identified, the next step is to develop a financing strategy. This involves identifying potential sources of funding, such as government grants, private investors, or banks, and determining the best way to secure the funding.

3. The final step in the financing process is to negotiate the terms of the financing agreement. This involves discussing the interest rate, repayment schedule, and other terms with the lender or investor.

4. Once the financing agreement is signed, the project can proceed to the construction phase.

5. The project's success will depend on the quality of the financing and the ability to manage the project's budget and schedule.

6. The project's success will also depend on the quality of the construction and the ability to meet the project's goals.

7. The project's success will also depend on the quality of the management and the ability to coordinate all the project's activities.

8. The project's success will also depend on the quality of the communication and the ability to keep all the project's stakeholders informed.

9. The project's success will also depend on the quality of the risk management and the ability to identify and mitigate potential risks.

10. The project's success will also depend on the quality of the monitoring and evaluation and the ability to track the project's progress and make adjustments as needed.







Public Open House
August 23 & 25, 2022
Discretionary Budget Exercise

Budget Item	Comment
RECREATION	NEED TENNIS COURT IN PEMBEROLE
POHO	COUNTY ROAD WILMOR CHURCH ROAD - <u>NEEDS PAVING</u> (\$300)
<u>OVERALL</u>	REPRESENTATION NOT EQUAL NORTH/SOUTH EDUCATION PRIORITIES NOT EQUAL NORTH/SOUTH
TRANSPORTATION	I-16 / 280 INTERCHANGES - NEED TO "OVERBUILD" WITH ROUNDABOUTS, ETC.
CULTURAL / HISTORIC	RESOLVE DOWNTOWN PEMBEROLE
TRANSPORTATION	PLAN FOR GROWTH WIDENING - WIDENING (\$300) WHEATON STREET - TRAFFIC CONTROL - IMPROVEMENTS NOW
RECREATION	MORE SENIOR → PICKLEBALL, ETC. . TENNIS * SENIOR ACTIVITIES DISC GOLF COURSE RECREATION PARKWAY

**Public Open House
August 23 & 25, 2022**

Project Input Form

Comments:

As a lifelong citizen of Pembroke & Bryan County, I am very disturbed by the recent industrial growth and growth projections. The increase in traffic, population, and land consumption will not benefit the citizens of Pembroke & north Bryan, but will cause harm. The traffic will make our roadways more dangerous, our schools will be overpopulated, and inexpensive boxed housing will scatter our once beautiful farm and woodland. Property taxes will increase and make properties unaffordable for established residents. Crime will increase and make our beloved city unsafe. Place laws and statutes in place to protect historic pembroke and it's residents & Regulate growth.

Optional - Provide your contact info:

Name	Address	E-mail
Myra Ammermon	2147 Beautiful Zion Church Road	myralb@gmail.com

Please leave this form with Bryan County or GMC staff this evening as you leave.

Option to provide comments via email, please contact:

Amanda Clement at: aclement@bryan-county.org

or

Sara Farr-Newman at: snewman@bryan-county.org



**Public Open House
August 23 & 25, 2022**

Project Input Form

Comments:

We would like to keep our small town look and feel. I know we will have growth but we can keep a certain look with our small town characters.

Optional - Provide your contact info:

Name	Address	E-mail
-------------	----------------	---------------

Please leave this form with Bryan County or GMC staff this evening as you leave.

Option to provide comments via email, please contact:

Amanda Clement at: aclement@bryan-county.org

or

Sara Farr-Newman at: snewman@bryan-county.org



Public Open House
August 23 & 25, 2022

Project Input Form

Comments: This meeting is a lovely idea, but a bit fluffy. The major issues haven't been addressed. The input for citizens regarding the issues of their communities are not being discussed. I'm glad to see the use of a design team, but worry about the Commissioners following their advice in the face of quick profit.

The mega site should be surveyed archeologically to capture the Jernigan history. The Warnell House needs an historical structure survey before its lost.

The residences + citizens need to be considered over strangers.

Optional - Provide your contact info:

Name

Address

E-mail

J. Langston-Fichthorn

820 US Hwy 80 E Ellabell

jenni.fichthorn@gmail.com

Please leave this form with Bryan County or GMC staff this evening as you leave.

Option to provide comments via email, please contact:

Amanda Clement at: aclement@bryan-county.org

or

Sara Farr-Newman at: sn Newman@bryan-county.org



**Public Open House
August 23 & 25, 2022**

Project Input Form

Comments:

IT WAS A BAD DESIGN TO PUT
ALL THE SCHOOLS IN ONE AREA
IN PEMBROKE SHOULD HAVE LEFT
THEM SPREAD OUT

Optional - Provide your contact info:

Name

Address

E-mail

Please leave this form with Bryan County or GMC staff this evening as you leave.

Option to provide comments via email, please contact:

Amanda Clement at: aclement@bryan-county.org

or

Sara Farr-Newman at: snewman@bryan-county.org



**Public Open House
August 23 & 25, 2022**

Project Input Form

Comments:

Right now, there is no plan, just slap approval on things that promise jobs but exaggerate the amount they will provide.

The current plan will only turn northern Bryan County into warehouses, gas stations, and drive through fast food joints.

None of the people working at the jobs will be able to live in the county, they will drive 30+ minutes from other counties on roads already overbaked with trucks and falling apart.

Stop just approving sprawl and vetoing residences ^{for} bad reasons.

Optional - Provide your contact info:

Name	Address	E-mail
Nate Fichtorn	280 US Hwy 80	nate.fichtorn@gmail.com

Please leave this form with Bryan County or GMC staff this evening as you leave.

Option to provide comments via email, please contact:

Amanda Clement at: aclement@bryan-county.org
or

Sara Farr-Newman at: snewman@bryan-county.org

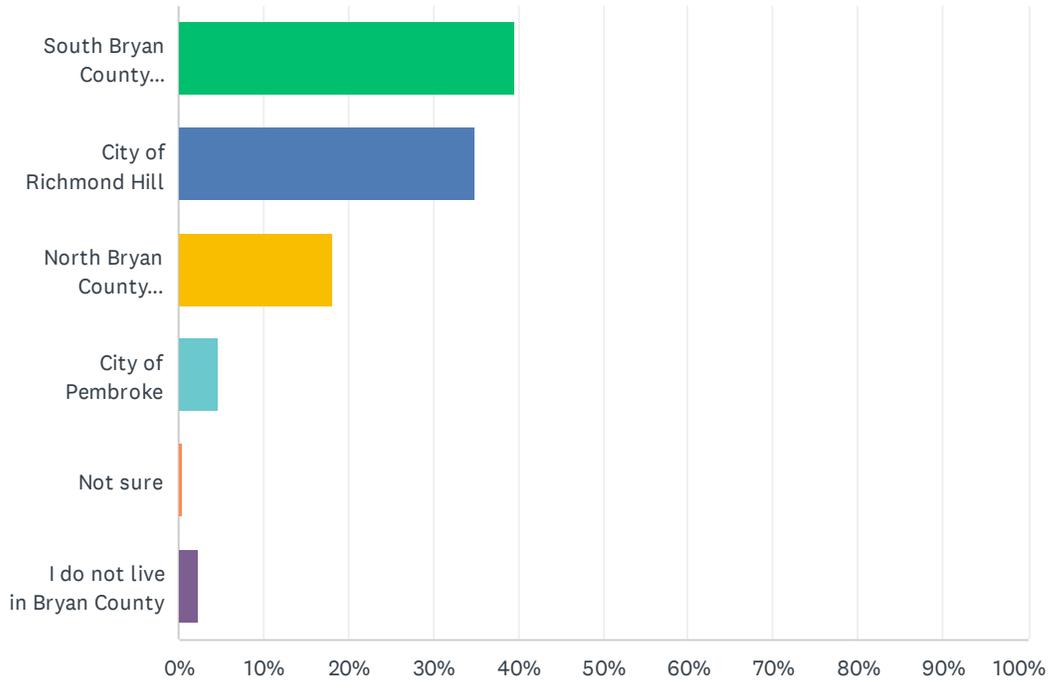
Summary of Finance Box Exercise for North Bryan County – August 23, 2022

Discretionary Project	Funding Earned
Transportation Alternatives*	\$700
Recreational Services & Programs	\$2400
Trails, Sidewalks, & Bike Lanes	\$1800
Downtown Revitalization	\$2500
Water Access	\$800

Appendix 4 - Community Survey

Q1 Where do you live?

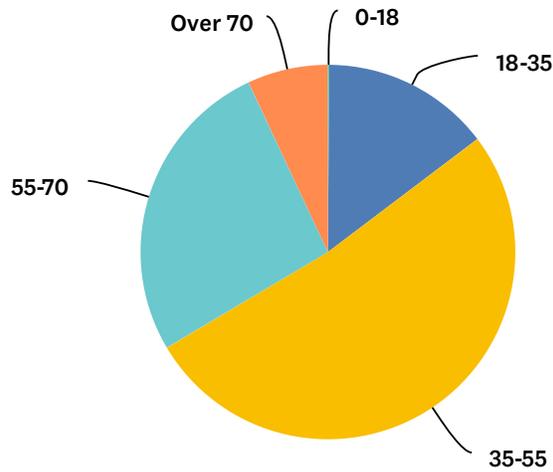
Answered: 877 Skipped: 4



ANSWER CHOICES	RESPONSES	
South Bryan County (unincorporated)	39.57%	347
City of Richmond Hill	34.89%	306
North Bryan County (unincorporated)	18.13%	159
City of Pembroke	4.79%	42
Not sure	0.34%	3
I do not live in Bryan County	2.28%	20
TOTAL		877

Q2 How old are you?

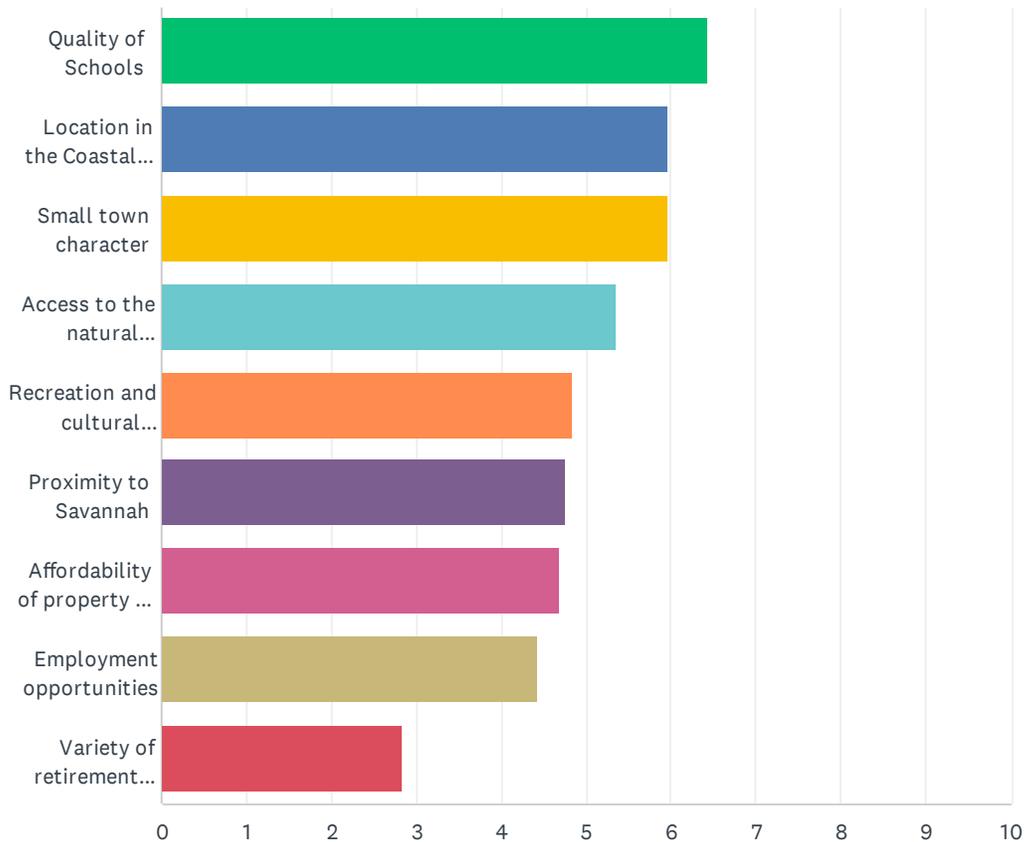
Answered: 877 Skipped: 4



ANSWER CHOICES	RESPONSES
0-18	0.11% 1
18-35	14.60% 128
35-55	51.77% 454
55-70	26.57% 233
Over 70	6.96% 61
TOTAL	877

Q3 Please rank the following characteristics based on importance for why you choose to live, work, or own property in Bryan County. Arrange the items in the list in order of your priority, with 1 being the highest priority and 9 being the lowest priority. You can either select an item on the list and drag it up or down within the list or select a number in the box.

Answered: 872 Skipped: 9

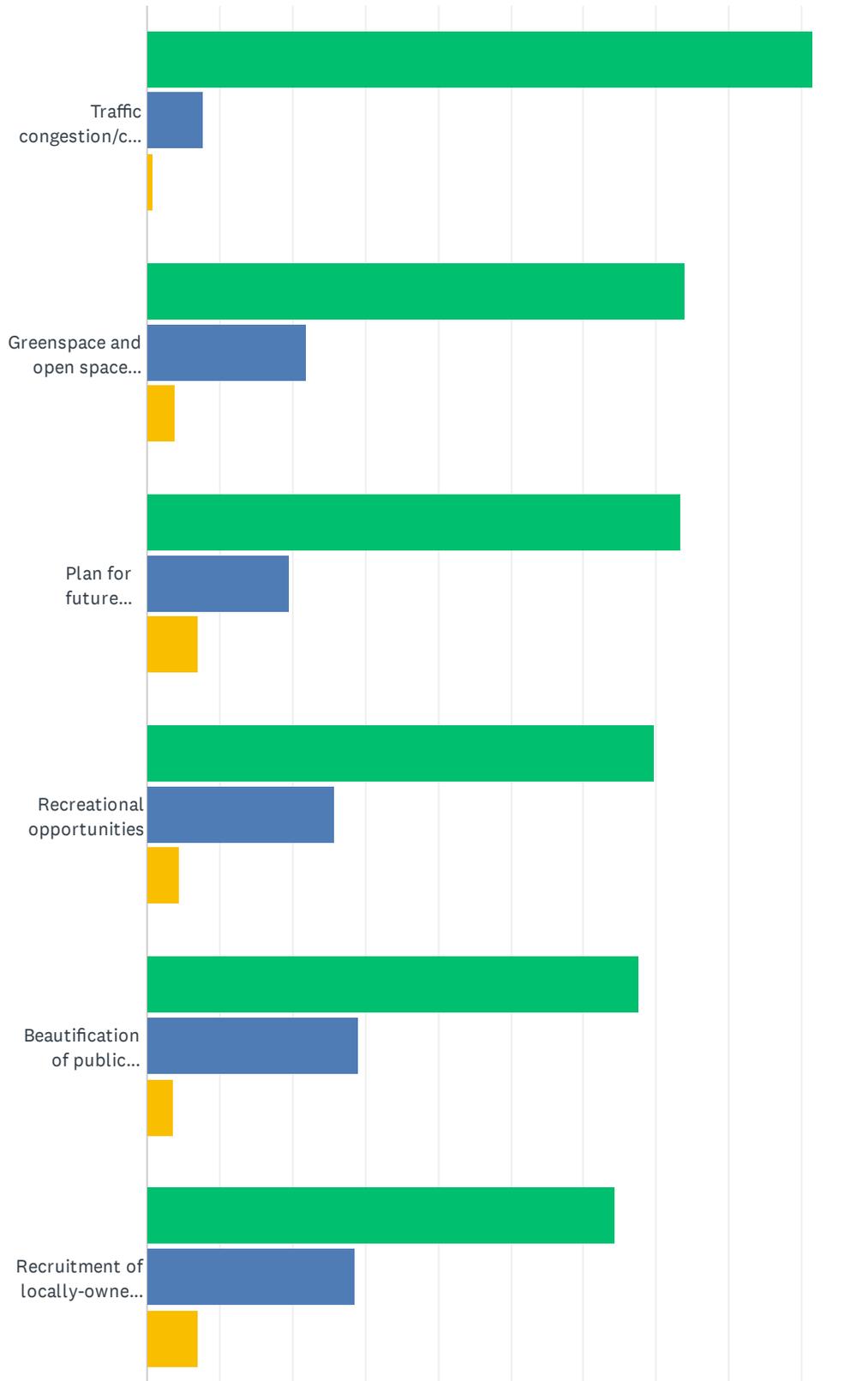


Joint Survey for Bryan County, Richmond Hill, and Pembroke

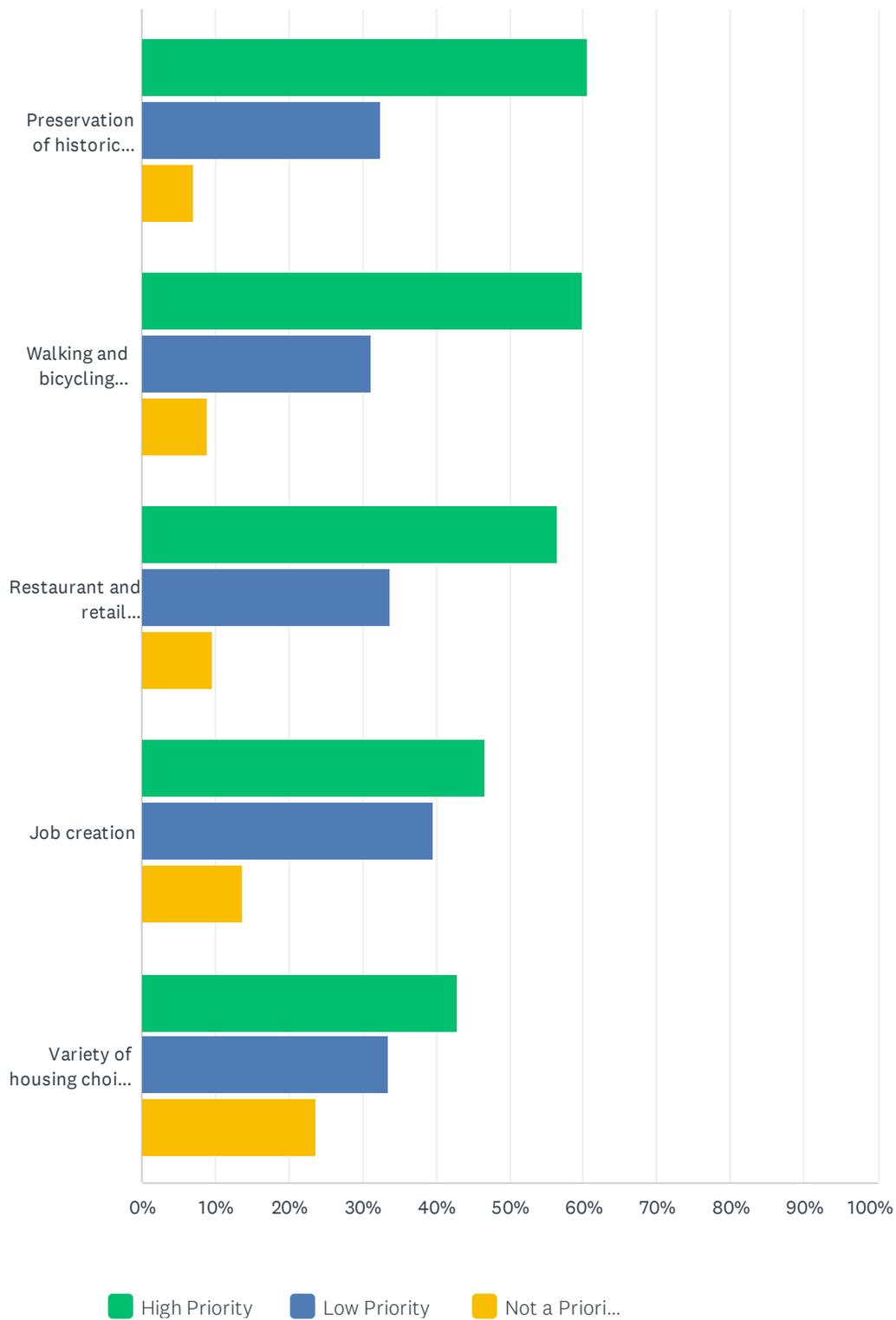
	1	2	3	4	5	6	7	8	9	TOTAL	SCORE
Quality of Schools	33.06% 284	17.81% 153	11.76% 101	6.40% 55	6.75% 58	4.19% 36	3.26% 28	5.12% 44	11.64% 100	859	6.43
Location in the Coastal Georgia region	16.75% 142	16.75% 142	14.50% 123	13.68% 116	10.50% 89	9.20% 78	6.96% 59	6.96% 59	4.72% 40	848	5.97
Small town character	19.70% 168	17.12% 146	11.37% 97	10.79% 92	10.20% 87	8.56% 73	12.54% 107	5.51% 47	4.22% 36	853	5.97
Access to the natural environment	6.01% 51	10.72% 91	14.72% 125	14.25% 121	20.14% 171	14.84% 126	10.13% 86	6.95% 59	2.24% 19	849	5.35
Recreation and cultural activities available	3.08% 26	6.16% 52	12.20% 103	15.64% 132	17.54% 148	19.91% 168	14.45% 122	7.35% 62	3.67% 31	844	4.85
Proximity to Savannah	4.94% 42	10.59% 90	14.35% 122	14.35% 122	9.65% 82	10.12% 86	9.88% 84	15.18% 129	10.94% 93	850	4.75
Affordability of property and homes	8.39% 71	9.10% 77	11.35% 96	9.34% 79	10.28% 87	13.95% 118	13.24% 112	14.18% 120	10.17% 86	846	4.69
Employment opportunities	7.70% 65	9.48% 80	8.18% 69	9.48% 80	9.60% 81	11.37% 96	15.05% 127	15.88% 134	13.27% 112	844	4.43
Variety of retirement amenities	1.92% 16	4.08% 34	3.24% 27	6.12% 51	5.16% 43	6.48% 54	13.45% 112	21.61% 180	37.94% 316	833	2.83

Q4 How much of a priority should the following issues be for Bryan County?

Answered: 880 Skipped: 1



Joint Survey for Bryan County, Richmond Hill, and Pembroke

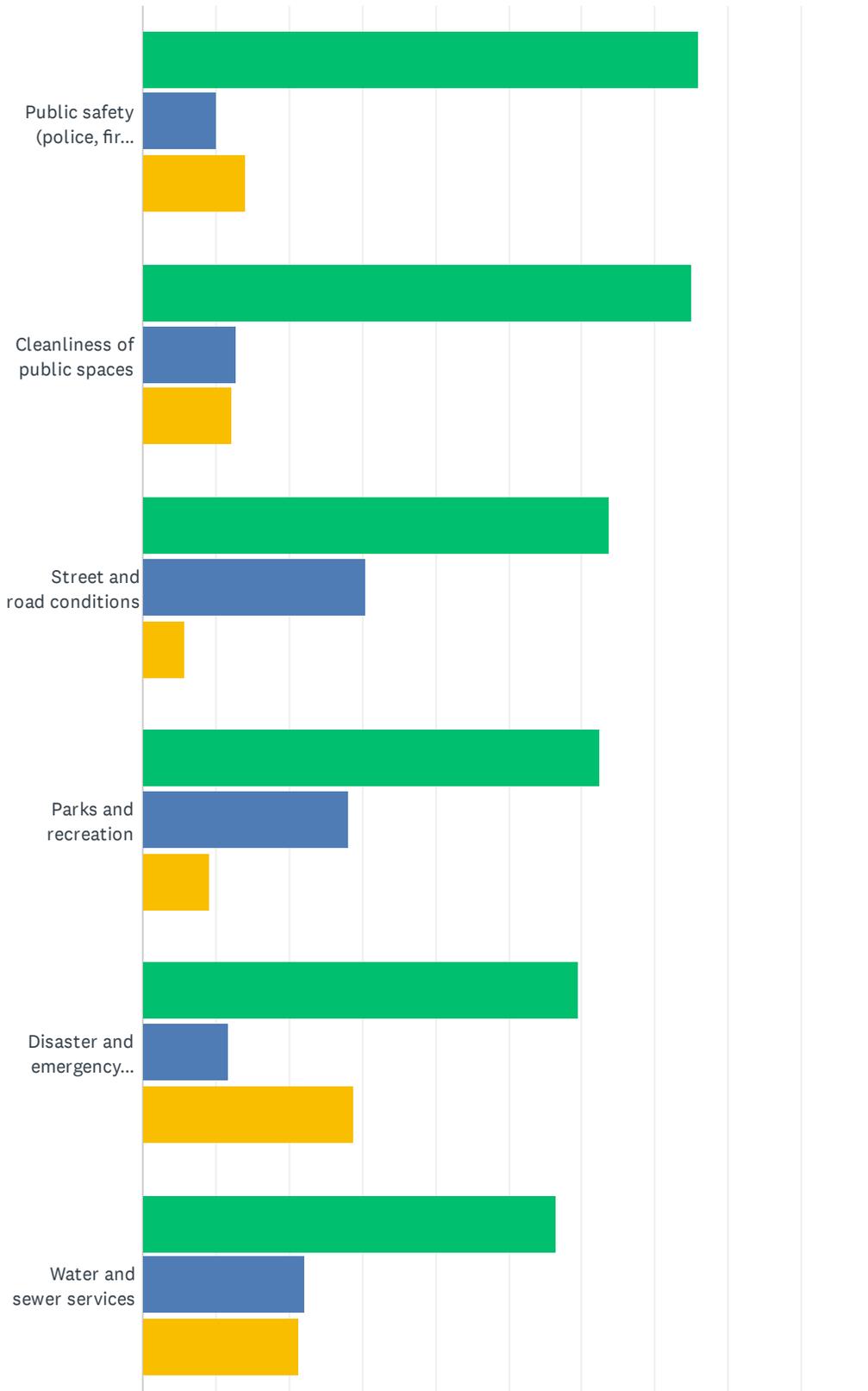


Joint Survey for Bryan County, Richmond Hill, and Pembroke

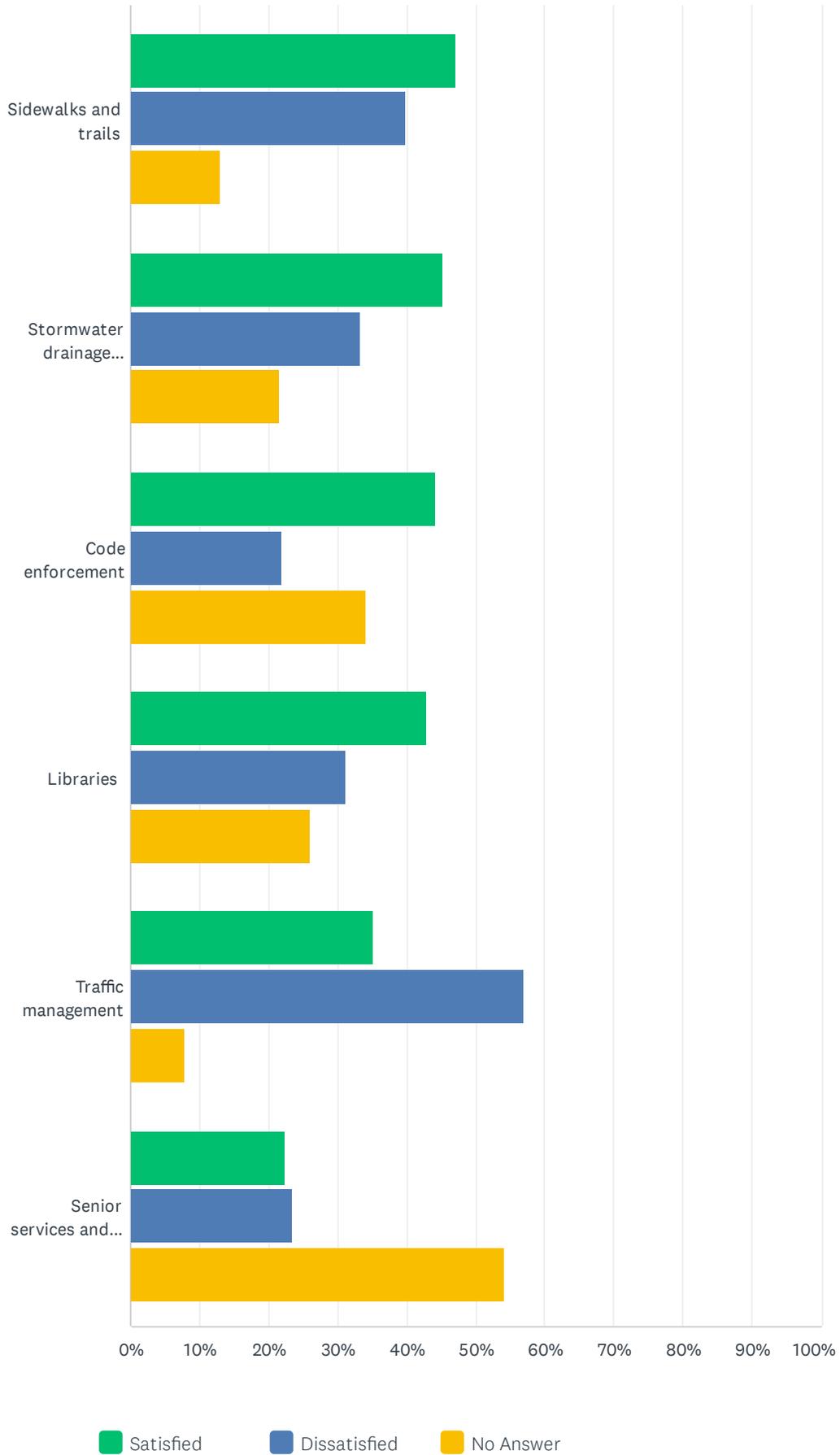
	HIGH PRIORITY	LOW PRIORITY	NOT A PRIORITY	TOTAL
Traffic congestion/circulation	91.43% 800	7.77% 68	0.80% 7	875
Greenspace and open space preservation	74.05% 645	22.04% 192	3.90% 34	871
Plan for future development	73.45% 639	19.54% 170	7.01% 61	870
Recreational opportunities	69.71% 603	25.90% 224	4.39% 38	865
Beautification of public spaces	67.55% 589	28.90% 252	3.56% 31	872
Recruitment of locally-owned small businesses	64.48% 561	28.51% 248	7.01% 61	870
Preservation of historic homes and sites	60.46% 526	32.41% 282	7.13% 62	870
Walking and bicycling trails	59.86% 522	31.08% 271	9.06% 79	872
Restaurant and retail development	56.59% 494	33.79% 295	9.62% 84	873
Job creation	46.72% 406	39.70% 345	13.58% 118	869
Variety of housing choices and price points	42.91% 372	33.45% 290	23.64% 205	867

Q5 Please rate your satisfaction with each of the following public services or facilities.

Answered: 879 Skipped: 2



Joint Survey for Bryan County, Richmond Hill, and Pembroke

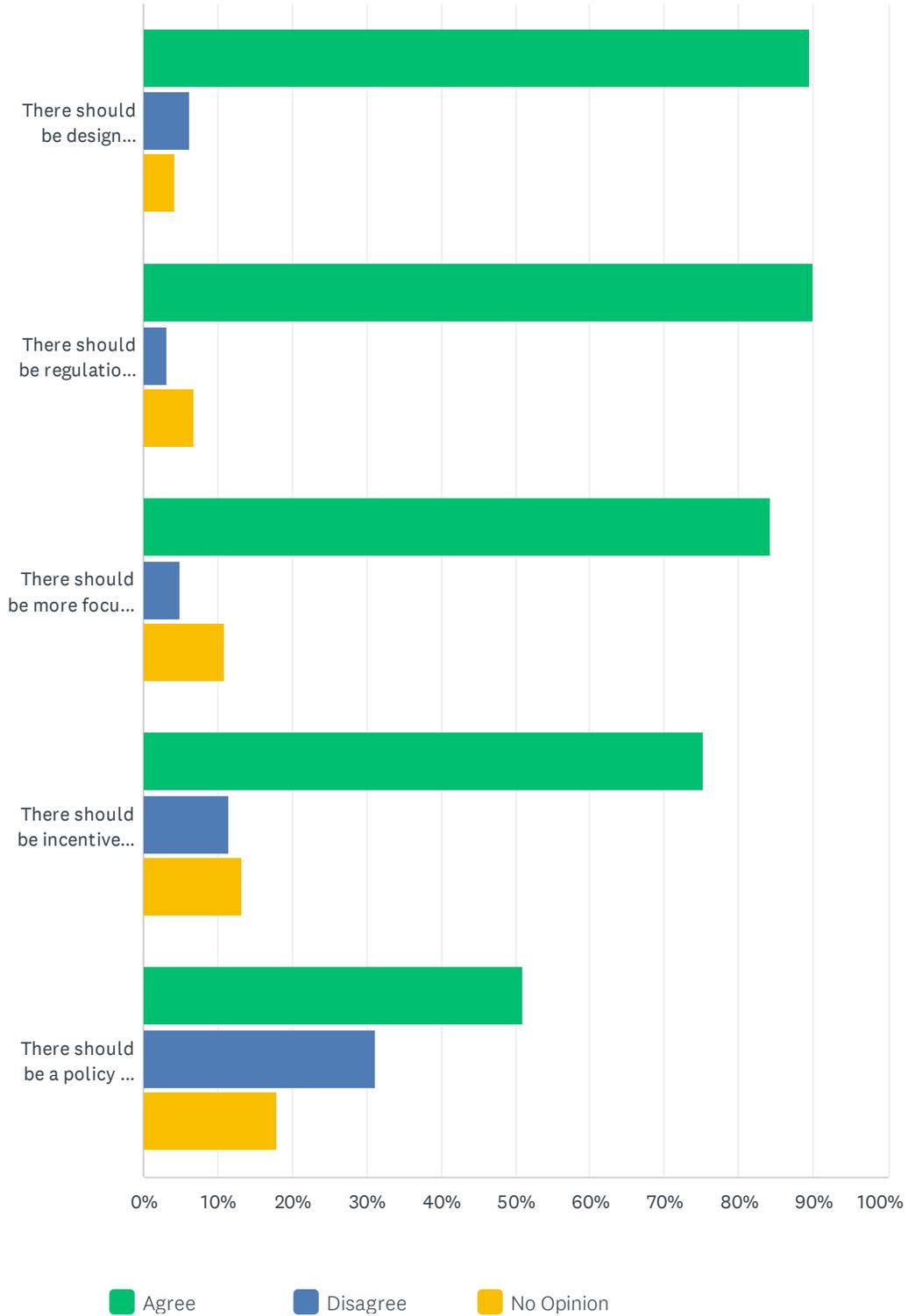


Joint Survey for Bryan County, Richmond Hill, and Pembroke

	SATISFIED	DISSATISFIED	NO ANSWER	TOTAL
Public safety (police, fire, and EMT) response times	75.89% 664	9.94% 87	14.17% 124	875
Cleanliness of public spaces	75.03% 655	12.71% 111	12.26% 107	873
Street and road conditions	63.77% 558	30.40% 266	5.83% 51	875
Parks and recreation	62.57% 545	28.24% 246	9.18% 80	871
Disaster and emergency planning	59.50% 520	11.67% 102	28.83% 252	874
Water and sewer services	56.55% 492	22.18% 193	21.26% 185	870
Sidewalks and trails	47.13% 411	39.79% 347	13.07% 114	872
Stormwater drainage systems	45.30% 395	33.26% 290	21.44% 187	872
Code enforcement	44.04% 384	21.90% 191	34.06% 297	872
Libraries	42.81% 375	31.16% 273	26.03% 228	876
Traffic management	35.23% 309	56.90% 499	7.87% 69	877
Senior services and recreation	22.45% 196	23.37% 204	54.18% 473	873

Q6 Please indicate whether you agree, disagree, or have no opinion with the following statements.

Answered: 878 Skipped: 3

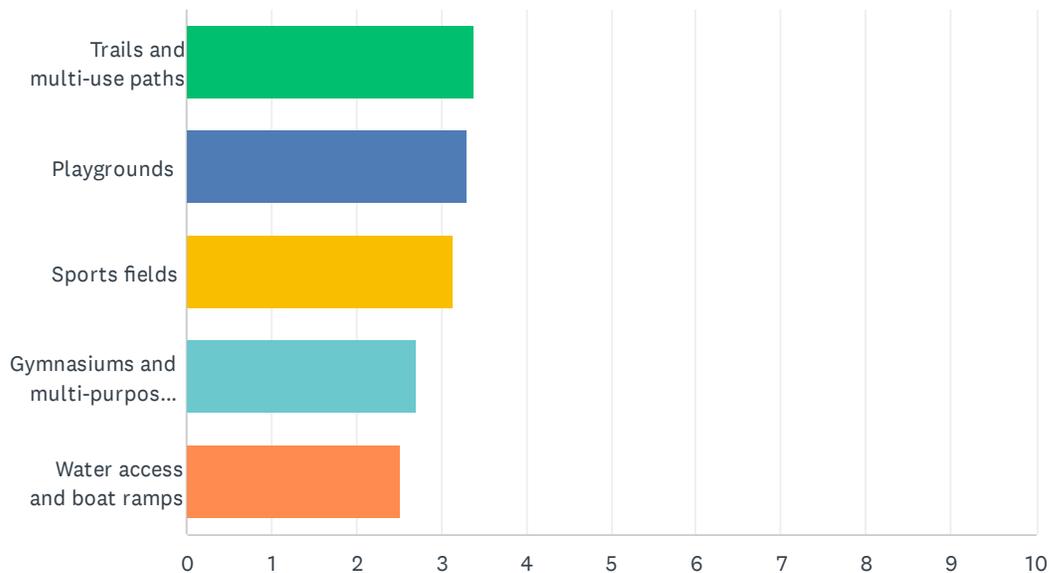


Joint Survey for Bryan County, Richmond Hill, and Pembroke

	AGREE	DISAGREE	NO OPINION	TOTAL
There should be design guidelines to regulate new development	89.51% 785	6.27% 55	4.22% 37	877
There should be regulations that require green space preservation in new development	89.92% 785	3.21% 28	6.87% 60	873
There should be more focus on reducing traffic congestion	84.23% 737	4.80% 42	10.97% 96	875
There should be incentives that attract locally owned small businesses	75.34% 660	11.42% 100	13.24% 116	876
There should be a policy to encourage a variety of housing types and price points	50.92% 445	31.12% 272	17.96% 157	874

Q7 Please rank the following recreational public facilities in accordance with how important you feel they are for the County. Arrange the items in the list in order of your priority, with 1 being the highest priority and 5 being the lowest priority. You can either select an item on the list and drag it up or down within the list or select a number in the box.

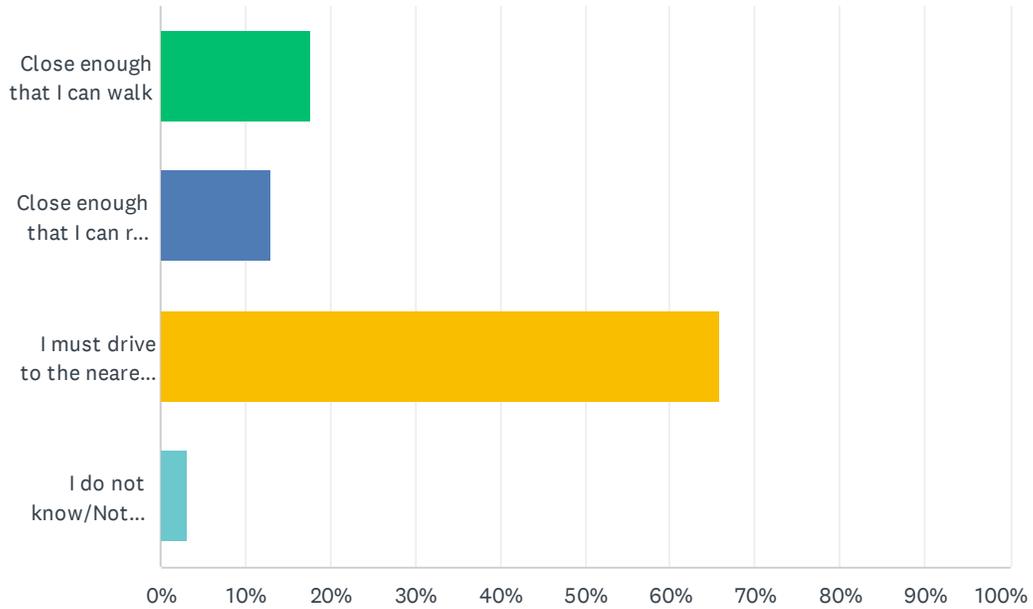
Answered: 865 Skipped: 16



	1	2	3	4	5	TOTAL	SCORE
Trails and multi-use paths	33.02% 282	19.67% 168	12.76% 109	22.37% 191	12.18% 104	854	3.39
Playgrounds	19.09% 163	28.92% 247	24.36% 208	17.80% 152	9.84% 84	854	3.30
Sports fields	18.80% 160	22.68% 193	24.68% 210	21.03% 179	12.81% 109	851	3.14
Gymnasiums and multi-purpose buildings	11.90% 102	13.65% 117	27.77% 238	25.55% 219	21.12% 181	857	2.70
Water access and boat ramps	17.83% 153	15.03% 129	10.72% 92	12.82% 110	43.59% 374	858	2.51

Q8 How close is the nearest park to your home?

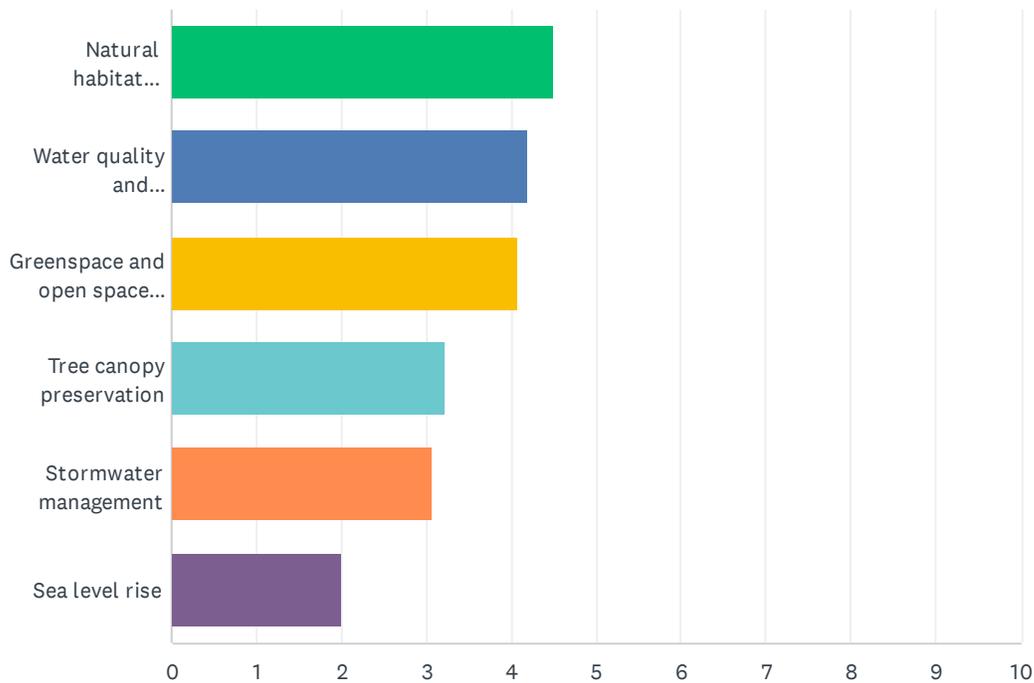
Answered: 878 Skipped: 3



ANSWER CHOICES	RESPONSES	
Close enough that I can walk	17.77%	156
Close enough that I can ride my bicycle	12.98%	114
I must drive to the nearest park	65.95%	579
I do not know/Not applicable	3.30%	29
TOTAL		878

Q9 Please rank the following environmental topics based on how important you feel they are. Arrange the items in the list in order of your priority, with 1 being the highest priority and 6 being the lowest priority. You can either select an item on the list and drag it up or down within the list or select a number in the box.

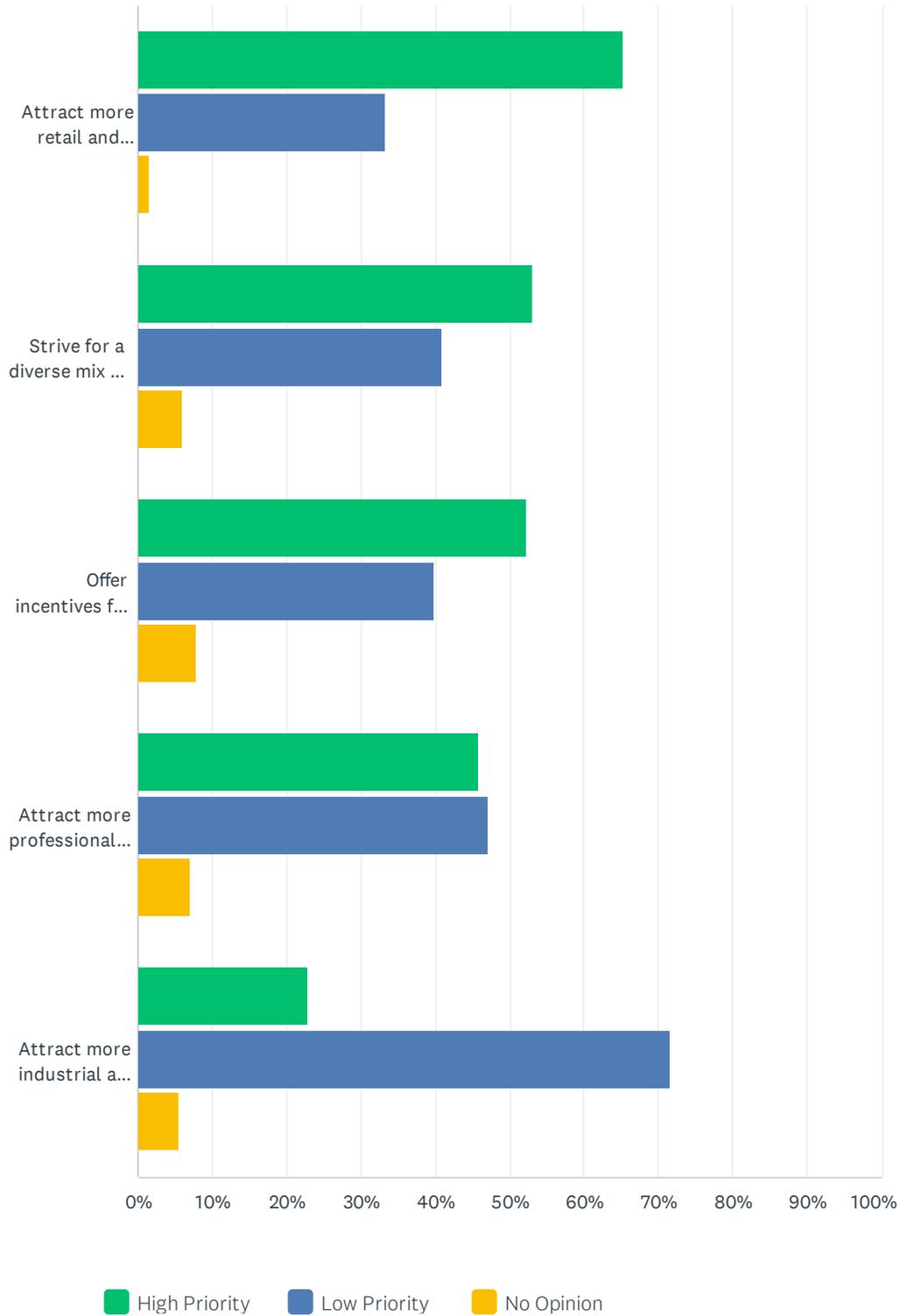
Answered: 847 Skipped: 34



	1	2	3	4	5	6	TOTAL	SCORE
Natural habitat preservation	30.20% 254	25.92% 218	19.86% 167	13.79% 116	7.37% 62	2.85% 24	841	4.49
Water quality and conservation	23.72% 199	19.07% 160	23.24% 195	22.88% 192	8.58% 72	2.50% 21	839	4.19
Greenspace and open space preservation	21.45% 180	23.72% 199	21.45% 180	15.61% 131	9.65% 81	8.10% 68	839	4.07
Tree canopy preservation	10.70% 90	13.08% 110	16.77% 141	17.95% 151	28.66% 241	12.84% 108	841	3.21
Stormwater management	8.81% 74	12.62% 106	12.38% 104	21.43% 180	32.86% 276	11.90% 100	840	3.07
Sea level rise	5.84% 49	5.96% 50	6.56% 55	8.10% 68	12.40% 104	61.14% 513	839	2.01

Q10 Please rank the following economic development topics based on how important you feel they are.

Answered: 879 Skipped: 2

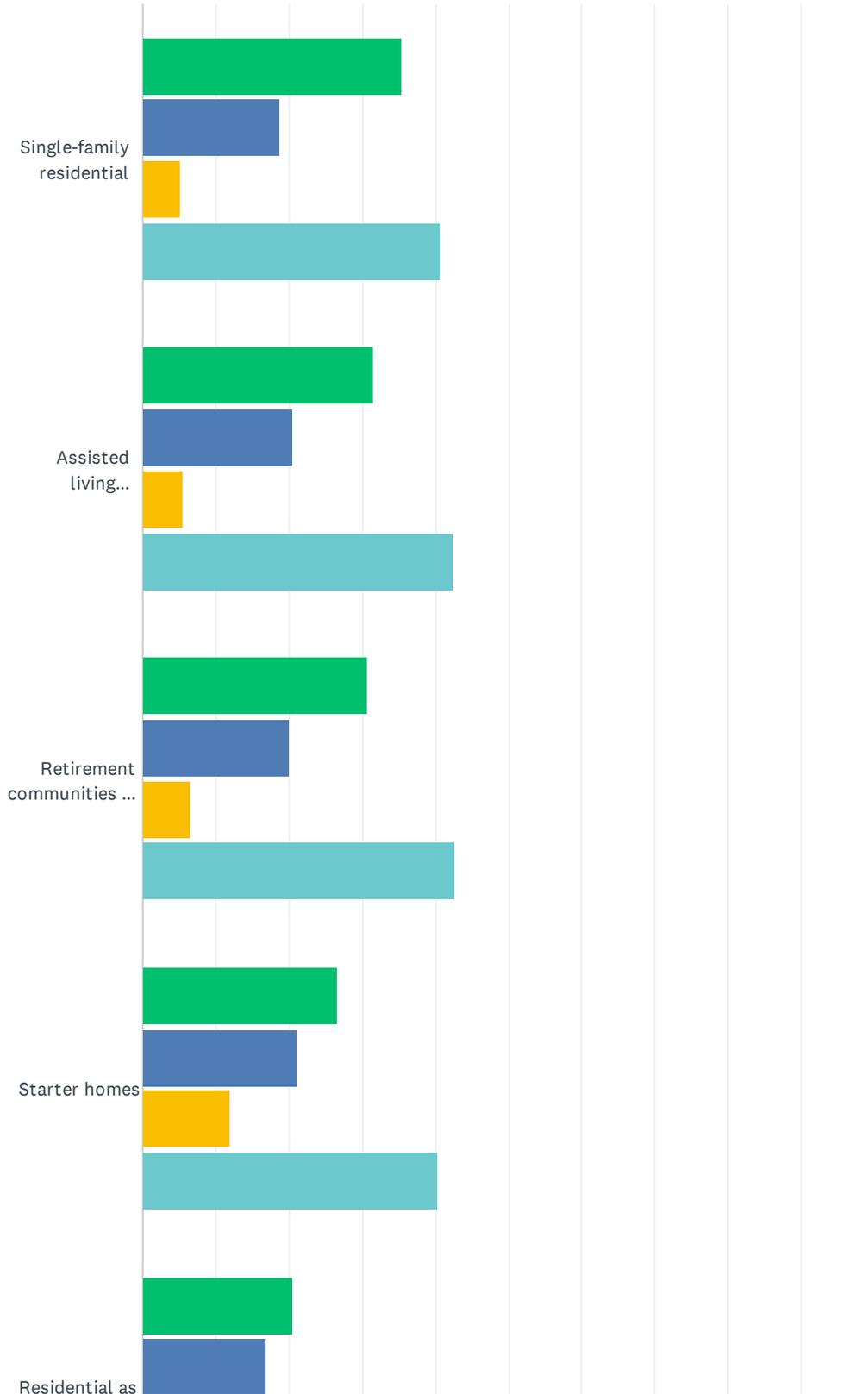


Joint Survey for Bryan County, Richmond Hill, and Pembroke

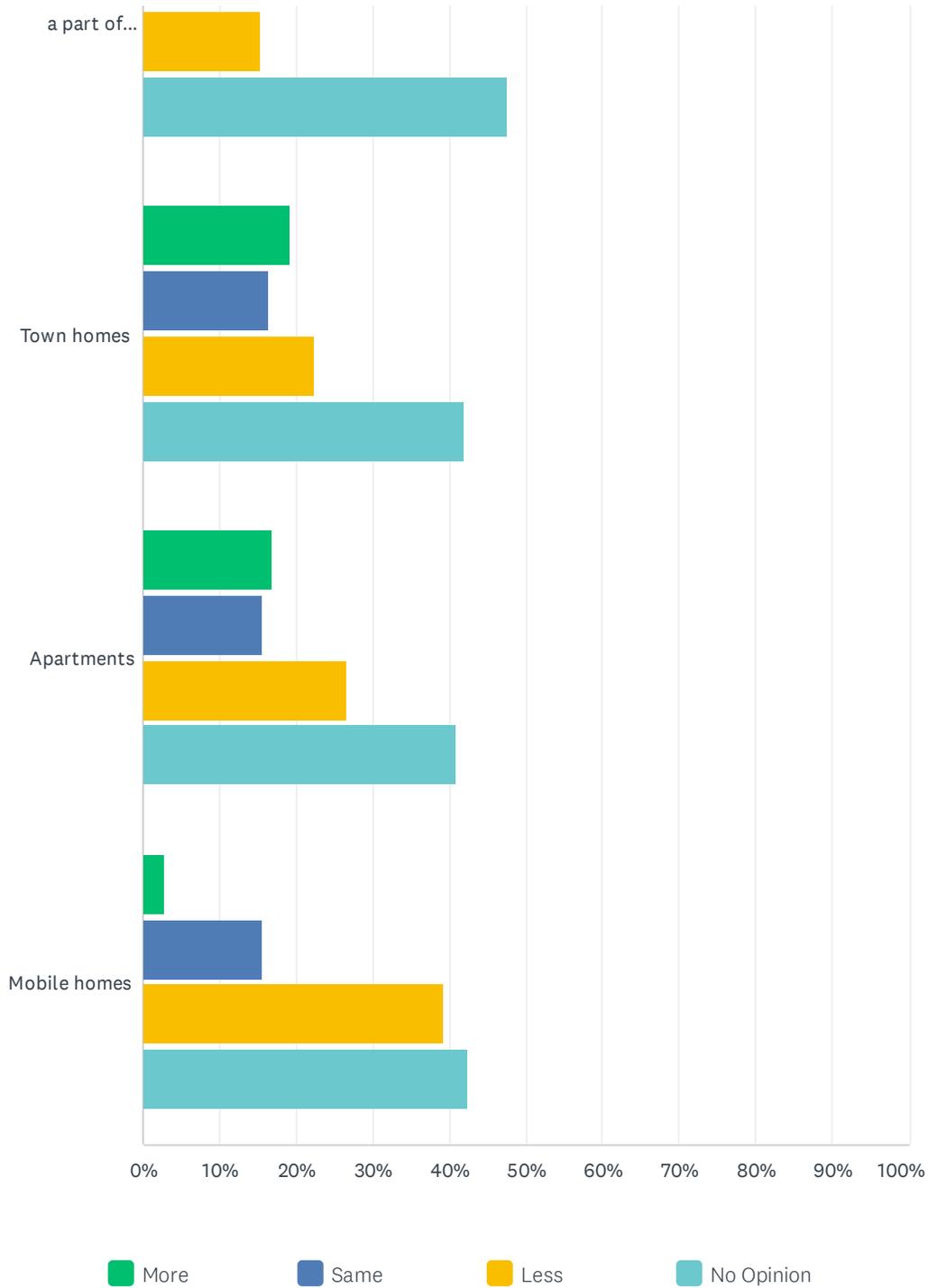
	HIGH PRIORITY	LOW PRIORITY	NO OPINION	TOTAL
Attract more retail and restaurants	65.22% 572	33.18% 291	1.60% 14	877
Strive for a diverse mix of industry, office, and commercial development	53.03% 464	41.03% 359	5.94% 52	875
Offer incentives for businesses to locate in Bryan County	52.17% 457	39.84% 349	7.99% 70	876
Attract more professional and office jobs	45.82% 400	47.08% 411	7.10% 62	873
Attract more industrial and manufacturing jobs	22.79% 199	71.59% 625	5.61% 49	873

Q11 Do you think North Bryan County and Pembroke need more, less, or the same amount of the following types of housing?

Answered: 779 Skipped: 102



Joint Survey for Bryan County, Richmond Hill, and Pembroke



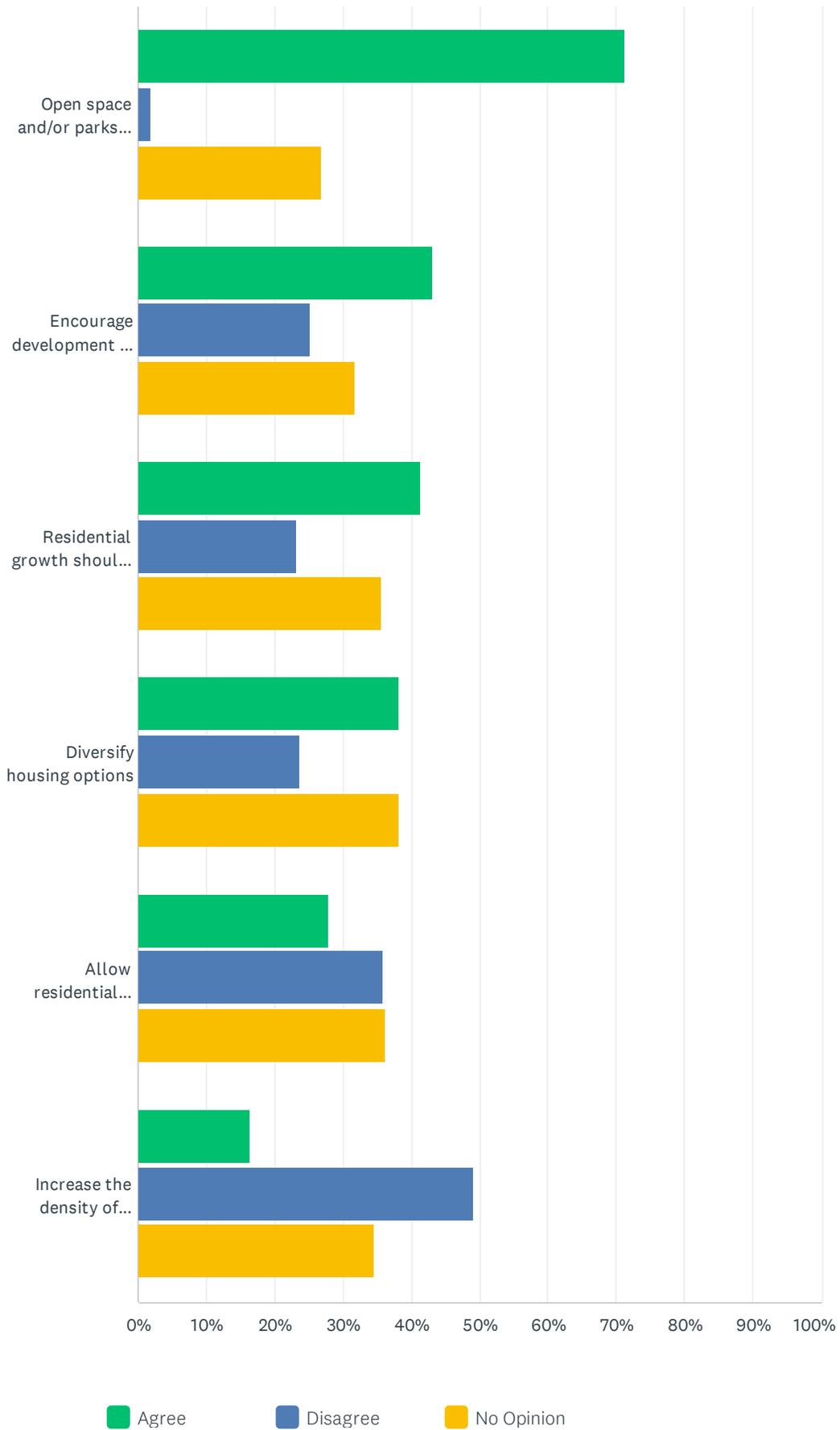
Joint Survey for Bryan County, Richmond Hill, and Pembroke

	MORE	SAME	LESS	NO OPINION	TOTAL
Single-family residential	35.48% 275	18.84% 146	5.03% 39	40.65% 315	775
Assisted living facilities	31.48% 244	20.52% 159	5.55% 43	42.45% 329	775
Retirement communities for those aged 55 and above	30.80% 239	19.97% 155	6.57% 51	42.65% 331	776
Starter homes	26.55% 205	21.11% 163	12.05% 93	40.28% 311	772
Residential as a part of mixed-use developments	20.36% 157	16.86% 130	15.30% 118	47.47% 366	771
Town homes	19.15% 148	16.43% 127	22.38% 173	42.04% 325	773
Apartments	16.82% 130	15.65% 121	26.65% 206	40.88% 316	773
Mobile homes	2.85% 22	15.54% 120	39.25% 303	42.36% 327	772

Q12 Please state whether you agree, disagree, or have no opinion with the following statements on future residential development in North Bryan County and Pembroke over the next 20 years

Answered: 783 Skipped: 98

Joint Survey for Bryan County, Richmond Hill, and Pembroke

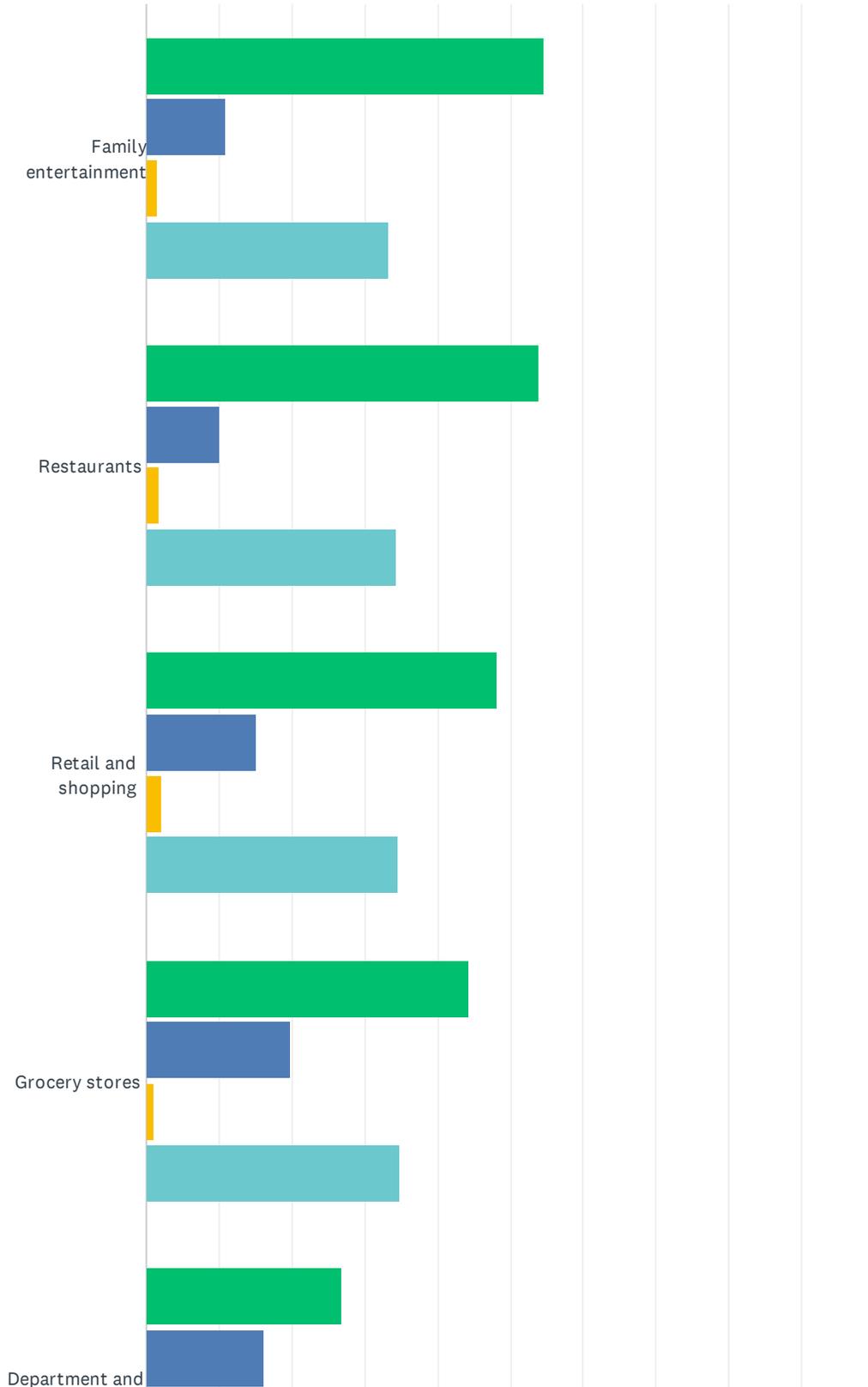


Joint Survey for Bryan County, Richmond Hill, and Pembroke

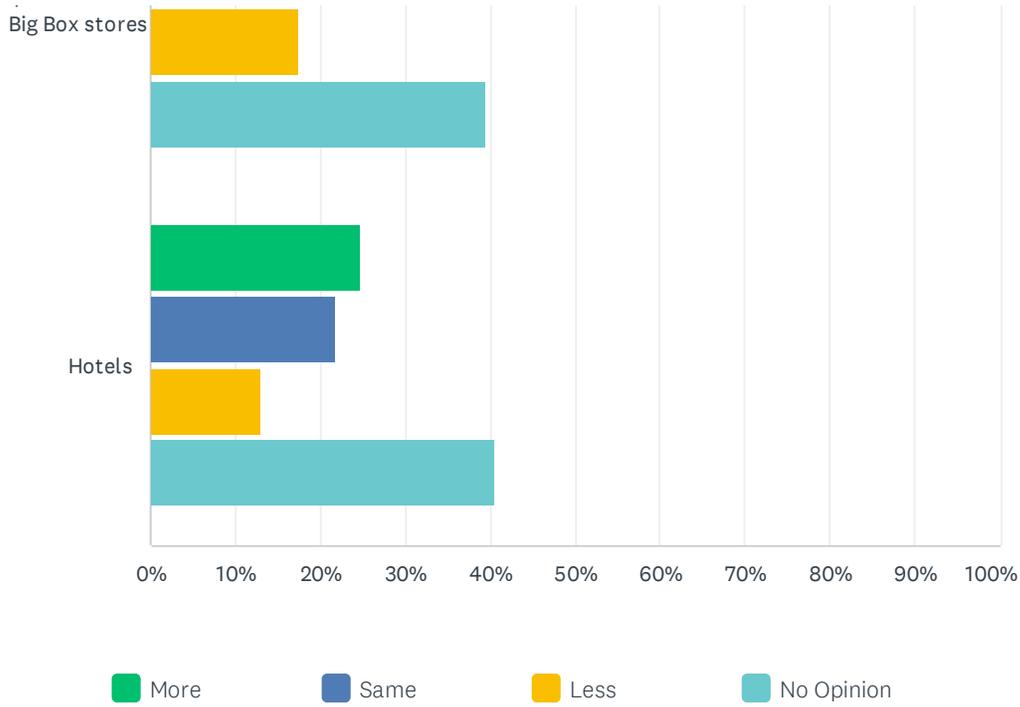
	AGREE	DISAGREE	NO OPINION	TOTAL
Open space and/or parks should be protected and maintained by the County particularly in sensitive environmental areas	71.32% 557	1.92% 15	26.76% 209	781
Encourage development of vacant and under-utilized property	43.02% 336	25.22% 197	31.75% 248	781
Residential growth should be limited	41.31% 321	23.17% 180	35.52% 276	777
Diversify housing options	38.14% 296	23.71% 184	38.14% 296	776
Allow residential development to be mixed with commercial development along major corridors	28.02% 218	35.73% 278	36.25% 282	778
Increase the density of homes that are permitted in residential areas	16.49% 128	48.97% 380	34.54% 268	776

Q13 Do you think North Bryan County and Pembroke need more, less, or the same amount of the following commercial businesses?

Answered: 777 Skipped: 104



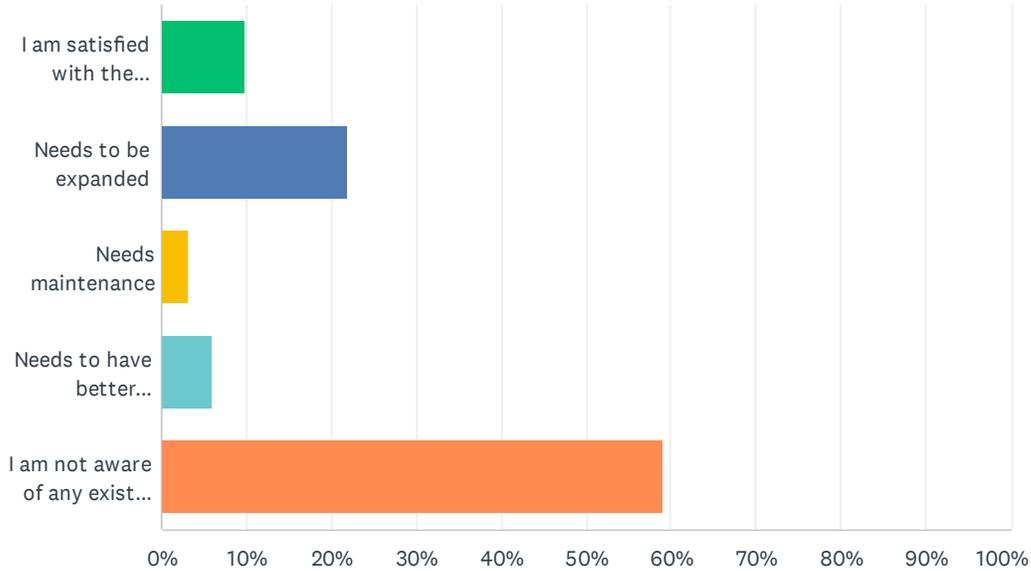
Joint Survey for Bryan County, Richmond Hill, and Pembroke



	MORE	SAME	LESS	NO OPINION	TOTAL
Family entertainment	54.57% 424	10.81% 84	1.42% 11	33.20% 258	777
Restaurants	53.94% 418	9.94% 77	1.81% 14	34.32% 266	775
Retail and shopping	48.13% 373	15.10% 117	2.19% 17	34.58% 268	775
Grocery stores	44.33% 344	19.85% 154	1.03% 8	34.79% 270	776
Department and Big Box stores	26.97% 209	16.26% 126	17.42% 135	39.35% 305	775
Hotels	24.77% 191	21.79% 168	12.97% 100	40.47% 312	771

Q14 Which statement best describes your opinion about the existing sidewalk and trail system in North Bryan County and Pembroke?

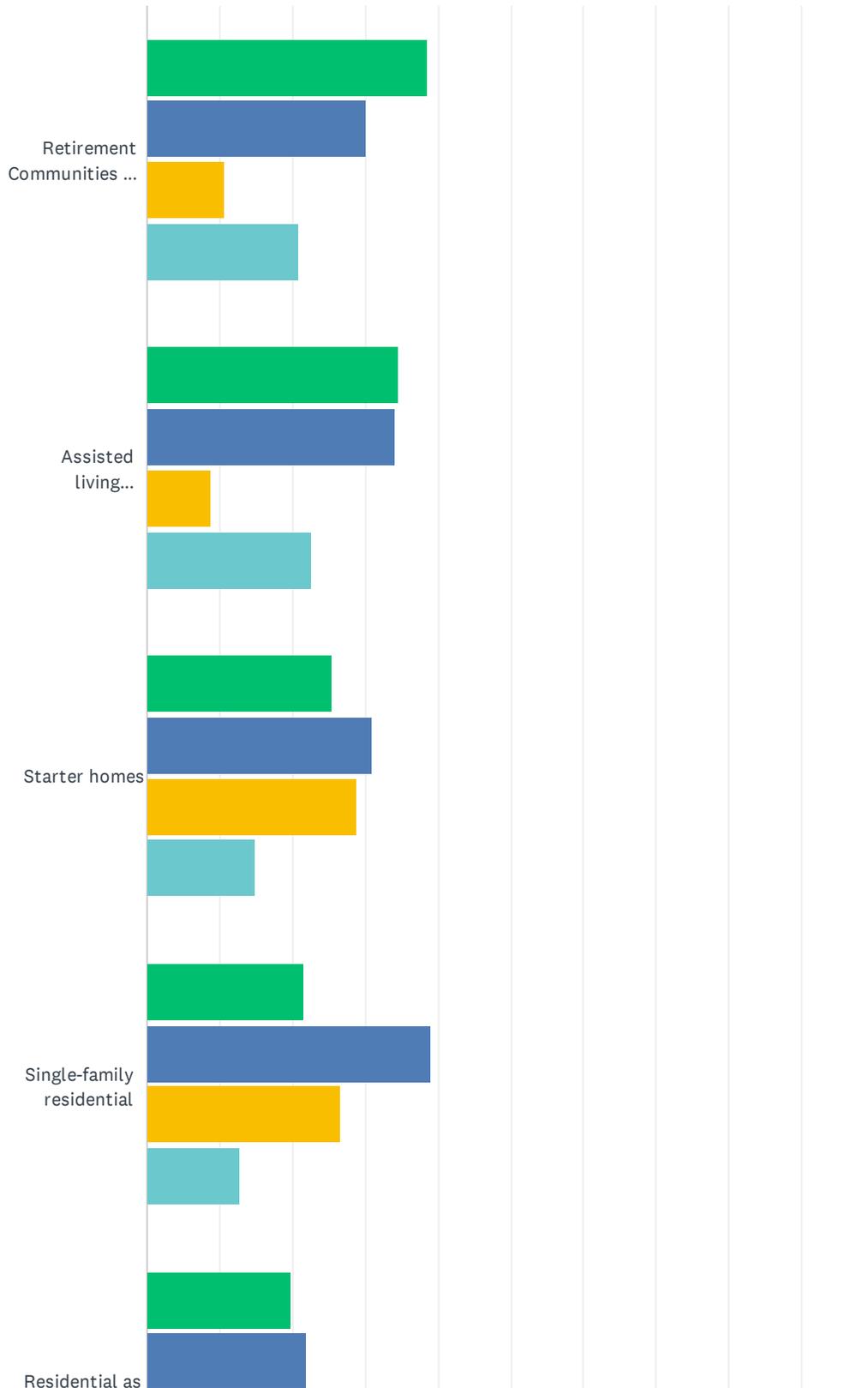
Answered: 732 Skipped: 149



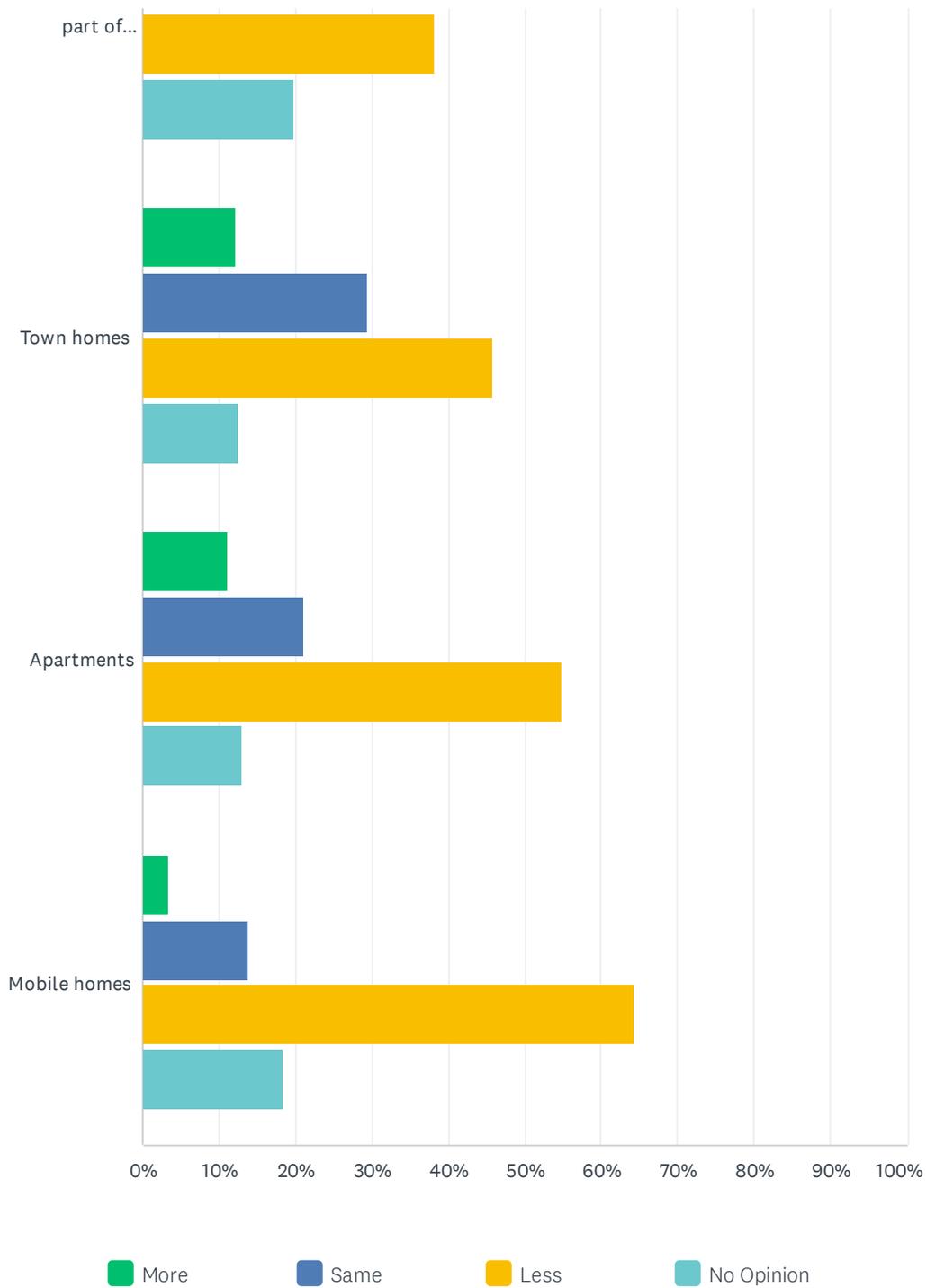
ANSWER CHOICES	RESPONSES	
I am satisfied with the existing network of sidewalks and trails	9.84%	72
Needs to be expanded	21.86%	160
Needs maintenance	3.14%	23
Needs to have better connectivity	6.01%	44
I am not aware of any existing sidewalk and trail system	59.15%	433
TOTAL		732

Q15 Do you think South Bryan County and Richmond Hill need more, less, or the same amount of the following types of housing?

Answered: 827 Skipped: 54



Joint Survey for Bryan County, Richmond Hill, and Pembroke



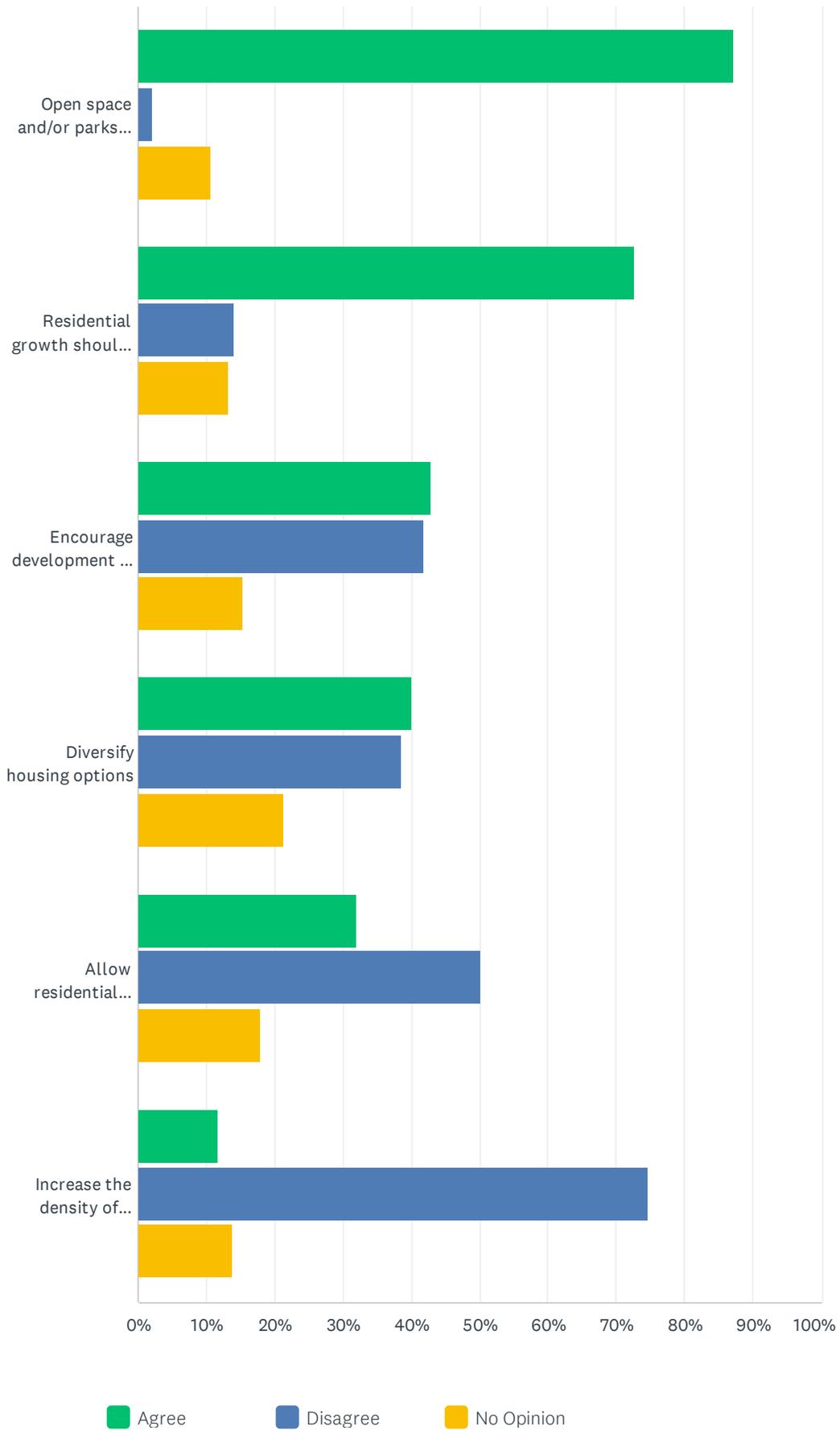
Joint Survey for Bryan County, Richmond Hill, and Pembroke

	MORE	SAME	LESS	NO OPINION	TOTAL
Retirement Communities for those aged 55 and above	38.49% 316	30.09% 247	10.60% 87	20.83% 171	821
Assisted living facilities	34.56% 282	34.07% 278	8.82% 72	22.55% 184	816
Starter homes	25.33% 208	30.82% 253	28.87% 237	14.98% 123	821
Single-family residential	21.56% 177	39.10% 321	26.55% 218	12.79% 105	821
Residential as part of mixed-use developments	19.80% 162	22.00% 180	38.26% 313	19.93% 163	818
Town homes	12.14% 100	29.49% 243	45.87% 378	12.50% 103	824
Apartments	11.08% 91	21.19% 174	54.81% 450	12.91% 106	821
Mobile homes	3.42% 28	13.80% 113	64.47% 528	18.32% 150	819

Q16 Please state whether you agree, disagree, or have no opinion with the following statements on future residential development in South Bryan County and Richmond Hill over the next 20 years.

Answered: 821 Skipped: 60

Joint Survey for Bryan County, Richmond Hill, and Pembroke

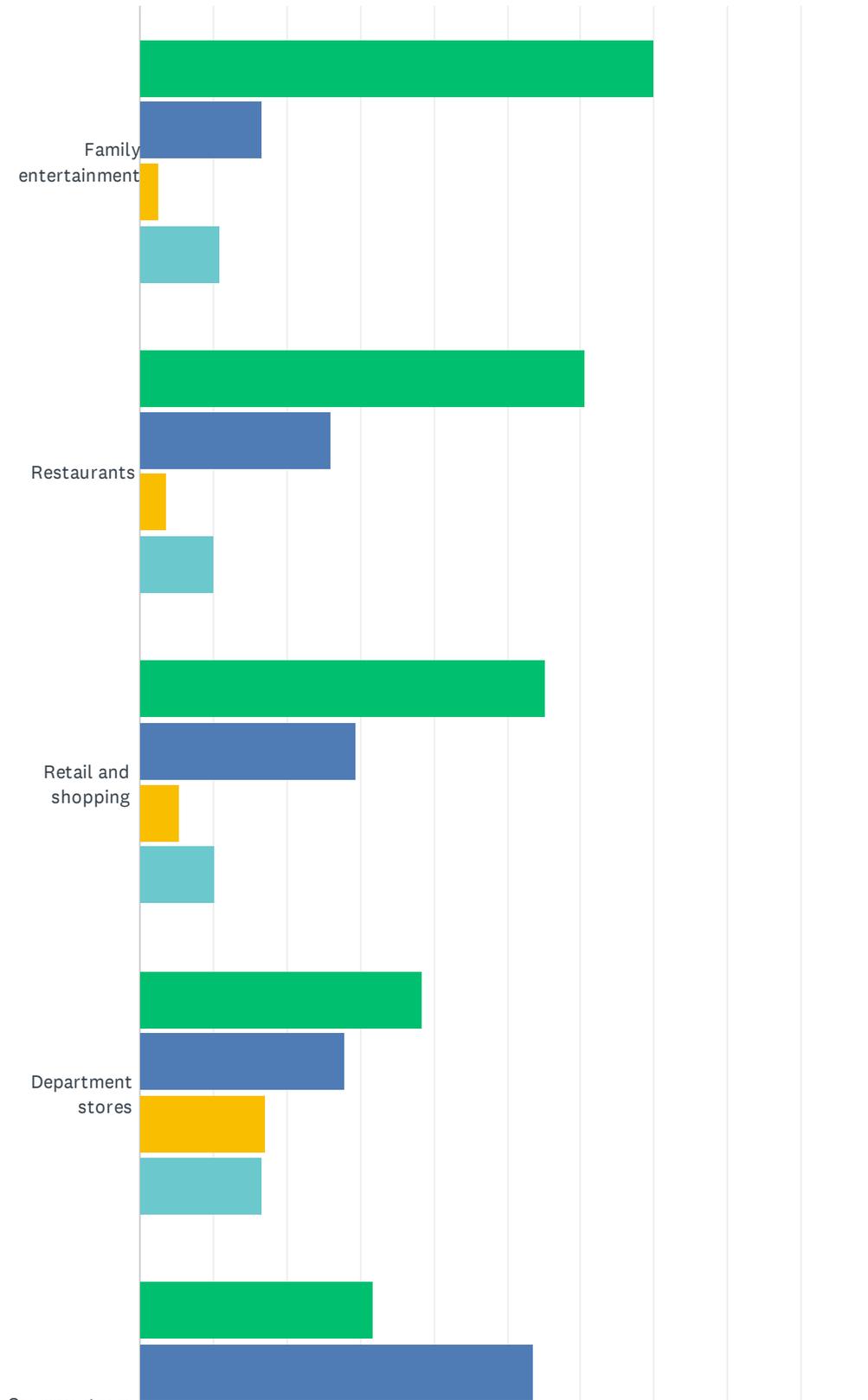


Joint Survey for Bryan County, Richmond Hill, and Pembroke

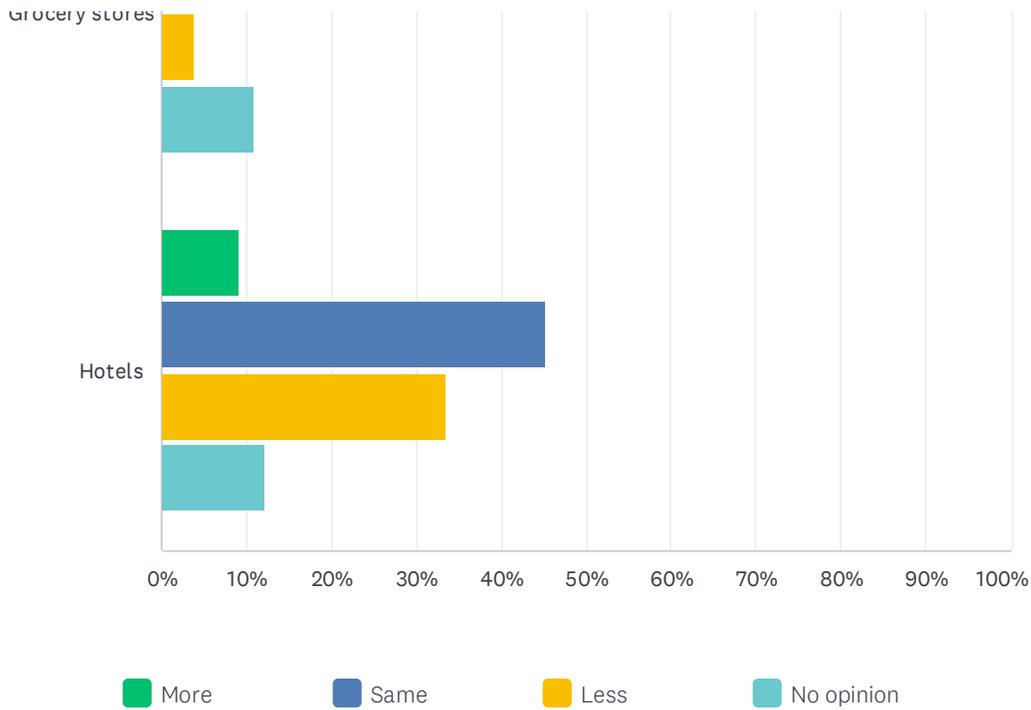
	AGREE	DISAGREE	NO OPINION	TOTAL
Open space and/or parks should be protected and maintained by the County, particularly in sensitive environmental areas	87.29% 714	2.08% 17	10.64% 87	818
Residential growth should be limited	72.71% 594	14.08% 115	13.22% 108	817
Encourage development of vacant and under-utilized property	42.84% 350	41.86% 342	15.30% 125	817
Diversify housing options	40.02% 327	38.68% 316	21.30% 174	817
Allow residential development to be mixed with commercial development along major corridors	32.07% 262	50.06% 409	17.87% 146	817
Increase the density of homes that are permitted in residential areas	11.63% 95	74.54% 609	13.83% 113	817

Q17 Do you think South Bryan County and Richmond Hill need more, less, or the same amount of the following commercial businesses?

Answered: 824 Skipped: 57



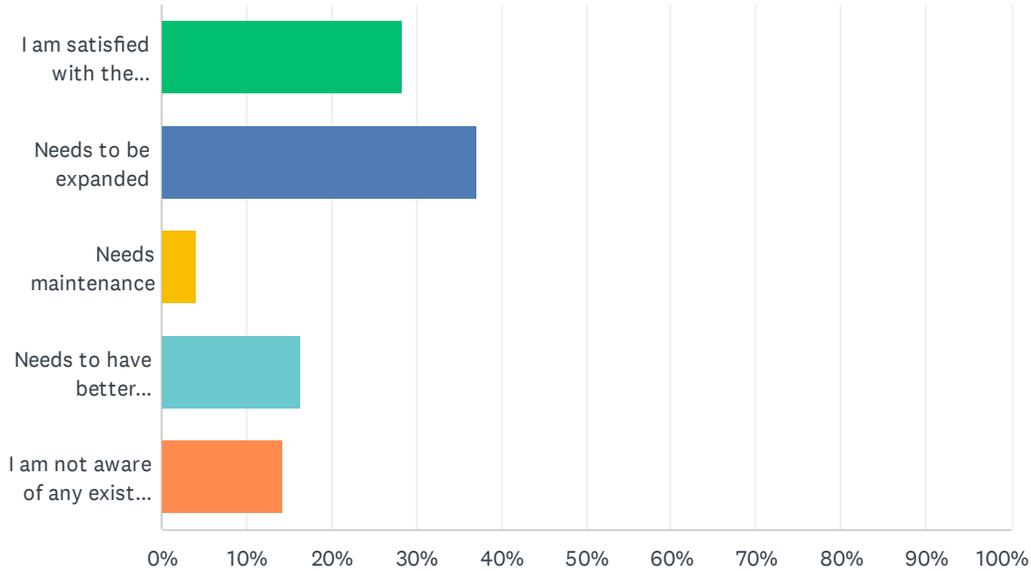
Joint Survey for Bryan County, Richmond Hill, and Pembroke



	MORE	SAME	LESS	NO OPINION	TOTAL
Family entertainment	69.87% 575	16.65% 137	2.55% 21	10.94% 90	823
Restaurants	60.58% 498	25.91% 213	3.53% 29	9.98% 82	822
Retail and shopping	55.23% 454	29.32% 241	5.23% 43	10.22% 84	822
Department stores	38.39% 314	27.87% 228	17.11% 140	16.63% 136	818
Grocery stores	31.83% 261	53.41% 438	3.90% 32	10.85% 89	820
Hotels	9.25% 76	45.13% 371	33.45% 275	12.17% 100	822

Q18 Which statement best describes your opinion about the existing sidewalk and trail system in South Bryan County and Richmond Hill?

Answered: 809 Skipped: 72



ANSWER CHOICES	RESPONSES	
I am satisfied with the existing network of sidewalks and trails	28.31%	229
Needs to be expanded	37.08%	300
Needs maintenance	3.96%	32
Needs to have better connectivity	16.32%	132
I am not aware of any existing sidewalk and trail system	14.34%	116
TOTAL		809

Q19 What do you think is the greatest challenge facing Bryan County in the next 20 years?

Answered: 709 Skipped: 172

Q20 If there is anything else you would like to add, please share in the space below.

Answered: 399 Skipped: 482

Appendix 5 - Adoption Resolution

RESOLUTION

A RESOLUTION BY THE MAYOR AND COUNCIL OF PPEMBROKE, GEORGIA ADOPTING THE PEMBROKE 2018 - 2028 COMPREHENSIVE PLAN UPDATE

WHEREAS, the City of Pembroke has prepared a 2023 Update to the Comprehensive Plan in accordance with the Rules of the Georgia Department of Community Affairs Minimum standards and Procedures for Local Comprehensive Planning (Chapter 110-12-1), and

WHEREAS, the Mayor and Council of Pembroke conducted a public involvement program to gather information from a cross-section of the community, and

WHEREAS, the City received input from community residents to assist with the establishment of goals, objectives, and strategies to guide the future of the community, and

WHEREAS, Pembroke staff met regularly over the same 12-month period with representatives of other agencies to advise them of the findings to solicit their input in preparing the goals, objectives, and strategies to guide the future of the community, and

WHEREAS, Pembroke staff assembled the recommendations of community stakeholders and prepared such other documents in the Comprehensive Plan format required by the Georgia Department of Community Affairs Minimum Standards and Procedures for Local Comprehensive Planning (Chapter 110-12-1), and

WHEREAS, Chapter 110-12-1 of the Georgia Department of Community Affairs Local Planning Requirements requires that the Mayor and Council of Pembroke approve the document entitled Pembroke 2018 – 2028 Comprehensive Plan Update prior to forwarding it to the Coastal Georgia Regional Commission and the Georgia Department of Community Affairs, and

WHEREAS, the Pembroke 2018 - 2028 Comprehensive Plan Update was prepared according to the Standards and Procedures for Local Comprehensive Planning (Chapter 110-12-1) effective October 1, 2018, and established by the Georgia Planning Act of 1989, and includes the community's certification that consideration was given to both the Regional Water Plan and the Georgia Department of Natural Resources Rules for Environmental Planning Criteria as provided in Section 110-12-1-.02(3) of the above mentioned Standards and Procedures in preparing the Plan,

WHEREAS, on April 21, 2023, the City transmitted the Plan to the CRC and the Georgia Department of Community Affairs for official review; and,

WHEREAS, the Plan has been found by the Georgia Department of Community Affairs to be in compliance with the above-mentioned Minimum Standards and Procedures;

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF PEMBROKE, GEORGIA, that the Pembroke 2018 - 2028 Comprehensive Plan Update is hereby approved and adopted.

BE IT FURTHER RESOLVED that the City staff be directed to provide a copy of this adoption resolution within seven (7) days of local adoption of the approved Plan to the CRC, and to publicize the availability of the adopted Plan as public information by posting the Plan on the City's website.

ADOPTED this 12th day of June, 2023.

Attest:

Approved:



Christopher Benson, City Administrator (Seal)



Judy B. Cook, Mayor