



**Ware County & City of Waycross**

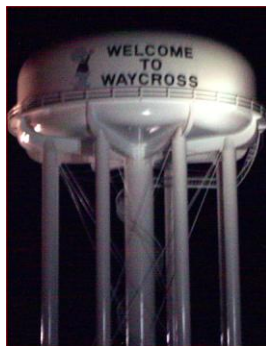
**2031  
Joint Comprehensive Plan**

**Executive Summary**

**March 22, 2011**

# Ware County and the City of Waycross 2031 Joint Comprehensive Plan Executive Summary

This Comprehensive Plan has been prepared to articulate Ware County and City of Waycross community members' collective vision for the future of Ware County and the City of Waycross and to describe the means by which both communities will realize that vision. This Comprehensive Plan Agenda describes the objectives through the Character Area maps, descriptions, strategies, goals and policies and describes the implementation through the Short Term Work Program.



This document replaces the comprehensive plan that was adopted in 1991. Much has occurred since that time and the new comprehensive plan ensures that it is relevant to the County's and City's current needs.

## **Chapter One: Introduction**

This chapter presents a brief overview of the plan and its purpose as a guide to future growth and development.

## **Chapter Two: The Vision for the Future**

This chapter describes the process used to produce the plan and explains the public outreach and involvement process.

## **Chapter Three: Future Land Development**

This Chapter is a central feature of the plan because land use affects and is affected by all other facets of the county and city. The Future Land Development Chapter displays the Character Area maps showing the distribution of future development in the county and the city, features detailed descriptions of each character area uniquely designed for the city and the county, and also sets forth a number of strategies to guide and implement development in the city and the county.





## **Chapter Four: Translating the Vision into the Plan: Goals, Objectives and Policies**

This Chapter sets forth the goals and policies to guide the city and the county in addressing the top issues and opportunities for each of the nine elements: population, economic development, housing, natural resources, historic/cultural resources, land use, community facilities and services, transportation, and intergovernmental coordination. Some of the goals and major policies presented in this chapter are as follows:

- Ensure overall community growth and development benefits for all segments of the population.
- Increasing the diversity of the population by increasing job opportunities, available activities and increasing mobility.
- Improving the economy by drawing new business, expand and retain existing business, diversify the local economy and help the county and city be more competitive in the regional economy.
- Increase homegrown small businesses.
- Increase workforce education and skill level.
- Provide opportunities for homeownership and housing resources for all citizens.
- Protect residential neighborhoods from encroachment of non-residential uses.
- Improve blighted areas.
- Conserve and protect the functions and values of the natural resources for future generations.
- Increase marketing and promotion of the natural resource tourist attractions.
- Protect, preserve and promote the historic and cultural resources through regulations, adaptive reuse, tourism and education programs.
- Ensure the highest quality living environment possible through a mixture of compatible land uses reflecting the needs and desires of the local residents.
- Develop county wide development standards to regulate the distribution of land uses and prevent encroachment of incompatible land uses.
- Ensure adequate community facilities and services consistent and concurrent with present demand and future growth.

- Support additional growth in those areas where such growth is planned and supported by appropriate services.
- Provide a safe and efficient transportation system which address the needs for the movement of people and freight and which considers the social, economic, energy and environmental effects of the transportation system.
- Encourage transportation driven growth through the proximity to the Jacksonville airport and port as well as the other major ports in the area such as Savannah and Brunswick.
- Establish effective coordination measures among all pertinent public and quasi-public entities.
- Pursue joint public relations tools and committee for the county and city.



### **Chapter Five: Implementation Program**

This chapter enhances the policies outlined in the previous chapter with a time line, responsible parties and partners.

### **Chapter Six: Short Term Work Program**

This chapter sets forth how this comprehensive plan will be put into effect in the next five years.

It identifies the various regulations (ordinances, codes) programs (housing rehabilitation, gateway beautification), capital projects (purchases of specific items), and funding mechanisms (state and federal grants, county and city budget) as the concrete tools to implement the plan's provisions.

This Chapter should be updated annually to provide quantitative and qualitative benchmarks for the community and to evaluate the progress of implementing the comprehensive plan as well as its continuing effectiveness for Ware County and the City of Waycross.

### **Chapter Seven: Report of Accomplishments**

This chapter identifies the status of each activity in the previous Short Term Work Program by indicating whether the activities have been completed, are ongoing, have been postponed or abandoned. Jointly, Ware County and the City of Waycross had 74 activities listed in the previous plan; 14 have been completed, 48 are ongoing, 5 were postponed, and 7 have been abandoned.

# WARE COUNTY & CITY OF WAYCROSS



*CREATIVITY*

*EDUCATION*



*VISION*



*COMMUNITY AGENDA- draft  
2031 JOINT COMPREHENSIVE PLAN  
Adopted May, 2011*



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## 1. Introduction

### Purpose

The Community Agenda is the most important part of the 2031 Joint Ware County – City of Waycross Comprehensive Plan.

Based on the findings of the Community Assessment and the input gathered through the many Public Participation Plan meetings, this document provides the Vision Ware County and the City of Waycross' future and it provides a community based plan to implement that vision.

The Community Agenda also prioritizes the key issues and opportunities that Ware County and the City of Waycross want to address in the next 20 years, provides a list of policies which will direct the making of day-to-day decisions through the zoning regulations, and provides a detailed Short Term Work Program that outlines what specific projects and programs Ware County and the City of Waycross will implement over the next 5 years.

### Scope

This document was prepared following the Rules of the Georgia Department of Community Affairs (DCA) Chapter 110-12-1-.05, Standards and Procedures for Local Comprehensive Planning, "Local Planning Requirements," effective May 1, 2005. It includes three basic requirements for a Community Agenda:

1. The Community Vision is intended to paint a picture of what the community desires to become, providing a completed description of the development patterns to be encouraged within the jurisdiction. The Community Vision consists of a General Vision Statement, the Future Development Map and a Defining Narrative.
2. Community Issues and Opportunities. This is the list of Issues and Opportunities that the community intends to address and follow-up with specific implementation measures.
3. Short Term Work Program – These are specific implementation actions which the community intends to take over the next five years. This can include ordinances, review procedures, capital improvements, financing, investments or other incentives or programs.

### Use of the Plan

The City of Waycross and Ware County staff, the City Commission and County Commission and other local community leaders should use the Community Agenda, or the Comprehensive Plan, in three ways.

First, the Future Development Map should guide any zoning, development and capital investment decisions. It is a representation of the City and County's visions and indicates areas of Future Development/ Character Areas where certain types of land uses should be permitted. The Future Development Map takes into consideration the current zoning map, the existing uses on the ground, development suitability due to topography, soils, natural resources, the availability of existing and proposed infrastructure, as well as the needs of projected population and economic development growth.

Second, the Community Agenda provides Goals and Policies that will help guide day-to-day decisions. These goals and policies reflect community priorities and should also be used as guidelines in the analysis of zoning and development review decisions.

Third, the Community Agenda includes an Implementation Plan that will help direct public investment and private initiatives. Plan implementation is carried out through the implementation of any zoning ordinances or other land development regulations and through projects outlined in the Short-Term Work Program. This Community Agenda outlines recommended changes in the zoning and other codes to be consistent with the City's and the County's visions; and after the adoption of the Comprehensive Plan, it will be up to the City Commission and the County Commission to consider these code changes and implement revisions as

necessary.

In addition to these shorter term implementations and revisions, the Comprehensive Plan needs to be updated in regular intervals to reflect changing development and public policy conditions for the City of Waycross and Ware County.

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## **2. The Vision for the Future**

### **a. Introduction**

Public outreach, local involvement and community support are the key ingredients for a successful Comprehensive Plan. Therefore, an extensive outreach to the community was implemented as part of the planning process for Ware County and the City of Waycross. The public and key community stakeholders were engaged early and often through a series of stakeholder meetings. This resulted in a clearer understanding of the issues and opportunities affecting Ware County and the City of Waycross. Elected officials, community leaders and citizens also actively engaged in discussions and consensus building, resulting in a clearer vision of the future and the various implementation strategies and policies.

### **b. Public Outreach**

The Community Participation Plan (CPP) was completed early in the process prior to the Community Assessment with the goal to engage stakeholders and citizens continuously throughout the process.

The public involvement had four main goals:

- To educate and to increase public awareness of the Comprehensive Plan
- To take advantage of the expertise and local knowledge of the citizens in Ware County and the City of Waycross.
- To mobilize early and continuing support for the plan.
- To make the plan a “Grassroots Plan” developed by and for the residents of Waycross and Ware County.

### **c. Project Oversight and Coordination**

Ware County and the City of Waycross’ elected officials and staff provided general oversight over the planning process. This oversight was accomplished by engaging these key players in the process through active participation in the stakeholder workshops, and by regular personal and e-mail consultations on specific planning issues.

### **d. Community Outreach Tools**

#### **Website**

A website was developed to serve as a portal for everyone throughout the planning process. It was linked to the Southern Georgia Regional Commission website. The website was created in a simple format to facilitate navigation by the general public. A variety of information was posted on the website including schedules of meetings, invitations to meetings, draft and final documents including all maps, and contact information with the option to e-mail Southern Georgia Regional Commission staff anytime and directly. The website was updated often through the development of the Comprehensive Plan.

#### **Public Notification**

Public Notification tools included fliers that were posted and distributed electronically to the Stakeholders and other interested parties. Hard copies were also posted in the community, as well as City Hall and the County Administration Building. The local newspaper, The Waycross Journal Herald, also printed public announcements and advertisements.

#### **Meetings and Workshops**

A large number of people participated in the various meetings and workshops held for the Comprehensive Plan. Working with the public began with the Visioning/Kick-off meetings in May 2010. The meetings continued throughout the development of the Community and the Community Agenda in an effort to present a unified vision and implementation strategy for the City of Waycross and Ware County. A public hearing on October 5, 2010, completed the Community Assessment and a final public hearing on March 14, 2011,

provided the community with a last opportunity to shape the Community Agenda.

The following Community Agenda is the result of the extensive public involvement effort and is reflective of Ware County and the City of Waycross residents and elected officials' commitment to their home and vision for its future.

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### **3. Future Land Development**

#### **a. Introduction**

The Future Land Development Section describes and implements very important tools that will be used to guide future land development and capital investment decisions in Ware County and the City of Waycross via a **Future Development Map**.

The map is based on the County's and City's vision for the future and has been developed in coordination with the citizens, the stakeholders and elected officials. The Future Development Map is a required component of the Comprehensive Plan under Chapter 110-12-1.05 of the new Local Planning Requirements adopted by DCA on May 1, 2005.

The Future Development Map defines a specific vision for each Character Area and outlines the boundaries on a local scale. Several Character Areas have been defined for the City of Waycross and for Ware County with their own vision, description, Goals and Policies and implementation strategies. In addition, the map defines the distribution and location of where specific land use types such as agricultural, commercial, industrial, residential, conservation, etc. should be allowed to develop. The policies associated with each character area also define which uses should occur in each Character Area.

#### **b. Future Development Maps**

A series of Future Development Maps was created. These maps, found on the following pages, represent a specific vision for each character area. A description of how the character areas were defined follows, along with what types, forms, styles, and patterns of development are to be encouraged in the area, and the specific land uses and zoning categories allowed in the area, Quality Community Objectives to be pursued and identification of implementation measures to achieve the desired development patterns.

#### **c. Character Areas for Ware County and the City of Waycross**

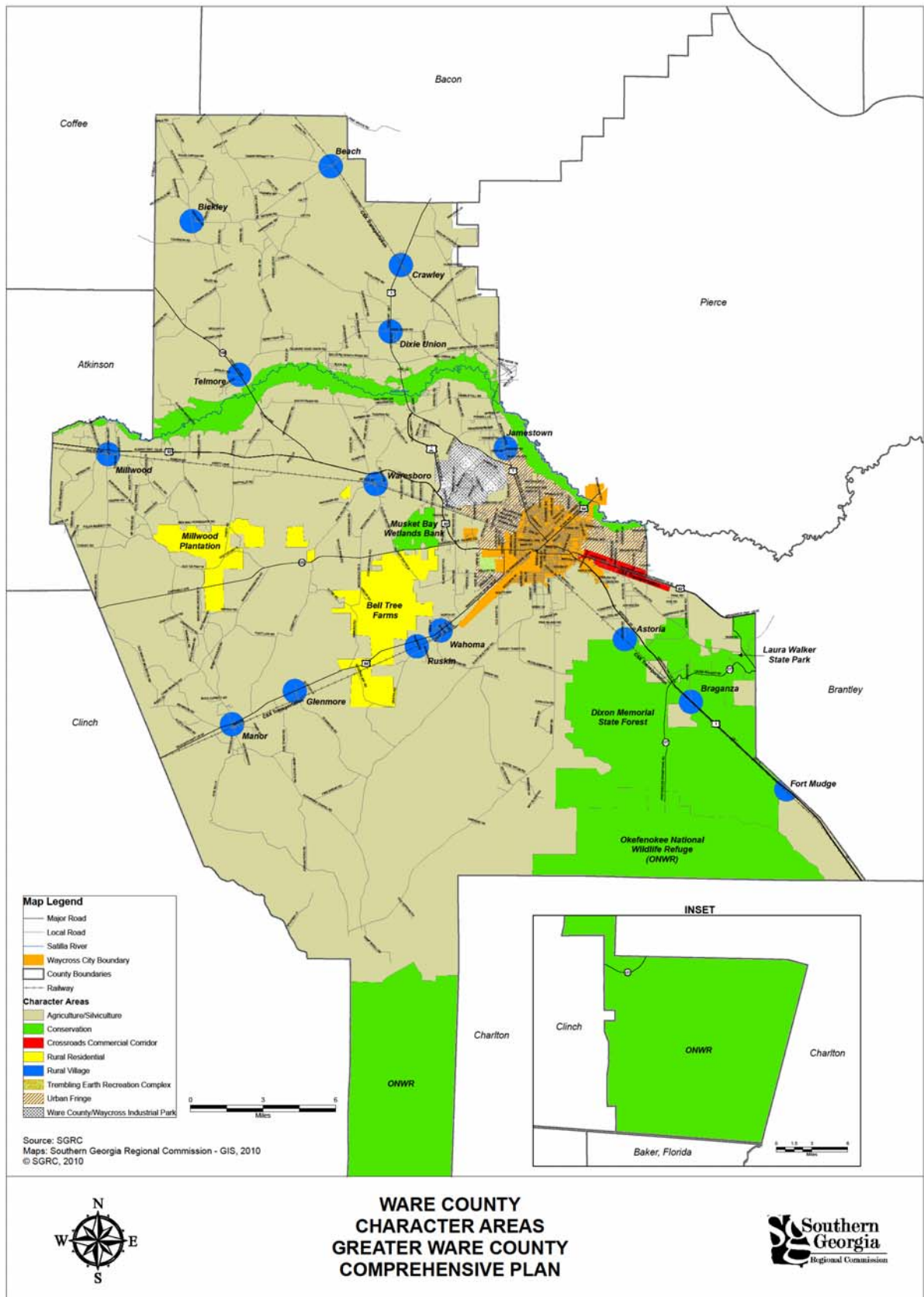
Each character area has a unique description stating either the existing or desired qualities for that area and shows the differences that exist among the different areas of the County and the City. The development strategy developed for each character area should serve as a guide for all development and redevelopment taking place in that character area. Adherence to these development strategies will ensure consistent and complementary development, which promotes a greater sense of place and overall improved quality of life. The inclusion of permitted zonings provides guidance as to the type of land uses encouraged within each character area and to ensure compatible uses within and between the character areas.

Character areas were defined by looking at the size and type of lots, site design features, and availability of infrastructure, density and intensity of development, type of development, environmental features and vision for future development. Some character areas are more generic and cover several geographic areas which show similar characteristics, issues and goals for their future. Other character areas are more specific and defined as such in their name, and act more as an overlay zone in their nature than a future land development designation.

#### **d. Character Area Maps**

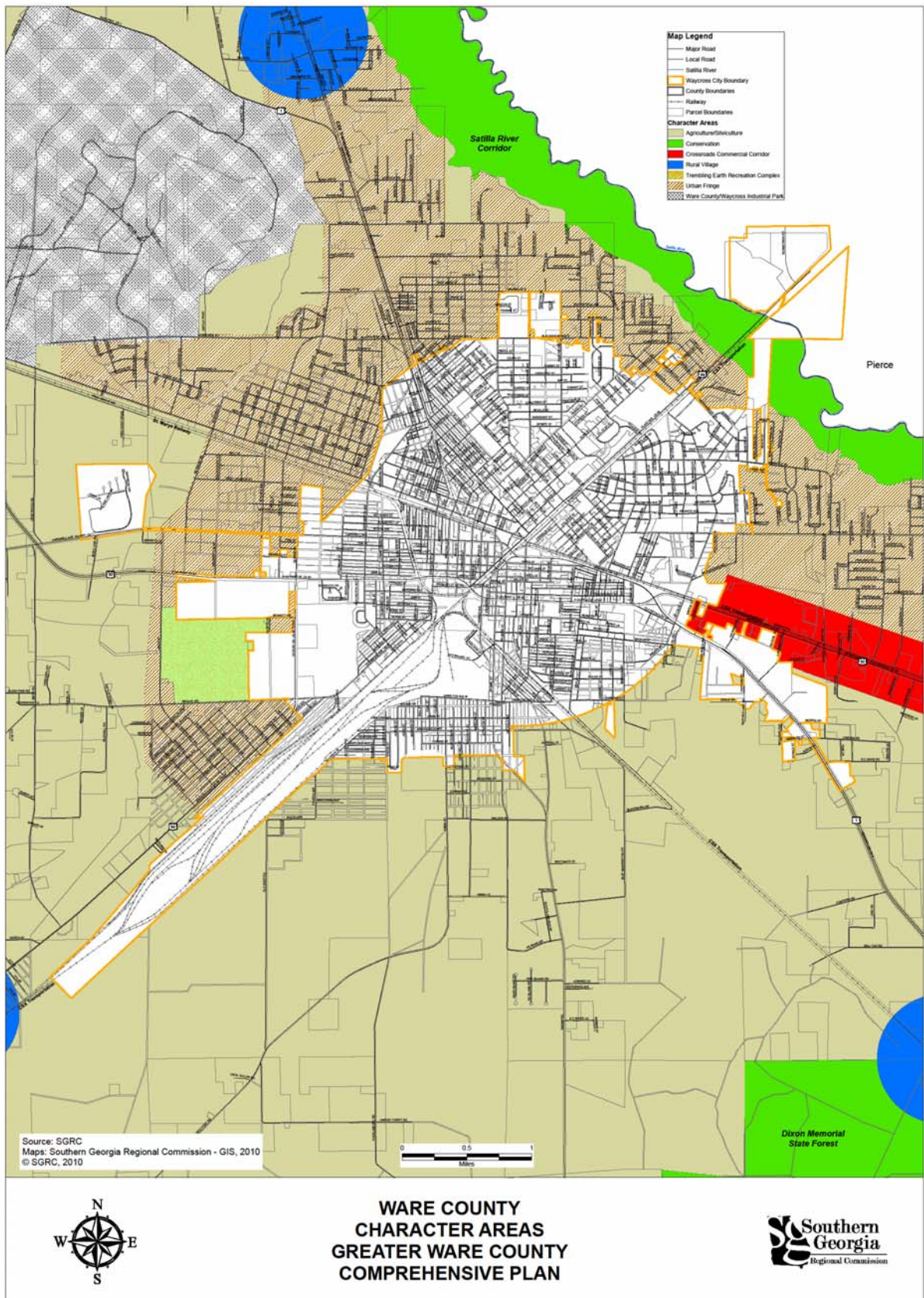
The following pages contain the customized Character Area Maps for Unincorporated Ware County and the City of Waycross. The Character Area maps were developed through workshops with the elected officials of each government and all stakeholders involved and reflect the local character of each area.

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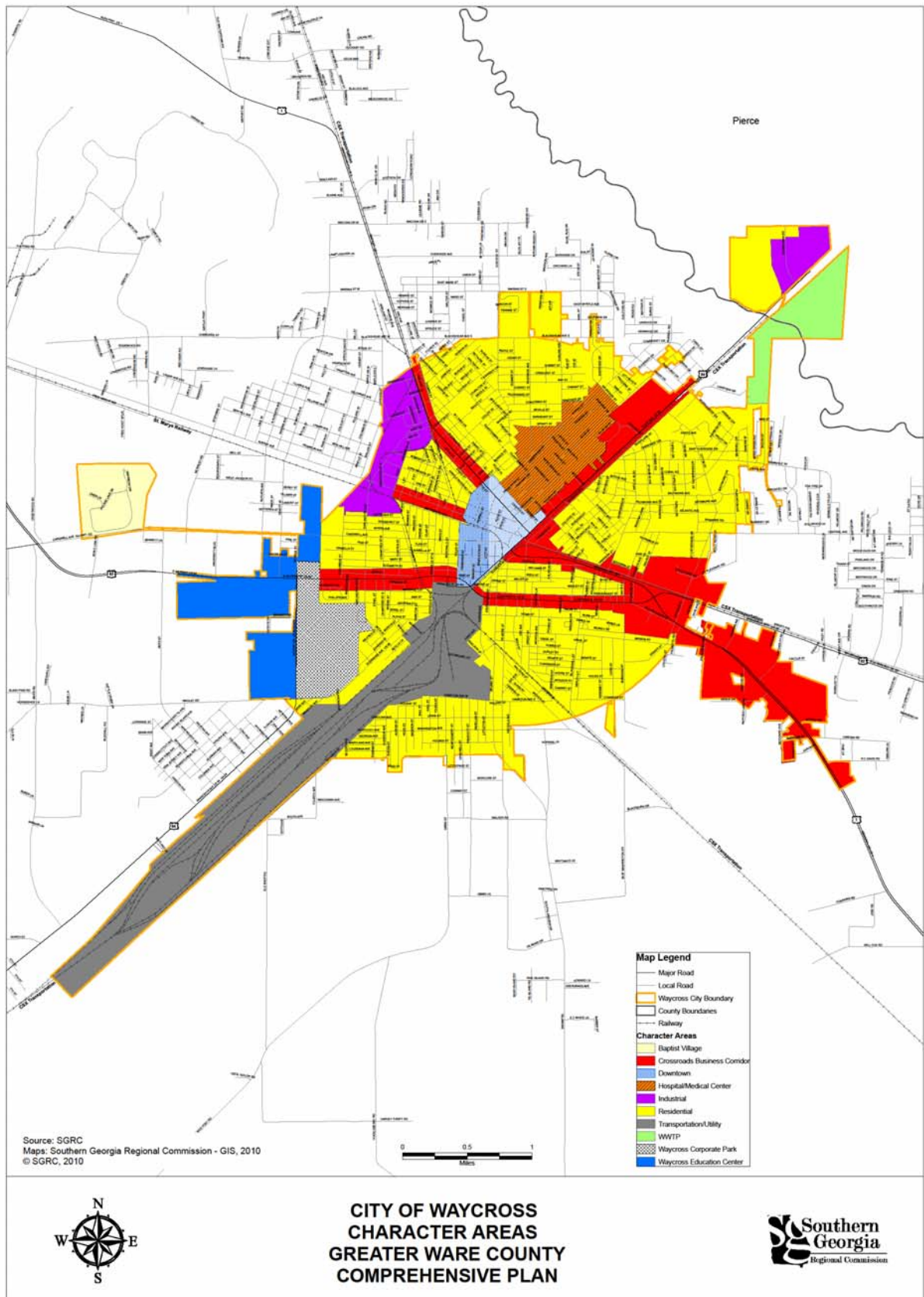


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## **h. Character Area Description and Documentation**

### **Agricultural/Silviculture Character Area**



#### **Description**

The rural and agricultural character area designation is intended for those areas outside of the downtown and suburban areas, which are associated with agricultural and silviculture operations and related activities, natural resource conservation, groundwater recharge areas, and low-density rural residential development accessory to agricultural or farm operation of varying sizes. Many of these agriculturally utilized lands are under the 10-year/15-year conservation designation through the Tax Assessor and therefore will not be available for development for those years. The majority of this area does not have any zoning regulations with the exception of two areas designated as A-1 and one area designated as A and R-75MH. The latter applies only to the Augusta Springs subdivision.

#### **Predominant Land Use**

Agricultural/silvicultural operations and related activities, forestry, natural resources conservation, groundwater recharge areas and low-density residential development accessory to agricultural or farm operations of varying sizes.

#### **Vision for the Future:**

Preserve farming and conservation options as a viable and important part of Ware County by maintaining low density rural residential development primarily accessory to farm operations and right to farm principles. Use of conservation easements to protect environmentally sensitive areas should be encouraged. Roadways in these areas should be widened only when required to meet public safety standards. Location of sustainable, clean commercial and industrial uses closely related to agriculture/silviculture should be encouraged as long as infrastructure is available and the uses are compatible with the surroundings.

#### **Quality Community Objectives:**

- **Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.
- **Environmental Protection Objective:** Environmentally sensitive areas should be protected from negative impacts of development. Environmentally sensitive areas such as ground water recharge areas, wetlands and native upland habitat (such as mature tree stands and southern hardwoods) deserve special protection, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.

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- **Appropriate Business (Agricultural) Objective:** Agricultural operations are an integral part of the economic development lifeline in Ware County and should be protected from development pressures. Eco-agricultural businesses should be encouraged.
  - **Regional Identity Objective:** The rural and agricultural character of the County should be preserved by maintaining large lot sizes accessory to and consistent with agricultural operations.

**Implementation Measures:**

- Allow only appropriate zoning districts or uses and establish county-wide land development regulations. Currently the following zoning districts appear within the Agricultural/Silviculture Character Area, however, most are located adjacent to the City boundaries or border one of the major transportation corridors:
  - A
  - A-1
  - RS
  - R-75MH
  - R-75
  - C-2
- Provide for buffers between agricultural and non-agricultural uses.
- Enforce Right-To-Farm Principles.
- Develop incentives to attract sustainable and clean agriculture/silviculture industry.
- Prohibit concentrated feed lot operations (CAFO's).

**Baptist Village**



**Description:**

This character area consists of the Baptist Village Retirement Planned Community which was founded in 1957 to provide housing to senior citizens. Baptist Village is a full service retirement community featuring villas, apartments, assisted living suites, a health care center, a chapel, a kitchen center, a resident center and an administrative annex. In addition, a gift shop and a new patient service area are also located on site. Recreation opportunities are provided on site, and transportation is available to access shopping, recreation and medical services off-site.

**Predominant Land Use:**

The predominant use is housing for senior citizens with associated uses. The current zoning district is designated as Zone M – Medical within the City of Waycross City limits.

**Vision for the Future:**

Provide a holistic living environment including housing, recreation, social community, transportation, shopping.

**Quality Community Objectives:**

- **Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.
- **Growth Preparedness Objective:** Each Community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These may include housing and infrastructure to support new growth, appropriate training of the workforce, ordinances to direct growth as desired or leadership capable of responding to growth opportunities.
- **Appropriate Business Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area and future prospects for expansion and creation of higher skill job opportunities.
- **Housing Opportunities Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community.
- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities should be made available to each community. Greater use of alternate transportation should be encouraged.

**Implementation Strategies:**

- Encourage consistent and complementary uses to achieve holistic senior living.
- Review and update the zoning standards to include standards for elderly housing.
- Provide continuous and safe walking trails and biking trails with interconnectivity between other destinations and other recreational facilities.
- Provide for comprehensive alternative transportation and include Baptist Village in any transit plans.
- Provide for limited commercial businesses at neighborhood scale.
- Ensure that water, sewer and road infrastructure is provided concurrent with development expansion.
- Provide flexibility in approval process to encourage creative design, green space, open space and green design, including bicycle and pedestrian way continuity.



## Conservation Character Area



### **Description**

The Conservation Character Area is intended to identify those areas in the County and the City which contain environmentally sensitive wetland areas, upland areas, areas important to water resource protection or which are home to endangered species or habitat. Conservation Character Areas in Ware County and the City of Waycross include the Satilla River Corridor, several groundwater recharge areas, Musket Bay Wetlands Bank, Dixon Memorial Forest, Laura S. Walker State Park, the Okefenokee Wildlife Refuge, and Scout Lake Park.

### **Predominant Land Use**

Conservation areas contain significant natural resources, watershed, and groundwater recharge areas. The land uses are undeveloped, natural lands with significant natural features including floodplains, wetlands, watersheds, wildlife management areas and other environmentally sensitive areas not suitable for development of any kind.

### **Vision for the Future:**

Protect water quality and groundwater recharge areas, and protect significant natural resources such as pristine wetland and upland habitat areas to preserve natural habitat.

### **Quality Community Objectives:**

- **Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.
- **Environmental Protection Objective:** Environmentally sensitive areas should be protected from negative impacts of development. Environmentally sensitive areas such as ground water recharge areas, wetlands, and native upland habitat (such as mature tree stands and southern hardwoods) deserve special protection, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage and vegetation of an area should be preserved.
- **Regional Cooperation Objective:** Regional cooperation should be encouraged in setting priorities, identifying shared needs and finding collaborative solutions, particular where it is critical to the success of a venture, such as protection of shared natural resources.

### **Implementation Measures:**

- Establish a zoning district protecting conservation areas and encouraging compatible development and/or use.
- Provide for buffers between agricultural and non-agricultural uses.
- Establish Greenway and Blueway Corridors: These are areas of predominantly environmentally sensitive lands which are mostly linear in nature and will serve to protect native wetland and upland habitats as well as groundwater recharge areas from development and include those areas in the Regional Important Resource Plan.

- Encourage voluntary conservation easements from private property owners.
- Provide conservation incentives such as transfer of development rights or clustering.
- Purchase the most sensitive lands for public protection. Funds are scarce but could be found through donations, SPLOST funds, grants or low-interest loans through programs such as the Georgia Land Conservation Program or even a special voter approved tax assessment specifically for that purpose.
- Restrict the type of development permitted and the size of lots permitted in conservation areas.
- Explore the use of conservation overlay districts.

## Crossroads Commercial Corridor Character Area



### **Description:**

The areas identified as Crossroads Commercial include typical office, retail and service commercial uses that are typically clustered around the major commercial corridors traversing Ware County and the City of Waycross. These include US #1, Hwy 82 and Hwy 84. These commercial corridors are characterized by heavy traffic volumes traveling on four to six lane highways which include a large portion of interstate and intrastate commercial traffic.

### **Predominant Land Use:**

These areas include a wide variety of both established and newer commercial uses, big box uses, large lots and parking areas, a minimum of landscaping or other attractive features. Present are also a variety of fast food and chain restaurants catering to the traveling public, as well as gas stations and some hospitality uses. Current main zoning districts included in this character area are C-2, Highway Commercial, Mixed Use, and R-75 Man. Home.

### **Vision for the Future:**

The vision is to maintain highway oriented commercial uses, but to provide more interconnectivity between properties, and to develop visual and maintenance standards. The goal is to develop attractive gateways through town which will attract visitors and businesses and protect adjacent landowners and residents from adverse traffic impacts. Encourage compatible zoning districts.

### **Quality Community Objectives:**

- **Growth Preparedness Objective:** Each Community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These may include housing and infrastructure to support new growth, appropriate training of the workforce, ordinances to direct growth as desired or leadership capable of responding to growth opportunities.
- **Appropriate Business Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area and future prospects for expansion and creation of higher skill job opportunities.
- **Environmental Protection Objective:** Environmentally sensitive areas should be protected from negative impacts of development. Environmentally sensitive areas such as ground water recharge areas, wetlands, and native upland habitat (such as mature tree stands and southern hardwoods) deserve special protection, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.
- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities, should be made

available to each community. Greater use of alternate transportation should be encouraged.

- **Infill Development Objective:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment closer to the downtown or traditional urban core of the community.

**Implementation Strategies:**

- Establish and define specific roles for each corridor.
- Promote gateway treatment at commercial nodes or key intersections.
- Identify nodes based on existing businesses, residents and land use patterns.
- Provide for flexibility in the zoning regulations to allow for a compatible mix of uses.
- Provide for flexibility in design standards to allow infill development to take place, provide interconnectivity and allow for shared and lower parking standards.
- Improve the visual appearance by beautifying the corridors' right-of-ways.
- Redevelop or re-designate key parcels within the corridors.
- Explore a frontage road system to minimize curb cuts.
- Explore the concept of corridor or boulevard housing, medium to high density housing
- Improve the economic performance.
- Develop safe and attractive channels for pedestrians and bicyclists.
- Provide for public/private partnerships to construct and rehabilitate older, but quality commercial and mixed use development.
- Produce and adopt development standards and design guidelines that set forth the minimum requirements necessary for developing in the corporate park as they relate to site planning, architecture, infrastructure, streetscapes, landscape, furnishings, signage and lighting. The standards and guidelines identify common interests and a shared vision to ensure all development is held to the same standards of quality. Owner/builders and developers are assured that their levels of investment will be matched throughout the site.

**Hospital / Medical Center Character Area**



**Description:**

This is an established area with its activity centered on a substantial land use that has regional reach beyond the neighborhood – the Satilla Regional Medical Center. Other uses in the area include medical offices and other allied professional, retail and service uses that are associated with the delivery of medical care to the community and beyond. Satilla Regional Medical Center is licensed for 231 beds and is the major medical referral center for the 9-county region it serves in southeast Georgia.

**Predominant Land Use:**

The predominant use in this area is the Satilla Medical Center with surrounding related uses. Zoning districts within this area consist of C-2 (Highway Commercial) and M (Medical).

**Vision for the Future:**

Encourage and enhance a mixed use community which will provide opportunities for the day to day needs of the residents as well as expand the role of the medical service and business sector in Waycross. Encourage the continued development and co-location of medical services and allied services. Encourage housing and a living environment for medical professionals to live in the area and in the adjacent downtown.

**Quality Community Objectives:**

- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities, should be made available to each community. Greater use of alternate transportation should be encouraged.
- **Infill Development Objective:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment closer to the downtown or traditional urban core of the community.
- **Housing Opportunities Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.
- **Traditional Neighborhood Objective:** Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.
- **Sense of Place Objective:** Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

**Implementation Strategies:**

- Allow only appropriate and compatible uses within this area, but strive for a holistic working and living environment for the residents.
- Allow for a zoning district or zoning regulations that allows different types of uses to locate within the same area, provided these uses are reasonably related and compatible.
- Allow for more compact development.
- Allow for on-street parking and enhanced streetscape design to encourage attractive neighborhoods and community plazas.
- Allow for neighborhood businesses and at-home business to service the neighborhood.
- Require interconnectivity between businesses and properties where appropriate including pedestrian and bikeways along landscaped corridors.
- Provide for alternative transportation including para transit to ensure access to services for visitors and patients.
- Provide for commercial businesses at neighborhood scale-and require architecture to be consistent with the neighborhood, avoid corporate architecture.
- Ensure that water, sewer and road infrastructure is provided concurrent with development.
- Encourage rehabilitation, preservation and maintenance of historic properties and structures.

## Industrial Character Area



### **Description:**

These areas are intended to provide an environment suitable for light and heavy manufacturing, wholesale and warehousing activities that may impose undesirable noise, vibration, odor, dust or other offensive effects on the surrounding areas, together with other non-residential uses that may be necessary with industrial surroundings. Suitable industrial areas exist within the industrial park and on land around the airport.

### **Predominant Land Use:**

Industry related to silviculture including millwork, construction services, manufacturing, motor freight transportation and warehousing, wholesale trades and similar uses. Zoning districts within this character area include IP (Industrial Park District), GI (General Industrial) and LI (Light Industrial).

### **Vision for the Future:**

Provide guidelines and infrastructure to enhance the connectivity and accessibility of these areas in order to ensure business success while minimizing adverse impacts on neighborhoods and the environment.

### **Quality Community Objectives:**

- **Growth Preparedness Objective:** to identify and put in place the prerequisites for the type of growth the area seeks to achieve. These may include housing and infrastructure (roads, water, sewer and telecommunications) to support new growth, appropriate training to the workforce, ordinances to direct growth as desired or leadership capable of responding to growth opportunities.
- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities, should be made available to each community. Greater use of alternative transportation should be encouraged.
- **Appropriate Business Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area and future prospects for expansion and creation of higher skill job opportunities.

### **Implementation Strategies:**

- Focus the combined business attraction and development efforts of Ware County and the City of Waycross on a number of key industry “clusters” identified as having the most potential for growth in the area. Accommodate green industrial development.
- Recast the industrial park as a demonstration center for “green” practices, products and services.
- Initiate and sustain higher levels of capital investment by attracting strong, job producing light industrial and manufacturing firms, while encouraging expansion of existing anchor developments.
- Improve vacant and underutilized properties and determine the most suitable uses given inherent market and site opportunities and constraints.

- Reduce blight, particularly along the main corridors. These corridors act as entryways into Waycross and, if improved, could improve perceptions of the City and attract investment.
- Capitalize on Ware County’s and the City of Waycross’ excellent location with proximity to a well-integrated rail and state highway transportation hub.
- Pursue development of collateral marketing materials.
- Develop and implement a planting and maintenance plan.
- Develop a business retention, expansion and recruitment strategies.
- Support economic diversification
- Encourage higher quality landscapes and site designs.
- Through efficiencies, cut energy use and costs.
- Minimize infrastructure demand and utilize sustainable infrastructure.



## Residential Character Area



### **Description:**

These areas are generally located within the City of Waycross surrounding the downtown and hospital character areas and split by commercial development corridors that radiate out from the center of Waycross. They typically include single family residential, and the density ranges from low to medium density with predominantly single family homes and very few commercial uses.

### **Predominant Land Use:**

The predominant use is residential with some mix of smaller schools and churches and some very limited neighborhood commercial. The residential character area includes the following zoning districts: RS (Residential), R50 (Residential), R50 Mobile Home (Residential), R50 Historic District, R75 (Residential), R75 Mobile Home (Residential), R75 Residential Manufactured Home (Residential), and R90 (Residential).

### **Vision for the Future:**

The focus for these areas is to reinforce the stability of the neighborhoods by encouraging more homeownership and maintenance or upgrade of existing structures. Provide for more safety and connectivity through continuous sidewalks and bike paths. Protect established neighborhoods from encroachment and deterioration and preserve historic buildings and character. Ensure that sufficient infrastructure is available in conjunction with development and minimize negative impacts through proactive planning.

### **Quality Community Objectives:**

- **Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.
- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities, should be made available to each community. Greater use of alternate transportation should be encouraged.
- **Infill Development Objective:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment closer to the downtown or traditional urban core of the community.
- **Housing Opportunities Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.
- **Traditional Neighborhood Objective:** Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.

**Implementation Strategies:**

- Protect residential neighborhoods from encroachment by non-residential uses.
- Maintain, enforce and improve zoning standards for property upkeep (performance) and screening standards.
- Promote limited mixed-use to serve neighborhood needs.
- Review and update subdivision regulations.
- Implement Safe Routes to School Programs between neighborhoods and schools.
- Explore opportunities and incentives to encourage redevelopment or replacement of blighted structures and areas.
- Encourage rehabilitation, preservation and maintenance of historic properties and structures.

## Rural Residential Character Area



### **Description:**

These areas are generally located within the unincorporated area of the county, specifically including two platted development areas called Bell Tree Farms and Millwood Plantation. Bell Tree Farms is an approximately 8,000 acre subdivision that was subdivided in large fifty acre tracts and sold without going through the official Ware County subdivision process. The subdivision is located in an area that consists mainly of wetlands and floodplains and is not suitable for rural residential development. Millwood Plantation is an area which has been subdivided into 20 acre tracts and which is slowly transitioning to rural residential.

### **Predominant Land Use:**

The predominant use is residential with some mix of smaller schools and churches and some very limited neighborhood commercial. No zoning districts currently cover these areas.

### **Vision for the Future:**

The focus for these areas is to reinforce the stability of the neighborhoods by encouraging more homeownership and maintenance or upgrade of existing structures. Provide for more safety and connectivity through continuous sidewalks and bike paths. Protect established neighborhoods from encroachment and deterioration and preserve historic buildings and character. Ensure that sufficient infrastructure is available in conjunction with development and minimize negative impacts through proactive planning.

### **Quality Community Objectives:**

- **Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.
- **Environmental Protection Objective:** Environmentally sensitive areas should be protected from negative impacts of development. Environmentally sensitive areas such as ground water recharge areas, wetlands, and native upland habitat (such as mature tree stands and southern hardwoods) deserve special protection, particularly when they are important for maintaining the traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage and vegetation of an area should be preserved.
- **Housing Opportunities Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community.
- **Growth Preparedness Objective:** to identify and put in place the prerequisites for the type of growth the area seeks to achieve. These may include housing and infrastructure (roads, water, sewer and telecommunications) to support new growth, appropriate training to the workforce, ordinances to direct growth as desired or leadership capable of responding to growth opportunities.

**Implementation Strategies:**

- Support additional growth only in those rural areas where such growth is planned for and supported by appropriate services.
- Limit non-farm housing development in areas designated as Agriculture and intended for long-term agricultural/silvicultural production. Limiting non-farm housing will ensure that farming remains the predominant land use and reduce conflicts between agriculture and other land uses.
- Preserve “rural” characteristics for residential subdivisions in the rural area. The pattern of development rural area should protect environmental resources and a sense of “rural character”. Features such as scenic landscapes, open views, dispersed houses, woodlots, and wetlands - as defined by the local government and the residents.
- Develop limited land development regulations that will minimize the impacts from unregulated platting on the environment and that will promote sustainability and lower taxpayer burden in the form of efficient use of infrastructure (utilities, roads).
- Implement Safe Routes to School Programs between neighborhoods and schools.
- Provide for very limited commercial businesses at neighborhood scale, and no “big box” development.
- Encourage removal of abandoned and vacant structures; especially mobile homes.

**Rural Village Character Area**



**Description:**

These include areas in Ware County such as Manor, Glenmore, Ruskin, Wahoma, Fort Mudge, Braganza, Astoria, Jamestown, Waresboro, Millwood, Telmore, Bickley, Beach, Crawley and Dixie Union. These areas have their main activities located at highway intersections, which serve the surrounding agricultural areas and rural residential residents.

**Predominant Land Use:**

The predominant land use is that of a village with some centralized commercial activity, as well as automobile oriented to serve the immediate needs of the surrounding area. In these areas mixed neighborhood uses are appropriate that consist of compatible uses such as residential, neighborhood commercial, churches, schools, parks. Zoning districts currently are not applicable in these areas.

**Vision for the Future:**

To maintain the rural atmosphere while providing crucial services such as EMS, limited employment opportunities, new residential opportunities, and affordable, quality housing. To maintain the local character by improving the village mainstreet area with some local businesses and industry that will serve passers-by and local residents and provide local jobs.

**Quality Community Objectives:**

- **Sense of Place Objective:** The downtown or mainstreet areas of these communities need to be preserved and improved as much as possible and reclaim their function as a community center. These community centers need to achieve an attractive, pedestrian friendly atmosphere that will serve and attract the surrounding residents and provide necessary day to day neighborhood services in retail, restaurants and services for the residents.
- **Heritage Preservation Objective:** Many of these small, unincorporated villages have historical buildings such as historical schools and churches which need to be recognized and preserved.
- **Growth Preparedness Objective:** Each Community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These may include housing and infrastructure to support new growth, appropriate training of the workforce, ordinances to direct growth as desired, or leadership capable of responding to growth opportunities.
- **Appropriate Business Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher skill job opportunities.
- **Housing Opportunities Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.

**Implementation Measures:**

- Develop appropriate use guidelines for this character area.
- Allow a variety of home types to be able to utilize existing small lots and provide affordable housing.
- Allow for more flexibility of uses and design regulations to maintain a village character.
- Allow for more compact development.
- Allow for neighborhood businesses and at-home business to service the neighborhood.
- Allow in-fill and the retrofitting of older, historic landmarks for modern functions such as city hall or community center.
- Wherever possible, connect to regional network of green space and trails, available to pedestrians, bicyclists, and equestrians, for both tourism and recreational purposes.
- Increase safety and visibility for vehicular and pedestrian traffic by improving intersection sight triangles.

**Transportation/Utilities Character Area**



**Description:**

The purpose of this character area is to recognize the transportation or utility use of a property. This designation is applied when appropriate, subject to the existing or intended specific use of the property. Areas in Ware County and the City of Waycross with this designation include the Waycross-Ware County Airport and the Rice Yard for trains moving into and through Waycross.

**Predominant Land Use:**

Airports, landfills, railroad switching yards and corridors. This character are due to its nature encompasses only the GI (General Industrial) and LI (Light Industrial) zoning districts.

**Vision for the Future:**

To provide and protect an environment that is suitable for utilities, transportation and communication facilities, together with uses that can be compatible with utility, transportation and communication facility surroundings and to provide an environment that will protect such uses from encroaching incompatible development.

**Quality Community Objectives:**

- Growth Preparedness Objective: to identify and put in place the prerequisites for the type of growth the area seeks to achieve. These may include housing and infrastructure (roads, water, sewer and telecommunications) to support new growth, appropriate training to the workforce, ordinances to direct growth as desired, or leadership capable of responding to growth opportunities.

**Implementation Strategies:**

- Provide for appropriate buffering between the T/U uses and other uses.
- Provide for adequate property purchase programs where negative impacts from public operations cannot be mitigated.
- Review and enhance zoning and emergency requirements relating to hazardous materials.
- Evaluate strategies to minimize inconvenience and increase safety for all at-grade railroad crossings.

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**Trembling Earth Recreation Complex Character Area**



**Description:**

This area consists of 123 acres of recreation land divided into three complexes within walking distance of each other. The recreation complex includes a walking track , pond, baseball, softball, football and soccer fields.

**Predominant Land Use:**

Public Recreation Complex. The zoning district for this area is A (Agriculture).

**Vision for the Future:**

Provide connectivity to other passive and active recreation areas and incorporate as part of a bicycle network system.

**Quality Community Objectives:**

- **Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.
- **Environmental Protection Objective:** Environmentally sensitive areas should be protected from negative impacts of development. Environmentally sensitive areas such as ground water recharge areas, wetlands, and native upland habitat (such as mature tree stands and southern hardwoods) deserve special protection, particularly when they are important for maintaining the traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage and vegetation of an area should be preserved.

**Implementation Strategies:**

- Develop a five year implementation and marketing plan for Trembling Earth.
- Seek grants, contributions, and dedications to accomplish improvements to the park and its recreational facilities and programs.
- Coordinate efforts to provide park and recreation services with neighboring facilities and communities through joint development and/or operation.

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## Urban Fringe Character Area



### **Description:**

This area lies in the unincorporated county and encircles the City of Waycross with suburban type residential development from the west around to the north and east. The area is both served with water and sewer and is expected to see the majority of the residential development in the county.

### **Predominant Land Use:**

The predominant land use here is low to medium density residential with scattered strip commercial development and scattered civic or institutional uses such as convenience stores, waste collection sites and churches. Applicable zoning districts in this area include: A (Agriculture), A-1 (Agriculture), C2 (Highway Commercial), RS (Residential), R50 (Residential), R50 MH (Residential), R75 (Residential), R75MH (Residential), and R90 (Residential).

### **Vision for the Future:**

The suburban neighborhood areas should be encouraged to develop at lower densities as master planned developments, with an emphasis on connectivity and walkability. In addition, care should be taken to control growth and ensure that any development will occur concurrent with the provision of necessary infrastructure and to ensure equitable distribution of project created infrastructure cost to the new developments. The areas should provide for interconnectivity between subdivisions and encourage alternate modes of transportation. These areas should also provide for open space within and outside of subdivisions in order to provide additional green space, as well as passive and active recreation areas that will serve the residents.

### **Quality Community Objectives:**

- **Growth Preparedness Objective:** Each Community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These may include housing and infrastructure to support new growth, appropriate training of the workforce, ordinances to direct growth as desired or leadership capable of responding to growth opportunities.
- **Appropriate Business Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area and future prospects for expansion and creation of higher skill job opportunities.
- **Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.
- **Environmental Protection Objective:** Environmentally sensitive areas should be protected from negative impacts of development. Environmentally sensitive areas such as ground water recharge areas, wetlands, and native upland habitat (such as mature tree stands and southern hardwoods) deserve special protection, particularly when they are important for maintaining the

traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage and vegetation of an area should be preserved.

- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities should be made available to each community. Greater use of alternate transportation should be encouraged.
- **Housing Opportunities Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community.

**Implementation Strategies:**

- Provide a network of sidewalks and bike paths.
- Encourage inclusionary zoning to enable complementary and mixed uses.
- Review and update the zoning and subdivision standards to account for impacts on infrastructure to avoid future capacity problems.
- Ensure that water, sewer and road infrastructure is provided concurrent with development. This also should include siting and size and type of schools, police and fire.
- Provide flexibility in subdivision regulation to encourage creative design, green space, open space and green design including bicycle and pedestrian way continuity.
- Promote tree preservation.
- Review and enhance standards for minimum landscaping and fencing standards.
- Encourage complimentary uses between City and County in this area to ensure compatibility of uses, infrastructure across City-County lines.
- Encourage rehabilitation, preservation and maintenance of historic properties and structures.

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## Ware County/ Waycross Industrial Park Character Area



### **Description:**

This area is intended to provide an environment suitable for light manufacturing, wholesale and warehousing activities that, together with other non-residential uses that may be compatible with other industrial surroundings including the airport.

### **Predominant Land Use:**

Industry related to silviculture including millwork, construction services, manufacturing, motor freight transportation and warehousing, wholesale trades and similar uses. Applicable zoning districts in this character area are IP (Industrial Park), GI (General Industrial), M2 (Heavy Industrial), and A-1 (Airport). This character area also encompasses on three sides a residential (R90) area which may, in the future, lead to incompatibility issues.

### **Vision for the Future:**

Provide guidelines and infrastructure to enhance the connectivity and accessibility of these areas in order to ensure business success while minimizing adverse impacts on neighborhoods and the environment.

### **Quality Community Objectives:**

- **Growth Preparedness Objective:** to identify and put in place the prerequisites for the type of growth the area seeks to achieve. These may include housing and infrastructure (roads, water, sewer and telecommunications) to support new growth, appropriate training to the workforce, ordinances to direct growth as desired or leadership capable of responding to growth opportunities.
- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities, should be made available to each community. Greater use of alternative transportation should be encouraged.
- **Appropriate Business Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area and future prospects for expansion and creation of higher skill job opportunities.

### **Implementation Strategies:**

- Focus the combined business attraction and development efforts of Ware County and the City of Waycross on a number of key industry “clusters” identified as having the most potential for growth in the area. Accommodate green industrial development.
- Recast the industrial park as a demonstration center for “green” practices, products and services.
- Initiate and sustain higher levels of capital investment by attracting strong, job producing light industrial and manufacturing firms, while encouraging expansion of existing anchor developments.

- Improve vacant and underutilized properties and determine the most suitable uses given inherent market and site opportunities and constraints.
- Reduce blight, particularly along the main corridors. These corridors act as entryways into Waycross and, if improved, could improve perceptions of the City and attract investment.
- Capitalize on Ware County’s and the City of Waycross’ excellent location with proximity to a well-integrated rail and state highway transportation hub.
- Pursue development of collateral marketing materials.
- Develop and implement a planting and maintenance plan.
- Develop a business retention, expansion, and recruitment strategies.
- Support economic diversification.
- Encourage higher quality landscapes and site designs.
- Through efficiencies, cut energy use and costs.
- Minimize infrastructure demand and utilize sustainable infrastructure.
- Develop a comprehensive recruitment strategy.

## Waste Water Treatment Plant Character Area



### **Description:**

The property where the City of Waycross Wastewater Treatment Plant is located, is owned by the municipality and stretches from south-west of the Satilla River, where the actual plant is located, to the north-east of the Satilla River where the plant's sludge fields are located. The property directly adjacent to the river is intended for conservation and any solubles intended for the fields are piped under the river. This property is designated as its own character area to protect the function of the Wastewater Treatment Plant and the natural habitat of the River.

### **Predominant Land Use:**

Wastewater Treatment Plant operation and river corridor habitat conservation. The area is currently designated as residential zoning district.

### **Vision for the Future:**

Maintain the viability of the Wastewater Treatment Plant and the viability of the River.

### **Quality Community Objectives:**

- **Growth Preparedness Objective:** to identify and put in place the prerequisites for the type of growth the area seeks to achieve. These may include housing and infrastructure (roads, water, sewer and telecommunications) to support new growth, appropriate training to the workforce, ordinances to direct growth as desired or leadership capable of responding to growth opportunities.
- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities, should be made available to each community. Greater use of alternative transportation should be encouraged.
- **Appropriate Business Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area and future prospects for expansion and creation of higher skill job opportunities.

### **Implementation Strategies:**

- Maintain the current policy of providing services to the residents of Waycross and Ware County while upholding sound environmental policies for the protection of the Satilla River Corridor.
- Provide a more appropriate zoning district reflecting the use of a waste water treatment plant as well as requiring Best Management Practices for the conservation of the Satilla River corridor.

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**Waycross Corporate Park Character Area**



**Description:**

This area includes the corporate/industrial park which is located adjacent to the Education Center Character Area.

**Predominant Land Use:**

Predominant uses are offices, distribution and light manufacturing uses within a corporate park setting. This area is covered under the IP (Industrial Park) zoning designation.

**Vision for the Future:**

The focus for this area is to provide an environment conducive to maintaining and attracting businesses into the corporate park in order to create quality jobs for the community. This includes providing appropriate infrastructure and public services as well as up to date technology.

**Quality Community Objectives:**

- **Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.
- **Growth Preparedness Objective:** Each Community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These may include housing and infrastructure to support new growth, appropriate training of the workforce, ordinances to direct growth as desired or leadership capable of responding to growth opportunities.
- **Appropriate Business Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area and future prospects for expansion and creation of higher skill job opportunities.
- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities should be made available to each community. Greater use of alternate transportation should be encouraged.

**Implementation Strategies:**

- Allow only appropriate zoning districts or uses and establish county-wide land development regulations.
- Provide interconnectivity between the corporate business park and the adjacent educational institutions.
- Provide for flexibility in designs regulation to encourage creative design, green space, open space and green design, including bicycle and pedestrian way continuity.
- Provide for appropriate buffering between the corporate uses and other, adjacent uses.

- Ensure that water, sewer and road infrastructure is provided concurrent with development expansion.
- Develop a list of targeted businesses to be located in this area.
- Provide for private/public job training programs in coordination with the adjacent educational institutions.
- Coordinate with the Army Corps of Engineers to develop a wetland mitigation plan for this area.

**Waycross Downtown Character Area**



**Description:**

This area includes the traditional downtown in the City of Waycross and its historical buildings.

**Predominant Land Use:**

Primary land uses within this area typically include city services, entertainment and commercial recreation, mainstreet, mixed use businesses, business support services, urban neighborhoods, and traditional, older, but stable neighborhoods. Current zoning districts include C1 (Neighborhood Commercial), C2 (Highway Commercial), C3 (Downtown Business District), C4 (Central Business District), O (Office), and M (Medical).

**Vision for the Future:**

Continue renovation and rehabilitation of historic buildings. Continue to develop mixed use to include residential, commercial and cultural uses in the area to encourage a vibrant, livable and walkable downtown.

**Quality Community Objectives:**

- **Regional Identity Objective:** Regions should promote and preserve an “identity”, defined in terms of traditional regional architecture, common economic linkages that bind the region together, or other shared characteristics.
- **Heritage Preservation Objective:** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community’s character.
- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities, should be made available to each community. Greater use of alternative transportation should be encouraged.
- **Infill Development Objective:** Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment closer to the downtown or traditional urban core.
- **Housing Opportunities Objective:** Quality housing and a range of housing size, cost, and density should be provided in each community, to make it possible for all who work in the community to also live in the community.
- **Traditional Neighborhood Objective:** Traditional neighborhood development patterns should be encouraged, including use of more human scale development, mixing of uses within easy walking distance of on another, and facilitating pedestrian activity.
- **Sense of Place Objective:** Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.

**Implementation Strategies:**

- Aim for a multi-functional downtown to attract a wide range of individuals by influencing housing, work, shopping, culture, entertainment, government and tourist attractions.
- Include after-school programs, anti-crime initiatives, youth development, employment services, arts, recreational opportunities and public transit in order to address the human, social and economic dimensions in addition to the physical dimension of providing new housing and commercial businesses.
- Create partnerships by encouraging cooperation of local government, chamber of commerce, private sector and civic organizations.
- Provide guidance to new commercial businesses in regard to financing, parking, zoning and building design.
- Focus on diversification of Downtown's business mix and the addition of underrepresented uses such as parks, entertainment and fine dining.
- Develop and maintain genuine public spaces by widening sidewalks, landscaping, encouraging on-street activities and promoting community.
- Develop recruitment, retention, and expansion strategies for appropriate businesses.
- Increase the pedestrian friendly nature of Downtown.
- Pursue grant funding to beautify downtown, including façade improvements to increase the perception of the area.
- Encourage rehabilitation, preservation and maintenance of historic properties and structures.

## Waycross Education Center Character Area



### **Description:**

This area includes the high school, Waycross College and Okefenokee Technical College, and has developed into the education center for the area through co-location of these learning institutions.

### **Predominant Land Use:**

The predominant use is residential with some mix of smaller schools and churches and some very limited neighborhood commercial. Zoning districts in this area include R90 (Residential), CN (Conservation), and C2 (Highway Commercial).

### **Vision for the Future:**

The focus for these areas is to reinforce the stability of the neighborhoods by encouraging more homeownership and maintenance or upgrade of existing structures.

### **Quality Community Objectives:**

- **Open Space Preservation Objective:** New development should be designed to minimize the amount of land consumed and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors.
- **Regional Identity Objective:** Regions should promote and preserve an “identity”, defined in terms of traditional regional architecture, common economic linkages that bind the region together, or other shared characteristics.
- **Transportation Alternatives Objective:** Alternatives to transportation by automobile, including transit, bicycle routes and pedestrian facilities, should be made available to each community. Greater use of alternative transportation should be encouraged.
- **Sense of Place Objective:** Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment.
- **Growth Preparedness Objective:** Each Community should identify and put in place the prerequisites for the type of growth it seeks to achieve. These may include housing and infrastructure to support new growth, appropriate training of the workforce, ordinances to direct growth as desired or leadership capable of responding to growth opportunities.
- **Appropriate Business Objective:** The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, linkages to other economic activities in the region, impact on the resources of the area and future prospects for expansion and creation of higher skill job opportunities.

**Implementation Strategies:**

- Build on the location to encourage community use.
- Maintain safety and security to create a quality learning environment.
- Provide interconnectivity and access, day and night year-round, including access by public transportation to adjacent cultural, recreational and training opportunities.
- Create public/private partnerships for education of the workforce through training programs.

<b>Character Area Compatibility Matrix</b>								
<b>Zoning</b>	<b>Agriculture/ Silviculture</b>	<b>Baptist Village</b>	<b>Conservation</b>	<b>Crossroads Commercial</b>	<b>Hospital/ Medical</b>	<b>Industrial</b>	<b>Residential</b>	<b>Rural Residential</b>
A	X							
A-1	X							
A-2								
C-1								
C-2	X			X	X			
C-3								
C-4								
CDD								
GI						X		
IP						X		
LI						X		
M		X			X			
O								
R50							X	
R50 MH								
R50 HD								
R-75 Res	X							
R-75 MH	X			X			X	
R-75 Manu.Home								
R90							X	
RS	X						X	
MU				X				
CN								

<b>Character Area Compatibility Matrix</b>									
<b>Zoning</b>	<b>Rural Village</b>	<b>Transportation/Utility</b>	<b>Trembling Earth</b>	<b>Urban Fringe</b>	<b>Ware-Waycross Ind. Park</b>	<b>Wastewater Treatment Plant</b>	<b>Waycross Corporate Park</b>	<b>Waycross Downtown</b>	<b>Waycross Education Center</b>
A			X	X					
A-1				X	X				
A-2									
C-1								X	
C-2				X				X	X
C-3								X	
C-4								X	
CDD									
GI		X			X				
IP					X		X		
LI		X							
M								X	
O								X	
R50				X					
R50 MH				X					
R50 HD									
R-75 Res				X					
R-75 MH				X					
R-75 Manu.Home									
R90					X				
RS						X			
MU									
CN									X



## **4. Translating the Vision into the Plan: Goals, Issues, Objectives, and Policies**

### **a. Introduction**

In order to translate the Future Vision for Ware County and the City of Waycross into a feasible implementation plan, overall goals have to be developed to guide the plan and those issues and opportunities identified in the previous chapter that most likely will be encountered during the implementation phase. The goals, as are the issues and opportunities, are divided into nine major elements of Population, Economic Development, Housing, Natural Resources, Cultural Resources, Community Facilities and Services, Land Use, Transportation, and Intergovernmental Coordination.

A goal statement for each of these elements, a list of issues and objectives, and policies are presented in the following sections. The issues and opportunities were first identified during the Community Assessment phase of the Plan through comprehensive stakeholder and public participation input, and then confirmed and prioritized during the Community Agenda portion of this Plan. The issues are building the base for the goals as they are describing long-term issues that the community desires to address in the next twenty years, and policies were built upon the opportunities as defined in the Community Assessment earlier in the process. Therefore, the opportunities are building the base for the policies, implementation strategies and short-term work program to address the issues and realize the goals. Quantitative benchmarks are used where appropriate to keep track of success and progress, and identify areas where policies may need to be adjusted.

### **b. Priority List - Top Five Priority List of Issues and Opportunities**

The following is an overview over the results of the stakeholder surveys concerning the issues and opportunities as identified in the Community Assessment. Stakeholders were asked to rank the top five issues with the value “1” being the most important down to value “5”. Opportunities were not ranked.

#### **Population**

##### **Issues:**

1. Young people do not stay in Ware County/Waycross but move to other areas for jobs.
2. Negative population growth.
3. Lack of diversity in the make-up of the population.
4. High rate of commuting into Ware County/Waycross for work

##### **Opportunities:**

1. Pursue attraction of retirees to the area.
2. Increase opportunities and efforts to bring younger people back to the area through job opportunities and available activities
3. Pursue the development of a quality “retirement community”.

#### **Economic Development**

##### **Issues:**

1. Lack of job opportunities for people who graduate from the various local colleges. Waycross has an excellent technical college; however, few jobs are available locally to retain this education workforce.
2. Lack of a centralized vision for the area by the City, County and business community.
3. Lack of public relations and marketing of City and County projects and plans—Waycross and Ware County are both lacking a Public Information Officer or Public Relations staff to take charge of effective marketing and promotion of the area.
4. Inadequate promotion of the area’s greatest assets such as quality of life and small town feel with the amenities of larger communities.

5. The existing rail system is under-utilized in helping to recruit new businesses. At the same time the need for additional developable property close to rail lines needs to be addressed.

**Opportunities:**

1. Capitalize on the existing geography of Ware County with its close location to the coast, I-95, US1, Hwy. 82 and Hwy. 84, as well as the proximity to Jacksonville Airport and Jacksonville Port. The area is also less subject to impact by hurricanes.
2. Increase the awareness of the fact that Waycross/Ware County has 5 direct rail lines including the location of rail in the industrial park.
3. Pursue attraction of industries that can utilize rail and research funds and opportunities to develop additional properties along rail lines.
4. Encourage and assist local entrepreneurs to increase homegrown small businesses e.g. with an incubator program.
5. Take advantage of redevelopment and infill opportunities.

**Housing**

**Issues:**

1. Large areas of blighted homes and neighborhoods.
2. People work in Waycross, but live in surrounding counties due to better housing market and choices.
3. Need to improve quality of housing stock in the county.
4. Insufficient funds and programs to address the homeless population.

**Opportunities:**

1. Promote the homegrown town atmosphere with its good quality of life to attract more residents to the area.
2. Increase housing opportunities in downtown including additional apartments and loft living.
3. Consider programs to encourage more quality affordable housing developments with access to downtown and other job centers.
4. Increase housing revitalization and /or infrastructure upgrades in neighborhoods.
5. Protect neighborhoods from commercial encroachment.

**Natural Resources**

**Issues:**

1. Ware County and Waycross can offer world renowned natural resources such as the Laura Walker State Park and the Okefenokee Wildlife Refuge, but currently these resources are not capitalized on and local promotion is not guaranteed.
2. The Satilla River needs to be cleaned up and made more navigable for recreation purposes such as canoeing.
3. Ware County has a lot of wetlands that may be impacted by development.

**Opportunities:**

1. The Satilla River is great resource for recreation, including fishing and canoeing. Nature tourism is becoming more popular and in moderation contributes to the preservation of the natural environment.
2. Increase the use of green technology such as the recently installed “trap” for litter in the Satilla River to attract business and industry, to provide clean energy and provide a high quality living environment.
3. Research and consider the establishment of a wetlands mitigation bank or other wetlands mitigation standards to encourage development while minimizing impact on the natural environment.
4. The Cherokee Heights neighborhood has a great diversity of plant life. The availability of this natural resource could be promoted as a tourist attraction in the form of a driving or walking tour.

**Cultural Resources:****Issues:**

1. Historic Downtown is not utilized to its potential. Most visitors never see or come downtown as all hotels are along US #1 and very few activities and events take place downtown.
2. Most traffic by-passes historic downtown Waycross due to existing road network.
3. Historic Preservation regulations and grants are perceived to slow down redevelopment and are therefore not used.
4. The Heritage Center is under-utilized and is seen as out of place geographically as being out of the way and could be better suited to a centralized downtown location.
5. Historic Preservation Commission is in place but not very active.

**Opportunities:**

1. Pursue building up business and diversity downtown.
2. Encourage the Historic Preservation Commission to become more active and take more initiative.
3. Pursue art shows and other cultural events organized by the Heritage Center for the historic downtown.
4. Promote the information that Waycross is a National Register Historic City.
5. Continue to support the Community Theater.

**Land Use and Development****Issues:**

1. Lack of countywide zoning. The corridors are zoned, but the remainder of the county is not, which may result in incompatible uses locating next to each other, specifically the encroachment of incompatible uses on agriculture and silviculture uses. The airport and industrial park as well as agricultural operations are not protected from the encroachment of incompatible uses.
2. Most blighted areas are located along the main thoroughfares and influence the perception of tourists and other visitors.
3. Lack of Growth Preparedness, the county and city need to increase their efforts of planning ahead.
4. There is a need for a better design ordinance for Downtown Waycross.

**Opportunities:**

1. Encourage re-use of blighted development.
2. Encourage development of communities that are family friendly and provide diversity of uses and housing choices.
3. Develop strategies to provide for affordable, high quality residential areas and job opportunities within Ware County to decrease commuting from other counties.
4. Develop design standards for the downtown area in Waycross and encourage continued support of downtown revitalization projects.
5. Consider enacting county-wide development regulations protecting existing agriculture/silviculture industry from encroachment by incompatible uses.

**Community Facilities and Services****Issues:**

1. Recycling services do not exist in Ware County/Waycross.
2. Lack of sufficient professional paid fire protection coverage. The county is served by one paid and 10 volunteer fire stations.
3. Enrollment in the local schools is declining based on age. The population of Ware/Waycross is getting older.
4. 5000 residents in Ware County have no home pick-up garbage collection.
5. Insufficient EMS coverage: 4 EMS for a 900 square mile area.

**Opportunities:**

1. Encourage recycling services and opportunities for the community and utilize Valdosta as a regional recycling hub, thereby keeping the costs down.
2. Utilize and promote the existing water & sewer system capacity. The system is older, but any problems are very manageable.
3. Research and apply for funding and grants to be able to provide paid services for Fire and EMS services for Ware County and the City of Waycross.
4. Promote the area’s Tele-Medicine center.
5. Continue to utilize and promote the city and county recreation facilities. City parks stay booked year round and the new recreation complex has been received very well.

**Transportation**

**Issues**

1. The new Bio Fuel development in Ware County will be bringing an additional 300 trucks a day to the area. Pursue the development or identification of an appropriate truck route.
2. Need for improved access to the downtown through traffic pattern improvements including better signage.
3. Lack of long range transportation plan for Waycross and Ware County.
4. Lack of continuous and safe bicycle trails both for the recreational and sport bicyclist.
5. Lack of any form of public transit.

**Opportunities**

1. Hwy 84 needs to be four-laned all the way from Waycross to Valdosta to improve connection between the two regional centers.
2. Expand on the proximity to the 3 major ports of Brunswick, Savannah and Jacksonville.
3. Promote the airport in Waycross and increase utilization.
4. Encourage transportation driven growth. Ware County and the City of Waycross need to capitalize on the convergence of US #1, Hwy 82 and Hwy 84, as well as the proximity to Jacksonville Airport and Jacksonville Port. Waycross/Ware County has 5 direct rail lines including the location of rail in the industrial park.
5. Develop a long range transportation plan addressing the listed issues and opportunities.

**Intergovernmental Coordination**

**Issues**

1. Lack of a central marketing committee that would structure and centralize the promotion for Ware County and City of Waycross.
2. Unfavorable perception of government and local elected officials through predominantly negative media coverage.
3. Lack of community volunteers.

**Opportunities**

1. Possible consolidation of some services between Ware County and City of Waycross to improve the delivery of services.
2. Develop a common vision for the County and City to tie all the opportunities together.
3. Develop joint public relations tools for use by the County and City.
4. Maintain existing good coordination between agencies.
5. Encourage and promote public/private partnerships.

**c. Goals, Issues , Policies and Strategies**

**1. POPULATION:**

**Population Goal**

**Ensure Overall Community Growth And Development Benefits For All Segments Of The Population.**

**Population Issues, Policies & Strategies**

**Issue 1:**

**Young people do not stay in Ware County/Waycross but move to other areas for jobs.**

**Policies & Strategies:**

- 1.1 Increase opportunities and efforts to bring younger people back to the area through job opportunities and available activities; including increasing mobility.

**Issue 2:**

**The County is losing population.**

**Policies & Strategies:**

- 1.2 Encourage younger people to move back into the area through better job opportunities.
- 1.3 Pursue attraction of retirees to the area.

**Issue 3:**

**Lack of diversity in the make-up of the population.**

**Policies & Strategies:**

- 1.4 Increase the diversity of the population.
- 1.5 Pursue the development of a quality “active adult/senior community” development.

**Issue 4:**

**The County and City experience a high rate of commuting into the area for work.**

**Policies & Strategies:**

- 1.6 Promote appropriate and affordable living accommodations for the working population including affordable rental housing in the form of single family homes and loft/apartment living downtown.

## **2. ECONOMIC DEVELOPMENT:**

### **Economic Development Goal**

**Improve The Economy By Developing And Enhancing New And Existing Strengths That Will Draw New Business, Expand Existing Businesses, Diversify The Local Economy, And Help The County and The City Compete In The Regional Economy.**

### **Economic Development Issues, Policies & Strategies**

#### **Issue 1:**

**The area does not have sufficient job opportunities for people who graduate from the various local colleges. Waycross has an excellent technical college; however, few jobs are available locally to retain this educated workforce after graduation.**

#### **Policies & Strategies:**

- 2.1** Encourage and assist local entrepreneurs to increase homegrown small businesses e.g. with an incubator program.
- 2.2** Promote that Ware County is a certified “work ready community”.
- 2.3** Develop a strategy to increase workforce education and skill level for the rural work force.
- 2.4** Develop incentives to attract sustainable and green industry including agriculture/silviculture.

#### **Issue 2:**

**Lack of a centralized vision for the area by the City, County and business community.**

#### **Policies & Strategies:**

- 2.5** Develop a strategy/business plan to pursue increased attraction of new population to the area including the development of a quality “active adult/senior community” with diverse services, entertainment, housing and retail.
- 2.6** Develop joint tourism and business marketing opportunities between the various agencies to market the area more efficiently and effectively and encourage the promotion of existing opportunities.
- 2.7** Capitalize on the timber industry to attract more alternative energy industry and increase Ware County’s reputation as a “green county”.
- 2.8** Develop a plan to attract new businesses to the City and County.

#### **Issue 3:**

**Lack of public relations and marketing of City and County projects and plans—Waycross and Ware County are both lacking a Public Information Officer or Public Relations staff to take charge of effective marketing and promotion of the area.**

#### **Policies & Strategies:**

- 2.9** Capitalize on the existing geography of Ware County with its close location to the coast, I-95, US1, Hwy. 82 and Hwy. 84, as well as the proximity to Jacksonville Airport, Jacksonville Port, Savannah Port, and Brunswick Port. The area is also less subject to impact by hurricanes.
- 2.10** Develop an inventory of large tracts of land suitable for larger businesses.

**2.11** Increase marketing efforts for the City's Technology and Professional Office Park.

**2.12** Increase marketing and promotion of tourist attractions such as Obadiah's, Wilde's Massacre Site, Heritage Center, and the Okefenokee Swamp Park and Okefenokee Wildlife Refuge.

**2.13** Develop a joint promotion program with the area's hospitality industry.

**2.14** Develop training opportunities for local retail and restaurant workers to improve the ability of providing tourist information to visitors of Waycross-Ware County.

**Issue 4:**

**Inadequate promotion of the area's greatest assets such as quality of life and small town feel with the amenities of larger communities.**

**Policies & Strategies:**

**2.15** Take advantage of redevelopment and infill opportunities.

**2.16** Develop a program to market the proximity to the three major ports of Brunswick, Jacksonville, and Savannah.

**2.17** Promote the future availability of the City Auditorium for meeting and conference space.

**2.18** Increase the awareness that the Industrial park is located next to local airport.

**2.19** Promote the local airport and adjacent parcels of land to attract aviation related industry and promote its proximity to downtown hotels.

**Issue 5:**

**The existing rail system is under-utilized in helping to recruit new businesses. At the same time the need for additional developable property close to rail lines needs to be addressed.**

**Policies & Strategies:**

**2.20** Develop strategies to increase the awareness of the fact that Waycross/Ware County has 5 direct rail lines including the location of rail in the industrial park.

**2.21** Pursue attraction of industries that can utilize rail and research funds and opportunities to develop additional properties along rail lines.

**2.22** Develop an inventory of additional developable property close to rail lines.

**2.23** Develop development standards and guidelines for development in the corporate office park identifying a common interest and shared vision and to ensure a common standard of development.

### **3. HOUSING:**

#### **Housing Goal**

**Provide Opportunities For Homeownership And Housing Resources For All Citizens Of Ware County and The City of Waycross Through Public/Private Partnerships.**

#### **Housing Issues, Policies & Strategies:**

##### **Issue 1:**

**Ware County and the City of Waycross include areas of blighted homes and neighborhoods.**

##### **Policies & Strategies:**

- 3.1** Protect residential neighborhoods from encroachment of non-residential uses.
- 3.2** Develop, improve and enforce zoning standards for property upkeep and screening standards.
- 3.3** Promote limited mixed-use of compatible uses to serve neighborhood needs and create focal community points.
- 3.4** Encourage the preservation of historic properties and discourage demolition.

##### **Issue 2:**

**People work in Waycross, but live in surrounding counties due to better housing market and housing choices.**

##### **Policies & Strategies:**

- 3.5** Develop a program to increase housing opportunities in downtown including additional apartments and loft living.
- 3.6** Consider programs to encourage more quality affordable housing developments with access to downtown and other job centers.
- 3.7** Develop a program to educate citizens about improving blighted areas.

##### **Issue 3:**

**The quality of the housing stock in the county needs to be improved.**

##### **Policies & Strategies:**

- 3.8** Promote housing revitalization and /or infrastructure upgrades in neighborhoods.
- 3.9** Incorporate development standards into the zoning ordinance to allow for a variety of home types to encourage existing small (cottage) lots and provide affordable, quality housing.

##### **Issue 4:**

**The County and City have no sources to fund programs to work with the indigent population segment including the provision of sustainable housing.**

##### **Policies & Strategies:**

- 3.10** Research and pursue grants and other funding opportunities to provide housing, boarding, rooming opportunities for the indigent population segment.



#### **4. NATURAL RESOURCES:**

##### **Natural Resources Goal**

**Conserve And Protect The Functions And Values Of The Natural Resources For Future Generations Appropriate Use And Enjoyment.**

##### **Natural Resources Issues, Policies and Strategies**

###### **Issue 1:**

**Ware County and Waycross can offer world renowned natural resources such as the Laura Walker State Park and the Okefenokee Wildlife Refuge, but currently these resources are not capitalized on and local promotion is not guaranteed.**

###### **Policies & Strategies:**

**4.1** The Cherokee Heights neighborhood has a great diversity of plant life. The availability of this natural resource could be promoted as a tourist attraction in the form of a driving or walking tour.

**4.2** Increase marketing and promotion of tourist attractions such as Obediah's, Wildes Massacre Site, Heritage Center, and the Okefenokee Swamp Park and Okefenokee Wildlife Refuge and other local attractions.

###### **Issue 2:**

**The Satilla River needs to be cleaned up for recreation purposes such as canoeing.**

###### **Policies & Strategies:**

**4.3** The Satilla River is great resource for recreation, including fishing and canoeing. Nature tourism is becoming more popular and in moderation contributes to the preservation of the natural environment.

**4.4** Increase the use of green technology such as the recently installed "trap" for litter in the Satilla River to attract business and industry, to provide clean energy and provide a high quality living environment.

**4.5** Pursue funding through 319 grant opportunities for stormwater implementation projects.

**4.6** Create public-private partnerships fund BMPs for new development.

###### **Issue 3:**

**Ware County has many wetlands that may be impacted by development.**

###### **Policies & Strategies:**

**4.7** Research and consider the establishment of a wetlands mitigation bank or other wetlands mitigation standards to encourage development while minimizing impact on the natural environment.

**4.8** Encourage voluntary conservation easements from private property owners to preserve valuable natural resources.

**4.9** Research and pursue funding to purchase the most sensitive lands for public protection.

**4.10** Develop standards to limit the intensity and density of development permitted in sensitive areas.

**4.11** Explore the concepts of conservation overlay districts for sensitive areas.

**5. CULTURAL RESOURCES:**

**Cultural Resources Goal**

**Protect, Preserve And Promote The Historic And Cultural Resources Through Such Measures As Regulations, Adaptive Reuse, Tourism And Education Programs Focused On Historic Preservation.**

**Cultural Resources Issues, Policies and Strategies**

**Issue 1:**

**Historic Downtown is not utilized to its potential. Most visitors never see or come downtown as all hotels are along US #1 and very few activities and events take place downtown.**

**Policies & Strategies:**

**5.1** Develop a multi-functional downtown attracting a wide range of housing, work, shopping, culture, entertainment, government, and tourist events.

**5.2** Create partnerships for events downtown by encouraging cooperation of local government, chamber of commerce, private sector, and civic organizations.

**Issue 2:**

**Most traffic by-passes historic downtown Waycross due to existing road network.**

**Policies & Strategies:**

**5.3** Promote the information that Waycross is a National Register Historic City.

**5.4** Utilize GDOT resources and the County-wide transportation plan to address traffic issues in the downtown area.

**5.5** Consider developing a downtown master plan that includes solutions for transportation issues.

**5.6** Create signage to direct traffic towards downtown as it flows from the Hwy 84 overpass.

**Issue 3:**

**Historic Preservation regulations and grants are perceived to slow down redevelopment and are therefore not used.**

**Policies & Strategies:**

**5.7** Develop standards to allow for the in-fill and retrofitting of older, historic landmarks for modern functions such as city hall or community center.

**5.8** Develop standards that will allow for more flexibility of uses and design regulations to encourage preservation.

**Issue 4:**

**The Heritage Center is under-utilized and is seen not centralized enough geographically.**

**Policies & Strategies:**

**5.9** Pursue art shows and other cultural events organized by the Heritage Center for the historic downtown.

**Issue 5:**

**Historic Preservation Commission is in place but not very active.**

**Policies & Strategies:**

**5.10** Encourage the Historic Preservation Commission to become more active and take more initiative.

**5.11** Continue to maintain the inventory of historic places/areas.

## **6. LAND USE:**

### **Land Use Goal**

**Ensure The Highest Quality Living Environment Possible Through A Mixture Of Compatible Land Uses And Character Areas Reflecting The Needs And Desires Of The Local Residents. The Goal Shall Be Implemented Through Strict Enforcement Of The Zoning Ordinances And Building Code Based On The Objectives And Policies That Follow.**

### **Land Use Issues, Policies and Strategies**

#### **Issue 1:**

**Lack of zoning standards throughout the County for areas located outside of the major corridors.**

#### **Policies & Strategies:**

- 6.1** Develop county wide development standards to regulate the distribution of land uses and prevent the encroachment of incompatible land uses on each other.
- 6.2** Develop zoning districts appropriate to the character areas in the comprehensive plan.
- 6.3** Provide for buffer areas between agricultural and non-agricultural uses.
- 6.4** Include standards for active adult/senior communities into countywide development standards.

#### **Issue 2:**

**Most blighted areas are located along the main thoroughfares and influence the perception of tourists and other visitors.**

#### **Policies & Strategies:**

- 6.5** Encourage re-use of blighted development.
- 6.6** Encourage infill development and redevelopment of declining and revitalizing areas.
- 6.7** Provide sufficient flexibility in the approval process to encourage creative design, infill, rehabilitation, green space and open space.
- 6.8** Establish and define specific roles for each corridor in order to encourage revitalization.
- 6.9** Promote gateway treatment at crucial intersections.
- 6.10** Provide for flexibility in land uses to allow for compatible mix of uses, including boulevard housing.
- 6.11** Develop guidelines and encourage improving the visual appearance of corridors through private-public cooperation.
- 6.12** Redevelop or re-designate key parcels within the corridors for public-private partnership in revitalization.
- 6.13** Pursue opportunities to bury existing above ground utilities and consider creating regulations to require underground utilities for new developments.

**Issue 3:**

**Lack of Growth Preparedness, the county and city need to increase their efforts of planning ahead.**

**Policies & Strategies:**

**6.14** Encourage development of communities that are family friendly and provide diversity of uses and housing choices.

**6.15** Develop strategies to provide for affordable, high quality residential areas and job opportunities within Ware County to decrease commuting from other counties.

**6.16** Seek out funding sources to buy properties along the railroad in order to steer development that needs rail access into those areas.

**6.17** Develop strategies to ensure that water, sewer, and road infrastructure is provided concurrent with development.

**Issue 4:**

**There is a need for a better design ordinance for Downtown Waycross.**

**Policies and Strategies:**

**6.18** Develop design standards for the downtown area in Waycross and encourage continued support of downtown revitalization projects.

**6.19** Develop design guidelines for the Crossroads gateways and corridors including signage and landscaping to instill a sense of community and welcome visitors.

## **7. COMMUNITY FACILITIES AND SERVICES:**

### **Community Facilities Goal**

**Ensure Adequate Community Facilities Such As Water, Sewer, Solid Waste, Police, Fire, And EMS, Are Provided In An Effective, Environmentally Sound, Safe And Economic System, Consistent And Concurrent With Present Demand And Future Growth.**

### **Community Facilities Issues, Policies and Strategies**

#### **Issue 1:**

**Recycling services do not exist in Ware County/Waycross.**

#### **Policies & Strategies:**

**7.1** Encourage recycling services and opportunities for the community and utilize regional recycling efforts, thereby keeping the costs down.

**7.2** Encourage volunteer recycling efforts and find ways to encourage incentives.

#### **Issue 2:**

**Lack of sufficient professional paid fire protection coverage. The county is served by one paid and 10 volunteer fire stations.**

#### **Policies & Strategies:**

**7.3** Research and apply for funding and grants to be able to provide paid services for Fire and EMS services for Ware County and the City of Waycross.

**7.4** Pursue the development of a Fire Fighting training center in Waycross.

**7.5** Support additional growth only in those rural areas where such growth is planned for and can be supported by appropriate services.

**7.6** Create a partnership between the OTC, City, and County that will develop a fire protection training program.

#### **Issue 3:**

**Enrollment in the local schools is declining based on age. The population of Ware/Waycross is getting older.**

#### **Policies & Strategies:**

**7.7** Utilize and promote the existing water & sewer system capacity to attract more people and businesses into the area, including a younger workforce.

**7.8** Promote the area's Tele-Medicine center.

**7.9** Continue to utilize and promote the city and county recreation facilities. City parks stay booked year round and the new recreation complex has been received very well.

**7.10** Promote "Internet 2". Ware County schools are only the 2<sup>nd</sup> county in the state to have this tool which creates real time partnerships globally.

**7.11** Build on the great diversity the Ware County School system.

**7.12** Pursue more performing arts events to perform at the Ware County High School state of the art brand new performing arts center.

**7.13** Create a partnership with School Board and other local agencies in an effort to better utilize Memorial Stadium for public events.

**Issue 4:**

**5000 residents in Ware County have no home pick-up garbage collection.**

**Policies & Strategies:**

**7.14** Update the Service Delivery Agreement to more efficiently and effectively provide services.

**7.15** Promote the importance of garbage collection in Ware County.

**Issue 5:**

**EMS coverage needs improvements.**

**Policies & Strategies:**

**7.16** Develop strategic facilities capital improvement and maintenance plans for each department.

**7.17** Include facilities maintenance and appropriate staffing into the five year short term work program.

**7.18** Develop a plan to create a first responders unit for underserved areas throughout the County.

## **8. TRANSPORTATION:**

### **Transportation Goal**

**Provide A Safe And Efficient Transportation System Which Addresses The Future Needs Of The County and The City For Movement Of People And Freight, And Which Considers The Social, Economic, Energy And Environmental Effects Of The Transportation System.**

### **Transportation Issues , Policies and Strategies**

#### **Issue 1:**

**The new Bio Fuel development in Ware County will bring an additional 300 trucks a day to the area.**

#### **Policies & Strategies:**

**8.1** Pursue the development or identification of an appropriate truck route.

**8.2** Develop programs to minimize inconvenience and increase safety at all at-grade railroad crossings.

#### **Issue 2:**

**Need for improved access to the downtown through traffic pattern improvements including better signage.**

#### **Policies & Strategies:**

**8.3** Provide inter-connectivity and public transportation from other cultural, recreational and business locations.

**8.4** Develop sign campaign and themed landscaping for one or more gateways to downtown.

#### **Issue 3:**

**Lack of long range transportation plan for Waycross and Ware County.**

#### **Policies & Strategies:**

**8.5** Hwy 84 needs to be four-laned all the way from Waycross to Valdosta to improve connection between the two regional centers.

**8.6** Expand on the proximity to the 3 major ports of Brunswick, Savannah and Jacksonville.

**8.7** Promote the airport in Waycross and increase utilization.

**8.8** Encourage transportation driven growth. Ware County and the City of Waycross need to capitalize on the convergence of US #1, Hwy 82 and Hwy 84, as well as the proximity to Jacksonville Airport and Jacksonville Port. Waycross/Ware County has 5 direct rail lines including the location of rail in the industrial park.

**8.9** Continue developing the long range transportation plan addressing the listed issues and opportunities and maintain a Strategic Transportation Program for the City of Waycross and Ware County.

**8.10** Research new funding opportunities to pay for transportation



**Issue 4:**

**Improvement of the connectivity and safety of bicycle trails both for the recreational and sport cyclist is needed.**

**Policies & Strategies:**

**8.11** Develop a bicycle trail network connecting natural and cultural resources, parks and recreation facilities and schools.

**8.12** Research and pursue funding sources to implement and promote the bicycle trail network.

**8.13** Continue to implement Safe Routes to School Program between neighborhoods and schools.

**Issue 5:**

**There is a lack of public transit.**

**Policies & Strategies:**

**8.14** Research alternative public transportation option that would be feasible for the Ware County/Waycross area.

**8.15** Research and pursue funding to implement a public transportation system appropriate for the area in coordination with the private sector.

**8.16** Improve marketing efforts for the existing public transit.

**9. INTERGOVERNMENTAL COORDINATION:**

**Intergovernmental Coordination Goal**

**Establish Effective Coordination Measures Among All Pertinent Public And Quasi-Public Entities To Best Maintain The City and The County’s Quality Of Life And Resources.**

**Intergovernmental Coordination Issues, Policies and Strategies**

**Issue 1:**

**Lack of a central marketing committee that would structure and centralize the promotion for Ware County and City of Waycross.**

**Policies & Strategies:**

**9.1** Develop joint public relations tools for use by the County and City.

**9.2** Pursue development of joint collateral marketing materials.

**Issue 2:**

**Unfavorable perception of government and local elected officials through predominantly negative media coverage.**

**Policies & Strategies:**

**9.3** Explore some consolidation of services between Ware County and City of Waycross to improve the delivery of services.

**9.4** Develop a common vision for the County and City to tie all the opportunities together.

**9.5** Maintain existing good coordination between agencies.

**Issue 3:**

**Lack of community volunteers.**

**Policies & Strategies:**

**9.6** Encourage and promote public/private partnerships.

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**5. Implementation Program (Policies, Responsible Party, Partners, Time Frame)**

**Introduction**

In this section, the Comprehensive Plan identifies the implementation policies and strategies along with the responsible parties and a projected time frame for implementation. Where applicable, the policies and strategies have been included within the Short Term Work Program in Section 6 below.

The following table is organized by Comprehensive Plan element and identifies action items by time frame, such as: 1. Ongoing, 2. Short-Term (1-5 years), 3. Medium Range (6-10 years) and 4. Long Range (10+ years).

**Partners**

Downtown Waycross Development Authority	DWDA encourages development of the downtown Waycross area, which includes renovation and rehabilitation of existing buildings, structures, and improvements located in historic Downtown Waycross.
Okefenokee Area Development Authority	Seeking a new site for your business. Get all the local information from OADA.
Okefenokee Heritage Center	OHC is a non-profit organization dedicated to bringing art and history to a broad range of people in our community. Their goal is to enrich the community through the preservation and display of historical artifacts and to provide educational tours, art exhibitions and fine art clubs.
Okefenokee Swamp Park	Okefenokee Swamp Park is a rare experience for every member of the family. Extravagantly beautiful, the swamp, nearly a half million acres, carries you back into the world's pre-history. Interpretive exhibits, lectures, wildlife shows, boat tours on original Indian Waterways, wilderness walkways, Pioneer Island, native animals in their own habitat, all combine to weave a spell of pioneer American life.
Okefenokee Technical College	OTC is a unit of the Technical College System of Georgia providing high quality technical education, training, and student support services to serve the workforce needs of its six-county service area in Southeast Georgia.
Satilla Regional Medical Center	Satilla Regional Medical Center is the major medical referral center for the 9-county region in southeast Georgia providing 231 beds. The Center is fully accredited by the Joint Commission on Accreditation of Healthcare Organizations.
Ware County Government	The largest county in the state of Georgia operating under a Commission/Manger from of government.
Waycross College	Waycross College is a two-year unit of the University System of Georgia, providing programs of higher education for citizens of the immediate and surrounding communities. Current enrollment is 1,100 students
Waycross Journal-Herald	Local daily newspaper.
Waycross Tourism Bureau and Visitor Center	All the attractions that make Waycross the place to visit.
Waycross Ware County Chamber of Commerce	More information about doing business in Waycross and Ware County, Georgia.

**a. Population**

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>1.1</b> Increase opportunities and efforts to bring younger people back to the area through job opportunities and available activities.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, OTC, Waycross College School Board Journal-Herald	Ongoing Long Range
<b>1.2</b> Encourage younger people to move back into the area through better job opportunities.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, OTC, Waycross College School Board Journal-Herald	Ongoing Long Range
<b>1.3</b> Pursue attraction of retirees to the area.	Ware County City of Waycross	Chamber of Commerce Satilla Medical Center Journal-Herald	Ongoing Long Range
<b>1.4</b> Increase the diversity of the population by focusing on the attraction of younger people and retirees.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, OTC, Waycross College School Board Journal-Herald	Ongoing Long Range
<b>1.5</b> Pursue the development of a quality “retirement community” development.	Ware County City of Waycross	Development Community Satilla Medical Center	Short Term
<b>1.6</b> Provide appropriate and affordable living accommodations for the working population including affordable rental housing in the form of single family homes and loft/apartment living downtown.	Ware County City of Waycross	Private partnerships DWDA	Short Term

**b. Economic Development**

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>2.1</b> Encourage and assist local entrepreneurs to increase homegrown small businesses e.g. with an incubator program.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, OTC, Waycross College School Board Journal-Herald	Ongoing Short term
<b>2.2</b> Promote that Ware County is a certified “work ready community”.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, OTC, SGRC, Waycross College School Board Journal-Herald	Ongoing Short Term
<b>2.3</b> Develop a strategy to increase workforce education and skill level for the rural work force.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, OTC, SGRC Waycross College School Board	Ongoing Mid Range
<b>2.4</b> Develop incentives to attract sustainable and green industry including agriculture/silviculture.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, OTC, SGRC, Waycross College School Board Journal-Herald	Short Term
<b>2.5</b> Develop a strategy/business plan to pursue increased attraction of retirees to the area including the development of a quality “retirement community” with diverse services, entertainment, housing and retail.	Ware County City of Waycross	Chamber of Commerce Journal-Herald Satilla Medical Center	Short Term
<b>2.6</b> Develop joint tourism and business marketing opportunities between the various agencies to market the area more efficiently and effectively and encourage the promotion of existing opportunities.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, OTC, OHC, Okefenokee Swamp Park, Tourism Bureau Journal-Herald	Short Term
<b>2.7</b> Capitalize on the timber industry to attract more alternative energy industry and increase Ware County’s reputation as a “green county”.	Ware County City of Waycross	Chamber of Commerce, SGRC, OADA, Agriculture Industry, Journal Herald	Mid Range Ongoing
<b>2.8</b> Capitalize on the existing geography of Ware County with its close location to the coast, I-95, US1, Hwy. 82 and Hwy. 84, as well as the proximity to Jacksonville Airport and Jacksonville Port.	Ware County City of Waycross	Chamber of Commerce, OADA, DWDA, private industry, Journal Herald	Mid Range Ongoing
<b>2.9</b> Develop an inventory of large tracts of land suitable for larger businesses.	OADA, DWDA, Chamber of Commerce	Ware County City of Waycross	Short Term

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>2.10</b> Increase marketing efforts for the City's Technology and Professional Office Park.	Chamber of Commerce, OADA, DWDA	Ware County City of Waycross Journal Herald	Short Term
<b>2.11</b> Increase marketing and promotion of tourist attractions such as Obadiah's, Wilde's Massacre Site, Heritage Center, and the Okefenokee Swamp Park and Okefenokee Wildlife Refuge.	Chamber of Commerce, Tourism Bureau, OHC, OSP, OWLR	Ware County City of Waycross Journal Herald	Short Term Ongoing
<b>2.12</b> Develop a joint promotion program with the area's hospitality industry.	Chamber of Commerce Tourism Bureau	Hospitality Industry City of Waycross Ware County Journal Herald	Short Term Ongoing
<b>2.13</b> Take advantage of redevelopment and infill opportunities.	City of Waycross Ware County	DWDA	Short Term Ongoing
<b>2.14</b> Develop a program to market the proximity to the three major ports of Brunswick, Jacksonville, and Savannah.	Chamber of Commerce DWDA, OADA,	Ware County City of Waycross Journal Herald	Short Term Ongoing
<b>2.15</b> Promote the future availability of the City Auditorium for meeting and conference space.	City of Waycross	Ware County Chamber of Commerce Tourism Bureau DWDA Journal Herald	Short Term Ongoing
<b>2.16</b> Increase the awareness that the Industrial park is located next to local airport.	Chamber of Commerce DWDA, OADA,	Ware County City of Waycross Journal Herald	Short Term Ongoing
<b>2.17</b> Develop strategies to increase the awareness of the fact that Waycross/Ware County has 5 direct rail lines including the location of rail in the industrial park.	Chamber of Commerce DWDA, OADA	Ware County City of Waycross Journal Herald	Short Term Ongoing
<b>2.18</b> Pursue attraction of industries that can utilize rail and research funds and opportunities to develop additional properties along rail lines.	Chamber of Commerce DWDA, OADA	Ware County City of Waycross Journal Herald	Mid Term Ongoing
<b>2.19</b> Develop an inventory of additional developable property close to rail lines.	Chamber of Commerce OADA, DWDA	Ware County City of Waycross	Short Term
<b>2.20</b> Develop development standards and guidelines for development in the corporate office park identifying a common interest and shared vision and to ensure a common standard of development.	City of Waycross	Chamber of Commerce DWDA, OADA, SGRC	Short Term

**c. Housing**

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>3.1</b> Protect residential neighborhoods from encroachment of non-residential uses.	Ware County City of Waycross	Planning Commission SGRC	Short Term
<b>3.2</b> Develop, improve and enforce zoning standards for property upkeep and screening standards.	Ware County City of Waycross	Planning Commission SGRC	Short Term
<b>3.3</b> Promote limited mixed-use of compatible uses to serve neighborhood needs and create focal community points.	Ware County City of Waycross	Planning Commission	Short Term
<b>3.4</b> Develop a program to increase housing opportunities in downtown including additional apartments and loft living.	Ware County City of Waycross	Planning Commission Chamber of Commerce DWDA	Short Term
<b>3.5</b> Consider programs to encourage more quality affordable housing developments with access to downtown and other job centers.	Ware County City of Waycross	Planning Commission Chamber of Commerce DWDA	Mid Range
<b>3.6</b> Increase housing revitalization and /or infrastructure upgrades in neighborhoods.	Ware County City of Waycross	DWDA	Ongoing Short Term
<b>3.7</b> Incorporate development standards into the zoning ordinance to allow for a variety of home types to encourage existing small (cottage) lots and provide affordable, quality housing.	Ware County City of Waycross	Planning Commission SGRC	Short Term
<b>3.8</b> Research and pursue grants and other funding opportunities to provide housing, boarding, rooming opportunities for the indigent population segment.	Ware County City of Waycross	Chamber of Commerce SGRC DWDA	Ongoing



**d. Natural Resources**

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>4.1</b> The Cherokee Heights neighborhood has a great diversity of plant life. The availability of this natural resource could be promoted as a tourist attraction in the form of a driving or walking tour.	Tourism Bureau	Ware County City of Waycross Herald Journal SGRC	Ongoing Short Term
<b>4.2</b> Increase marketing and promotion of tourist attractions such as Obadiah’s, Wilde’s Massacre Site, Heritage Center, and the Okefenokee Swamp Park and Okefenokee Wildlife Refuge.	Tourism Bureau	Ware County City of Waycross Herald Journal Chamber of Commerce Hospitality Industry	Ongoing Short Term
<b>4.3</b> The Satilla River is great resource for recreation, including fishing and canoeing. Nature tourism is becoming more popular and in moderation contributes to the preservation of the natural environment.	Tourism Bureau	Ware County City of Waycross Herald Journal Chamber of Commerce Hospitality Industry	Ongoing Short Term
<b>4.4</b> Increase the use of green technology such as the recently installed “trap” for litter in the Satilla River to attract business and industry, to provide clean energy and provide a high quality living environment.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, SGRC	Ongoing Mid Range
<b>4.5</b> Research and consider the establishment of a wetlands mitigation bank or other wetlands mitigation standards to encourage development while minimizing impact on the natural environment.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA, SGRC	Ongoing Mid Range
<b>4.6</b> Encourage voluntary conservation easements from private property owners to preserve valuable natural resources.	Ware County City of Waycross	SGRC	Ongoing Long Range
<b>4.7</b> Research and pursue funding to purchase the most sensitive lands for public protection.	Ware County City of Waycross	SGRC, State	Ongoing Long Range
<b>4.8</b> Develop standards to limit the intensity and density of development permitted in sensitive areas.	Ware County City of Waycross	SGRC, State	Ongoing Mid Range
<b>4.9</b> Explore the concepts of conservation overlay districts for sensitive areas.	Ware County City of Waycross	SGRC, State	Ongoing Long Range

**e. Cultural Resources**

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>5.1</b> Develop a multi-functional downtown attracting a wide range of housing, work, shopping, culture, entertainment, government, and tourist events.	Ware County City of Waycross	DWDA Chamber of Commerce Mainstreet HPC	Ongoing Long Range
<b>5.2</b> Create partnerships for events downtown by encouraging cooperation of local government, chamber of commerce, private sector, and civic organizations.	Ware County City of Waycross	DWDA Chamber of Commerce HPC OHC	Ongoing Short Range
<b>5.3</b> Promote the information that Waycross is a National Register Historic City.	Ware County City of Waycross	DWDA Chamber of Commerce Mainstreet HPC	Ongoing Short Range
<b>5.4</b> Develop standards to allow for the in-fill and retrofitting of older, historic landmarks for modern functions such as city hall or community center.	Ware County City of Waycross	DWDA Chamber of Commerce HPC, SGRC	Ongoing Short Range
<b>5.5</b> Develop standards that will allow for more flexibility of uses and design regulations to encourage preservation.	Ware County City of Waycross	DWDA Chamber of Commerce OHC HPC, SGRC	Ongoing Short Range
<b>5.6</b> Pursue art shows and other cultural events organized by the Heritage Center for the historic downtown.	Ware County City of Waycross	DWDA Chamber of Commerce OHC HPC	Ongoing Short Range
<b>5.7</b> Encourage the Historic Preservation Commission to become more active and take more initiative.	Ware County City of Waycross	HPC	Ongoing Short Range
<b>5.8</b> Continue to maintain the inventory of historic places/areas.	Ware County City of Waycross	HPC	Ongoing Short Range

**f. Land Use**

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>6.1</b> Develop county wide development standards to regulate the distribution of land uses to avoid undue concentration of population and prevent the encroachment of incompatible land uses on each other.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.2</b> Develop zoning districts appropriate to the character areas in the comprehensive plan.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.3</b> Provide for buffer areas between agricultural and non-agricultural uses.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.4</b> Include standards for elderly living into countywide development standards.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.5</b> Encourage re-use of blighted development.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.6</b> Encourage infill development and redevelopment of declining and revitalizing areas.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.7</b> Provide sufficient flexibility in the approval process to encourage creative design, infill, rehabilitation, green space and open space.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.8</b> Establish and define specific roles for each corridor in order to encourage revitalization.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.9</b> Promote gateway treatment at crucial intersections.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.10</b> Provide for flexibility in land uses to allow for compatible mix of uses, including boulevard housing.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.11</b> Develop guidelines and encourage to improve the visual appearance of corridors through private-public cooperation.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.12</b> Redevelop or re-designate key parcels within the corridors for public-private partnership in revitalization.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.13</b> Encourage development of communities that are family friendly and provide diversity of uses and housing choices.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.14</b> Develop strategies to provide for affordable, high quality residential areas and job opportunities within Ware County to decrease commuting from other counties.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term

<b>6.15</b> Seek out funding sources to buy properties along the railroad in order to steer development that needs rail access into those areas.	Ware County City of Waycross	Planning Commission Residents SGRC Chamber of Commerce DWDA, OADA	Short Term
<b>6.16</b> Develop strategies to ensure that water, sewer, and road infrastructure is provided concurrent with development.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term
<b>6.17</b> Develop design standards for the downtown area in Waycross and encourage continued support of downtown revitalization projects.	Ware County City of Waycross	Planning Commission Residents SGRC DWDA	Short Term
<b>6.18</b> Develop design guidelines for the Crossroads gateways and corridors including signage and landscaping to instill a sense of community and welcome visitors.	Ware County City of Waycross	Planning Commission Residents SGRC	Short Term

**g. Community Facilities & Services**

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>7.1</b> Encourage recycling services and opportunities for the community and utilize Valdosta as a regional recycling hub, thereby keeping the costs down.	Ware County City of Waycross	Residents Chamber of Commerce SGRC	Ongoing Short Term
<b>7.2</b> Research and apply for funding and grants to be able to provide paid services for Fire and EMS services for Ware County and the City of Waycross.	Ware County City of Waycross	SGRC	Ongoing Short Term
<b>7.3</b> Pursue the development of a Fire Fighting training center in Waycross.	Ware County City of Waycross	SGRC	Ongoing Short Term
<b>7.4</b> Support additional growth only in those rural areas where such growth is planned for and can be supported by appropriate services.	Ware County City of Waycross	Planning Commission Residents	Ongoing Short Term
<b>7.5</b> Utilize and promote the existing water & sewer system capacity to attract more people and businesses into the area, including a younger workforce.	Ware County City of Waycross	Planning Commission Residents SGRC Chamber of Commerce DWDA, OADA	Short Term
<b>7.6</b> Promote the area’s Tele-Medicine center.	Ware County City of Waycross	Residents Chamber of Commerce DWDA, OADA Satilla Regional Medical Ctr	Ongoing Mid Range
<b>7.7</b> Continue to utilize and promote the city and county recreation facilities. City parks stay booked year round and the new recreation complex has been received very well.	Ware County City of Waycross	Planning Commission Residents Chamber of Commerce DWDA, OADA	Short Term
<b>7.8</b> Promote “Internet 2”. Ware County schools are only the 2 <sup>nd</sup> county in the state to have this tool which creates real time partnerships globally.	Ware County City of Waycross	Residents Chamber of Commerce DWDA, OADA, OTC, WCC Board of Education	Ongoing Mid Range
<b>7.9</b> Build on the great diversity the Ware County School system.	Ware County City of Waycross	Residents Chamber of Commerce DWDA, OADA, OTC, WCC Board of Education	Ongoing Mid Range
<b>7.10</b> Pursue more performing arts events to perform at the Ware County High School state of the art brand new performing arts center.	Ware County City of Waycross	Residents Chamber of Commerce Tourism Bureau, OHC Board of Education	Ongoing Mid Range
<b>7.11</b> Update the Service Delivery Agreement to more efficiently and effectively provide services.	Ware County City of Waycross	N/A	Ongoing Short Term
<b>7.12</b> Develop strategic facilities capital improvement and maintenance plans for each department.	Ware County City of Waycross	N/A	Ongoing Short Term
<b>7.13</b> Include facilities maintenance and appropriate staffing into the five year short term work program.	Ware County City of Waycross	SGRC	Ongoing Short Term

**h. Transportation**

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>8.1</b> Pursue the development or identification of an appropriate truck route.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents SGRC DWDA, OADA	Mid Range
<b>8.2</b> Develop programs to minimize inconvenience and increase safety at all at-grade railroad crossings.	Ware County City of Waycross	Railroad	Mid Range
<b>8.3</b> Provide inter-connectivity and public transportation from other cultural, recreational and business locations.	Ware County City of Waycross	Chamber of Commerce Residents SGRC DWDA, OADA	Mid Range
<b>8.4</b> Develop sign campaign and themed landscaping for one or more gateways to downtown.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents DWDA, OADA	Mid Range
<b>8.5</b> Hwy 84 needs to be four-laned all the way from Waycross to Valdosta to improve connection between the two regional centers.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents DWDA, OADA	Mid Range
<b>8.6</b> Expand on the proximity to the 3 major ports of Brunswick, Savannah and Jacksonville.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents DWDA, OADA	Mid Range
<b>8.7</b> Promote the airport in Waycross and increase utilization.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents DWDA, OADA	Mid Range
<b>8.8</b> Encourage transportation driven growth. Ware County and the City of Waycross need to capitalize on the convergence of US #1, Hwy 82 and Hwy 84, as well as the proximity to Jacksonville Airport and Jacksonville Port. Waycross/Ware County has 5 direct rail lines including the location of rail in the industrial park.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents DWDA, OADA	Mid Range
<b>8.9</b> Develop a long range transportation plan addressing the listed issues and opportunities.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents DWDA, OADA, SGRC	Mid Range
<b>8.10</b> Develop a bicycle trail network connecting natural and cultural resources, parks and recreation facilities and schools.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents DWDA, OADA	Mid Range
<b>8.11</b> Research and pursue funding sources to implement and promote the bicycle trail network.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents DWDA, OADA	Mid Range
<b>8.12</b> Continue to implement Safe Routes to School Program between neighborhoods and schools.	Ware County City of Waycross	Planning Commission Chamber of Commerce Residents DWDA, OADA	Mid Range

<p><b>8.13</b> Research alternative public transportation option that would be feasible for the Ware County/Waycross area.</p>	<p>Ware County City of Waycross</p>	<p>Planning Commission Chamber of Commerce Residents DWDA, OADA</p>	<p>Mid Range</p>
<p><b>8.14</b> Research and pursue funding to implement a public transportation system appropriate for the area in coordination with the private sector.</p>	<p>Ware County City of Waycross</p>	<p>Planning Commission Chamber of Commerce Residents DWDA, OADA</p>	<p>Mid Range</p>

**i. Intergovernmental Coordination**

<b>Action &amp; Strategy</b>	<b>Responsible Party</b>	<b>Partners</b>	<b>Time Frame</b>
<b>9.1</b> Develop joint public relations tools for use by the County and City.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA	Ongoing Short Term
<b>9.2</b> Pursue development of joint collateral marketing materials.	Ware County City of Waycross	Chamber of Commerce DWDA, OADA	Ongoing Short Term
<b>9.3</b> Explore some consolidation of services between Ware County and City of Waycross to improve the delivery of services.	Ware County City of Waycross	n/a	Ongoing
<b>9.4</b> Develop a common vision for the County and City to tie all the opportunities together.	Ware County City of Waycross	n/a	Ongoing
<b>9.5</b> Maintain existing good coordination between agencies.	Ware County City of Waycross	All other agencies	Ongoing
<b>9.6</b> Encourage and promote public/private partnerships.	Ware County City of Waycross	All other agencies	Ongoing



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## **6. Short-Term Work Program**

### **Introduction**

In this section, the Comprehensive Plan identifies the capital improvements projects along with a projected time frame and a projected cost and funding source for implementation. The following table is organized by Comprehensive Plan element and identifies projects by time frame, projected cost and funding source. The update of this table will be incorporated into the annual capital improvements projects budget process by Ware County and the City of Waycross.

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 TRANSPORTATION								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Construct Quad gate and quiet zone	\$500,000	GDOT, Ware County	X	X				GDOT, Ware County
Update Navigation System	\$94,736	FDOT, GDOT, Ware County			X			Ware County
Construct Sidewalk Project (Jamestown Road)	\$200,000	TE Grant	X	X				Ware County
Rehabilitate sidewalks on Pinehurst and Tebeau.	TBD	GDOT, Ware County		X	X	X	X	Ware County
Complete an inventory of sidewalks throughout the County that need improvements and then pursue grant funding.	TBD	Ware County		X	X	X	X	Ware County
Pursue grants for trail heads and bike heads.	N/A	State & Federal Grants	X	X	X	X	X	Ware County
Widen Hatcher Point Rd. from US 1 South to Knight Avenue	\$3.5 Million	GDOT, City of Waycross, Ware County	X	X	X	X		GDOT, TPCC Ware County
Widen Minnesota Ave. (US 84) from the Ware County line at Manor to Wadley Road.	\$30 Million	GDOT	X	X	X	X	X	DOT, TPCC Ware County, City of Waycross
Continue the established program to pave dirt roads that are a large source of runoff and sedimentation into state and local water.	\$2 Million a year	SPLOST	X	X	X	X	X	Ware County Public Works Division
Repair or replace, as needed, the remaining 4 wooden bridges in Ware County.	\$100,000	GDOT and Ware County (SPLOST)	X	X	X	X	X	GDOT, TPCC Ware County
Construct entire Perimeter Road beginning at Smith Road going south from US 82 West (Corridor Z) crossing US 84 South near Wahoma, thence easterly and northerly crossing US 1 South, US 82 east, Central Ave & intersecting US 84 north near Pierce County line and continuing to US 1 North.	\$30 Million  (\$8 Million for US 82 to US 84)	GDOT	X	X	X	X	X	GDOT, TPCC Ware County

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 TRANSPORTATION (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Plan and construct US 1 Smith Rd. Project	TBD	GDOT	X	X	X	X	X	GDOT, TPCC Ware County
Seek additional funding to construct Eastern Perimeter Road from Hwy US 84 East to Hwy US 1 South as Phase 1 of the entire Perimeter road.  (Per 2000 study this is the most needed section at this time).  Other connections to be done in Phases as funds become available.	\$10 Million	GDOT	X	X	X	X	X	GDOT, TPCC, Ware County
Phase II – Construction of overpass at State Street (US 1) and CSX's Atlanta Lead Line in conjunction with Project 13 above.	\$3 Million	GDOT, CSX, City of Waycross, Ware County, State Funds	X	X	X	X	X	GDOT, CSX, City of Waycross, Ware County
Pave ABC Avenue as part of Railroad Relocation (North end) Terrest to Honeysuckle	\$192,000	SPLOST and GDOT	X	X				Ware County CSX
Widen Augusta Avenue/ Blackshear Avenue from US 82 to US 1.	\$3.8 Million	GDOT, Ware County, SPLOST	X	X	X	X	X	Ware County
Create additional access to the Jamestown area by extending ABC Ave or Red Oak Dr across Kettle Creek.  (This project's focus has changed to complement the proposed RR rerouting project & is contingent on the routing of the proposed Perimeter Road as to whether it would be in conjunction with the Perimeter or a stand-alone in terms of funding.)	\$1.5 Million	GDOT, City of Waycross Ware County	X	X	X	X	X	GDOT, City of Waycross, Ware County
Implement Ware County Road Priority List for TIA 2010 (Originally HB 277 of 2010)	TBA	GDOT Ware County State & Federal Grants	X	X	X	X	X	GDOT, City of Waycross, Ware County

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 NATURAL AND HISTORIC RESOURCES								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Pursue 319 Grants for watersheds	TBA	State Grants	X	X	X	X	X	Ware County
Maintain canoe route on Satilla River from Jamestown landing to Waycross Blackshear Bridge with a raised boat ramp at Waycross-Blackshear bridge area.	\$20,000	LWCF Grants, (TEA 21) Grants, DNR	X	X	X	X	X	Ware County,
Identify and protect prime agricultural soils in the county and protect with zoning and tax incentives.	TBA	Natural Resources Conservation Service Grants	X	X	X			Ware County, NRCS
Enhance and support existing efforts & groups working to clean and protect waterways.	\$20,000	Ware County, City of Waycross, DNR	X	X	X			Ware County, City of Waycross, DNR
Continue the regular maintenance/beautification of highway corridors and gateways. (Gateway signage /berms are needed at county lines-US 1, US 82 and US 84)	\$50,000 per year	Federal and State Grants	X	X	X			Ware County, Chamber of Commerce
Increase marketing and promotion of tourist attractions such as Obediah's, Wildes Massacre Site, Heritage Center, and the Okefenokee Swamp Park and Okefenokee Wildlife Refuge.	TBD	State & Federal Grants, agency budgets	X	X	X	X	X	Tourism Bureau Ware County City of Waycross Chamber of Commerce Hospitality Industry
Promote the Satilla River for active and passive recreation.	TBD	State & Federal Grants, agency budgets	X	X	X	X	X	Tourism Bureau Ware County City of Waycross Herald Journal Chamber of Commerce Hospitality Industry

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 NATURAL AND HISTORIC RESOURCES								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop standards to allow for the in-fill and retrofitting of older, historic landmarks for modern functions.	TBD	Ware County	X	X	X	X	X	Ware County City of Waycross DWDA Chamber of Commerce HPC, SGRC
Develop standards that will allow for more flexibility of uses and design regulations to encourage preservation.	TBD	Ware County	X	X	X	X	X	Ware County City of Waycross DWDA Chamber of Commerce OHC HPC, SGRC
Work with the Historic Preservation Commission to become more active and take more initiative.	TBD	HPC	X	X	X	X	X	Ware County City of Waycross
Continue to maintain the inventory of historic places/areas.	TBD	HPC	X	X	X	X	X	Ware County City of Waycross

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 LAND USE								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop a County Wide Zoning Ordinance	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County SGRC
Map Utilities with GIS	TBD	State & Federal Grants, Ware County			X	X	X	Ware County SGRC
GPS bridges, box culverts, and infrastructure database	TBD	State & Federal Grants, Ware County			X	X	X	Ware County SGRC
Protect land adjacent to or in close proximity to the airport from haphazard development by zoning for airport related industry.	N/A	State & Federal Grants, Ware County	X	X	X	X	X	Ware County
Update existing County zoning regulations	\$5,000 per year	State & Federal Grants, Ware County	X	X	X	X	X	Ware County SGRC
Pursue “Keep Waycross-Ware County Beautiful” plan to enhance the attractiveness of the City of Waycross and Ware County.	N/A	State & Federal Grants, Ware County	X	X	X	X	X	City of Waycross, Clean Community Committee
Develop county wide development standards to regulate the distribution of land uses to avoid undue concentration of population and prevent the encroachment of incompatible land uses on each other.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Develop zoning districts appropriate to the character areas in the comprehensive plan.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Provide for buffer areas between agricultural and non-agricultural uses.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Include standards for adult living into countywide development standards.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 LAND USE (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop standards and incentives to encourage re-use of blighted development.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Develop standards and incentives to encourage infill development and redevelopment of declining and revitalizing areas.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Provide sufficient flexibility in the approval process to encourage creative design, infill, rehabilitation, green space and open space.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Establish and define specific roles for each corridor in order to encourage revitalization.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Promote gateway treatment at crucial intersections.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Provide for flexibility in land uses to allow for compatible mix of uses, including boulevard housing.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Develop guidelines and encourage to improve the visual appearance of corridors through private-public cooperation.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Redevelop or re-designate key parcels within the corridors for public-private partnership in revitalization.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Encourage development of communities that are family friendly and provide diversity of uses and housing choices.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC



WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 LAND USE (continued)								
Project		Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop strategies to provide for affordable, high quality residential areas and job opportunities within Ware County to decrease commuting from other counties.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Seek out funding sources to buy properties along the railroad in order to steer development that needs rail access into those areas.	TBD	State & Federal Grants, Ware County DWDA, OADA	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC Chamber of Commerce DWDA, OADA
Develop strategies to ensure that water, sewer, and road infrastructure is provided concurrent with development.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Develop design guidelines for the Crossroads gateways and corridors including signage and landscaping to instill a sense of community and welcome visitors.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 COMMUNITY FACILITIES								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Construct Phase VI at Trembling Earth	\$5 Million	State & Federal Grants, Ware County		X	X	X	X	Ware County
Purchase 2 tankers and 2 brush trucks for fire protection services	TBD	State & Federal Grants, Ware County		X	X	X	X	Ware County SGRC
Construct a new south side fire station	\$400,000	State & Federal Grants, Ware County		X	X	X	X	Ware County SGRC
Pursue funding for paving and drainage projects	N/A	State & Federal Grants, Ware County	X	X	X	X	X	Ware County SGRC
Construct and maintain a comprehensive training facility for police, fire and emergency medical services. Complete tower and “burn” building and paving / drainage.	\$300,000	State & Federal Grants, Ware County SPLOST	X	X	X	X	X	Public Safety Depts. ,Fire and Emergency Med. Services, Ware County, and City of Waycross
Construct Phase V of multipurpose recreation center (Regional Park)	\$5 Million	State & Federal Grants, Ware County SPLOST	X	X				Ware County
Continue the established program to correct/improve drainage problems in Ware Co.	\$1 Million	State & Federal Grants, Ware County SPLOST and CBDG	X	X	X	X	X	Ware County
Enhance Fire Services in Ware County including construction of Fire Stations	\$1.2 Million	State & Federal Grants, Ware County	X	X	X	X	X	FFASG Ware County
Develop programs to encourage recycling services and opportunities for the community and utilize a regional recycling facility, thereby keeping the costs down.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Residents Chamber of Commerce SGRC

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 COMMUNITY FACILITIES (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Research and apply for funding and grants to be able to provide paid services for Fire and EMS services for Ware County .	TBD	State and Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross SGRC
Pursue the development of a regional fire fighting academy in Ware County.	TBD	State and Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross SGRC
Develop standards to support additional growth only in those rural areas where such growth is planned for and can be supported by appropriate services.	TBD	State and Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross SGRC Planning Commission Residents
Utilize and promote the existing water & sewer system capacity to attract more people and businesses into the area, including a younger workforce.	TBD	Ware County Chamber of Commerce State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC Chamber of Commerce DWDA, OADA
Continue to utilize and promote the city and county recreation facilities.	TBD	Ware County Chamber of Commerce State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents Chamber of Commerce DWDA, OADA
Update the Service Delivery Agreement to more efficiently and effectively provide services.	TBD	Ware County	X					Ware County City of Waycross
Develop strategic facilities capital improvement and maintenance plans for each department.	TBD	Ware County	X	X	X	X	X	Ware County City of Waycross
Include facilities maintenance and appropriate staffing into the five year short term work program.	TBD	Ware County	X	X	X	X	X	Ware County City of Waycross SGRC

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 ECONOMIC DEVELOPMENT								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Conduct and assessment of vacant and existing buildings for industry.	\$5,000	Chamber of Commerce	X	X				Chamber of Commerce OADA WWDA
Continue to market use of Trembling Earth Recreation Complex for hosting regional state and national Tournaments.	\$500,000	City of Waycross Ware County, Chamber of Commerce	X	X	X	X	X	City of Waycross Ware County Recreation, and Tourism Bureau
Site prep and paving apron and taxiways for T-Hangars, Construct 24 T-Hangars and two corporate hangars for airport	\$194,003	FAA Ware County Federal & State Grants	X	X				Ware County
Upgrade AWOS and airport layout plan	\$200,736	FAA Ware County Federal & State Grants			X	X		Ware County
Acquire easement land (easement) And Clearing (RY36) for airport	\$100,000	FAA Ware County Federal & State Grants			X	X		Ware County
Install MIRL runway 5/23 (plans & specs)for airport	\$35,000	FAA Ware County Federal & State Grants			X	X		Ware County
Construct Perimeter fencing (plans & specs) for airport	\$35,000	FAA Ware County Federal & State Grants				X	X	Ware County
Install MIRL runway 5/23 and Construct Safety Area RWY 31 for airport	\$250,000	FAA Ware County Federal & State Grants		X				Ware County
Crack sealing of parallel taxiway, install perimeter fencing, and rehabilitate the apron for airport	\$442,895	FAA Ware County Federal & State Grants				X	X	Ware County
Encourage and assist local entrepreneurs to increase homegrown small businesses e.g. with an incubator program.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA, OTC, Waycross College School Board

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 ECONOMIC DEVELOPMENT (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop a program to promote that Ware County is a certified “work ready community”.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA, OTC, SGRC, Waycross College School Board
Develop a strategy to increase workforce education and skill level for the rural work force.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA, OTC, SGRC Waycross College School Board
Develop incentives to attract sustainable and green industry including agriculture/silviculture.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA, OTC, SGRC,
Develop a strategy/business plan to pursue increased attraction of retirees to the area including the development of a quality “Active Adult/Senior Communities” with diverse services, entertainment, housing and retail.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce Journal-Herald Satilla Medical Center
Develop joint tourism and business marketing opportunities between the various agencies to market the area more efficiently and effectively and encourage the promotion of existing opportunities.	TBD	State & Federal Grants Ware County Chamber of Commerce	X	X	X	X	X	Ware County City of Waycross DWDA, OADA, OTC, OHC, Okefenokee Swamp Park, Tourism Bureau
Develop an inventory of large tracts of land suitable for larger businesses.	TBD	State & Federal Grants Ware County	X	X	X	X	X	OADA, DWDA, Chamber of Commerce
Increase marketing and promotion of tourist attractions such as Obediah’s, Wildes Massacre Site, Heritage Center, and the Okefenokee Swamp Park and Okefenokee Wildlife Refuge.	TBD	Ware County City of Waycross Journal Herald	X	X	X	X	X	Chamber of Commerce, Tourism Bureau, OHC, OSP, OWLR

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 ECONOMIC DEVELOPMENT (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop standards and incentives to take advantage of redevelopment and infill opportunities to remove blight.	TBD	State & Federal Grants Ware County	X	X	X	X	X	City of Waycross Ware County
Develop a program to market the proximity to the three major ports of Brunswick, Jacksonville, and Savannah.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Chamber of Commerce DWDA, OADA,
Promote the future availability of the City Auditorium for meeting and conference space.	TBD	State & Federal Grants Ware County	X	X	X	X	X	City of Waycross Ware County Chamber of Commerce Tourism Bureau DWDA Journal Herald
Through a marketing program increase the awareness that the Industrial park is located next to local airport.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Chamber of Commerce DWDA, OADA,
Develop strategies to increase the awareness of the fact that Waycross/Ware County has 5 direct rail lines including the location of rail in the industrial park.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Chamber of Commerce DWDA, OADA City of Waycross Ware County
Pursue attraction of industries that can utilize rail and research funds and opportunities to develop additional properties along rail lines.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Chamber of Commerce DWDA, OADA
Develop an inventory of additional developable property close to rail lines.	TBD	State & Federal Grants Ware County	X	X	X	X	X	Chamber of Commerce OADA, DWDA

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 HOUSING								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop an aggressive program to pursue grants for housing rehabilitation /renewal for targeted areas of the City of Waycross and Ware County.	\$300,000	State and Federal Grants	X	X	X	X	X	City of Waycross Ware County
Pursue the construction of a quality “Active Adult/Senior Community” development through the development of a marketing and incentive program for potential developers.	TBD	Development Community	X	X	X	X	X	Ware County City of Waycross
Provide appropriate and affordable living accommodations for the working population including affordable rental housing in the form of single family homes and loft/apartment living.	TBD	Private partnerships DWDA State and Federal Grants	X	X	X	X	X	Ware County City of Waycross
Develop, improve and enforce zoning standards for property upkeep and screening standards.	TBD	Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission SGRC
Promote limited mixed-use of compatible uses to serve neighborhood needs and create focal community points.	TBD	Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission

WARE COUNTY SHORT TERM WORK PROGRAM FY 12 - 16 INTERGOVERNMENTAL COORDINATION								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop joint public relations tools for use by the County and City.	TBD	Ware County City of Waycross	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA
Pursue development of joint collateral marketing materials.	TBD	Ware County City of Waycross	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA
Hold monthly public/private marketing meetings to identify resources, parties and priority projects	TBD	Ware County City of Waycross	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA



CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 TRANSPORTATION								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Redirecting U.S. 1 via State to Tebeau to Carswell to Memorial Drive with Associated Improvements	\$500,000	TBD State & Federal Grants		X	X			City of Waycross GDOT
Apply for a TE Project for a streetscape and city auditorium	\$500,000	GDOT State & Federal Grants	X	X				City of Waycross GDOT
Extend a multi-use trail from Tebeau to the end of Brunswick Ave.	TBD	GDOT State & Federal Grants				X	X	City of Waycross GDOT
Develop a 5 yr program to schedule improvements for all dirt roads.	\$3,000,000	City of Waycross, State & Federal Grants, GDOT	X	X	X	X	X	City of Waycross
Develop a schedule to improve all Traffic Signals	\$750,000	GDOT State & Federal Grants	X	X	X	X	X	City of Waycross GDOT
Develop Traffic Studies for most efficient flow through waycross	\$100,000	GDOT State & Federal Grants	X	X	X	X	X	City of Waycross GDOT
Improve the Downtown Streetscape	\$500,000	State & Federal Grants	X	X	X	X	X	City of Waycross
Improve George Street with a turning lane	\$500,000	GDOT State & Federal Grants	X					Ware County City of Waycross GDOT
Widen Hatcher Point Rd. from US 1 South to Knight Avenue	\$3,500,000	GDOT, City of Waycross, Ware County	X	X	X			Ware County, TPCC, and GDOT
Widen Minnesota Ave. (US 84) from the Ware County line at Manor to Wadley Road.	\$45,000,000	GDOT State & Federal Grants	X	X	X	X	X	Ware County, TPCC, City of Waycross and GDOT
Implement DOT Priorities - Traffic Lights and Paving	\$300,000	GDOT	X	X	X	X	X	City of Waycross and GDOT
Implement the City of Waycross Road Priority List for TIA 2010 (Originally HB 277 of 2010)	TBA	GDOT City of Waycross State & Federal Grants	X	X	X	X	X	GDOT, City of Waycross, Ware County

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 NATURAL AND HISTORIC RESOURCES								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Hire a consultant to develop a Downtown Master Plan	TBD	City of Waycross	X	X	X	X	X	City of Waycross and SGRC
Seek Funding for Rehabilitation of Historic Buildings	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross, HPC
Promote Downtown living in Waycross	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross
Continue updating of city parks to improve all recreational facilities	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross
Promote the Cherokee Heights neighborhood which has a great diversity of plant life and needs to be marketed as a natural resource.	TBD	State & Federal Grants	X	X	X	X	X	Tourism Bureau City of Waycross Herald Journal SGRC
Actively promote the Satilla River as great resource for recreation, including fishing and canoeing.	TBD	State & Federal Grants	X	X	X	X	X	Tourism Bureau Ware County City of Waycross Herald Journal Chamber of Commerce Hospitality Industry

<b>CITY OF WAYCROSS                      SHORT TERM WORK PROGRAM FY 12 - 16                      NATURAL AND HISTORIC RESOURCES (continued)</b>								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Support Waycross Historic Preservation Commission in its efforts to attract public support, designate historic sites and districts in the city limits.	None	State & Federal Grants, HPC	X	X	X	X	X	City of Waycross,
Enhance and support existing efforts & groups working to clean and protect waterways.	\$50,000	State & Federal Grants	X	X	X	X	X	City of Waycross, DNR
Broaden Historic Preservation activities	\$25,000	State & Federal Grants	X	X	X			City of Waycross HPC
Maintain and restore city parks and canals.	\$200,000	State & Federal Grants	X	X	X			City of Waycross
Create partnerships for events downtown by encouraging cooperation of local government, chamber of commerce, private sector, and civic organizations.	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross DWDA Chamber of Commerce HPC OHC
Promote the information that Waycross is a National Register Historic City.	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross DWDA Chamber of Commerce Mainstreet HPC
Develop standards to allow for the in-fill and retrofitting of older, historic landmarks for modern functions.	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross DWDA Chamber of Commerce HPC, SGRC

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 NATURAL AND HISTORIC RESOURCES (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop standards that will allow for more flexibility of uses and design regulations to encourage preservation.	TBD	State & Federal Grants	X	X	X	X	X	Ware County City of Waycross DWDA Chamber of Commerce OHC HPC, SGRC
Pursue art shows and other cultural events organized by the Heritage Center for the historic downtown.	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross DWDA Chamber of Commerce OHC HPC
Encourage the Historic Preservation Commission to become more active and take more initiative.	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross HPC
Continue to maintain the inventory of historic places/areas.	TBD	State & Federal Grants						Ware County City of Waycross HPC

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 LAND USE								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Continuously improve the Keep Waycross-Ware County Beautiful Plan	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Ware County Clean Community Committee
Develop county wide development standards to regulate the distribution of land uses to avoid undue concentration of population and prevent the encroachment of incompatible land uses on each other.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Develop zoning districts appropriate to the character areas in the comprehensive plan.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Provide for buffer areas between agricultural and non-agricultural uses.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Include standards for elderly living into countywide development standards.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Encourage re-use of blighted development.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC
Encourage infill development and redevelopment of declining and revitalizing areas.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 LAND USE (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Provide sufficient flexibility in the approval process to encourage creative design, infill, rehabilitation, green space and open space.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC
Establish and define specific roles for each corridor in order to encourage revitalization.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC
Promote gateway treatment at crucial intersections.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC
Provide for flexibility in land uses to allow for compatible mix of uses, including boulevard housing.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC
Develop guidelines and encourage to improve the visual appearance of corridors through private-public cooperation.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC
Redevelop or re-designate key parcels within the corridors for public-private partnership in revitalization.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC
Develop incentives to encourage development of communities that are family friendly and provide diversity of uses and housing choices.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 LAND USE (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop strategies to provide for affordable, high quality residential areas and job opportunities within Ware County to decrease commuting from other counties.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC
Seek out funding sources to buy properties along the railroad in order to steer development that needs rail access into those areas.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC Chamber of Commerce DWDA, OADA
Develop strategies to ensure that water, sewer, and road infrastructure is provided concurrent with development.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC
Develop design standards for the downtown area in Waycross and encourage continued support of downtown revitalization projects.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC DWDA
Develop design guidelines for the Crossroads gateways and corridors including signage and landscaping to instill a sense of community and welcome visitors.	TBD	Ware County City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents SGRC

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 COMMUNITY FACILITIES								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Improve and/ or Replace infrastructure	\$7,500,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Renovate the Police Department	\$700,000	City of Waycross State & Federal Grants SPLOST	X	X	X	X	X	City of Waycross
Renovate the City Auditorium	\$3,000,000	City of Waycross State & Federal Grants SPLOST	X	X	X			City of Waycross
Renovate the Public Works Building	\$1,343,000	City of Waycross State & Federal Grants SPLOST	X	X	X	X		City of Waycross
National Guard Armory Renovation	\$2,000,000	City of Waycross State & Federal Grants	X	X	X	X		City of Waycross
Build an additional Fire Station	\$2,500,000	City of Waycross State & Federal Grants		X	X	X	X	City of Waycross
Renovations to Firestations #2 & 3	\$500,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Search for funding to support City-Wide Brownfield Redevelopment	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
County-wide extension of adequate utilities for new developments	\$100,000 per year	City of Waycross State & Federal Grants	X	X	X			Satilla Regional Water and Sewer Authority, City of Waycross and Ware County.
Enhance Police Services	\$1,250,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross



CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 COMMUNITY FACILITIES (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Enhance Fire Services in Waycross incl. new fire engine	\$450,000 \$250,000	City of Waycross State & Federal Grants	X	X	X			City of Waycross
Encourage and support efforts to expand degree programs at Waycross College	N/A	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Ware County
Assess Sewer and water systems in the City to address system deteriorations and to program capital upgrades. Phases I – IV.	\$500,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Develop incentives to encourage recycling services and opportunities for the community and utilize a regional recycling hub, thereby keeping the costs down.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Residents Chamber of Commerce SGRC
Research and apply for funding and grants to be able to provide paid services for Fire and EMS services for Ware County and the City of Waycross.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross SGRC
Pursue the development of a regional fire fighting academy.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross SGRC

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 COMMUNITY FACILITIES (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop standards to support additional growth only in those areas where such growth is planned for and can be supported by appropriate services.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents
Utilize and promote the existing water & sewer system capacity to attract more people and businesses into the area, including a younger workforce.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC Chamber of Commerce DWDA, OADA
Continue to utilize and promote the city and county recreation facilities. City parks stay booked year round and the new recreation complex has been received very well.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Planning Commission Residents Chamber of Commerce DWDA, OADA
Update the Service Delivery Agreement to more efficiently and effectively provide services.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross
Develop strategic facilities capital improvement and maintenance plans for each department.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Include facilities maintenance and appropriate staffing into the five year short term work program.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Street & Drainage Improvements (Rehab of Street Surfaces and Storm Drainage Infrastr.)	\$5,000,000	DOT and City	X	X	X	X	X	City of Waycross
Evaluate and Implement Flood Control Measures and Floodplain Mgt.	\$500,000	City, State, Federal	X	X	X	X	X	City of Waycross, EPD, FEMA
Develop and expand Reclaimed Water ("Purple-Pipe") System	\$500,000	City, State	X	X	X	X	X	City of Waycross

CITY OF WAYCROSS

SHORT TERM WORK PROGRAM FY 12 - 16								
ECONOMIC DEVELOPMENT								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Acquire property for Expansion of the Industrial Park	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Okefenokee Area Development Authority, City of Waycross, and Ware County
Continuously recruit new business to Waycross	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Okefenokee Area Development Authority, City of Waycross, Chamber of Commerce, Downtown Development Authority and Main Street
Prepare a feasibility study for developing an additional active adult community in the Waycross urban area.	\$20,000	City of Waycross State & Federal Grants	X	X	X			City of Waycross, Ware County, OADA, and Waycross-Ware County
Develop a collaborative group process for the reclamation of the old business district of Oak Street between Tebeau Street and Vernon Willis Drive beginning with aggressive code enforcement.	\$30,000	City of Waycross State & Federal Grants	X	X	X			Ware County, City of Waycross
Reclamation of the old Historic business district of Oak Street.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Support current, on-going efforts of Southside and Carswell Avenue neighborhood.	\$20,000	City of Waycross State & Federal Grants	X	X				City of Waycross
Develop a speculative building and/or suitable land at the Waycross Corporate Park and Waycross-Ware County Industrial Park	\$2,000,000	City of Waycross State & Federal Grants		X	X	X	X	OADA, City of Waycross Ware County

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 ECONOMIC DEVELOPMENT (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Develop a Sister City Program	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Renovate City Community Center (Auditorium)	\$1,000,000	City of Waycross State & Federal Grants	X	X				City of Waycross
Develop a Downtown Public-Private Partnership	\$75,000	City of Waycross State & Federal Grants	X	X				City of Waycross
Support the RLF Small Business Fund	\$350,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 HOUSING								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Establish private partnerships to create a more comprehensive approach to housing rehab	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Create more housing choices in Downtown Waycross	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Develop an aggressive program to pursue grants for housing rehabilitation/renewal for targeted areas of the City of Waycross and Ware County.	\$1,500,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross, Ware County
Continue programs for the maintenance and continued use of public housing projects.	\$75,000 a year	City of Waycross State & Federal Grants	X	X				Housing Authority
Develop and implement a plan to reduce the density and/or decentralize housing at the Bailey and Garlington Heights Housing Projects.	\$60,000	City of Waycross State & Federal Grants	X	X				Housing Authority
Develop new housing duplexes on vacant sites to increase housing diversity.	\$500,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross and Waycross Department of Community Improvement
Seek grant programs for development/improvement of housing and neighborhood facilities suitable for assisting residents in receiving multifunctional services provided to the public.	\$500,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Deployment of new street signage to comply with federal retro-reflectivity standards	\$250,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross
Pursue the development of a quality Active Adult community development through standards and incentives.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross

CITY OF WAYCROSS SHORT TERM WORK PROGRAM FY 12 - 16 HOUSING (continued)								
Project	Cost	Funding Source	FY Years					Responsibility
			12	13	14	15	16	
Provide appropriate and affordable living accommodations for the working population including affordable rental housing in the form of single family homes and loft/apartment living downtown.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Private partnerships DWDA
Develop standards and incentives to protect residential neighborhoods from encroachment of non-residential uses.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission SGRC
Develop, improve and enforce zoning standards for property upkeep and screening standards.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission SGRC
Promote limited mixed-use of compatible uses to serve neighborhood needs and create focal community points.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission
Develop a program to increase housing opportunities in downtown including additional apartments and loft living.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Planning Commission Chamber of Commerce DWDA
Develop joint public relations tools for use by the County and City.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA
Pursue development of joint collateral marketing materials.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA
Hold monthly public/private marketing meetings to identify resources, parties and priority projects	TBD	Ware County City of Waycross	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA, OADA

**7. Report of Accomplishments (Ware County and City of Waycross Combined)**

Joint Ware County – City of Waycross Report of Accomplishments <b>TRANSPORTATION</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
Widen and extend Blackshear Avenue from Sunnyside Drive to Pinehurst Drive.	\$1,100,000	GA Department of Transportation	2008-2011	DOT, TPCC and Ware County	POSTPONED
Widen US 1 North for passing lanes from Airport Road to Scapa Road.	\$1.25 million	GA Department of Transportation	2005-2010	DOT, TPCC and Ware County	ABANDONED
Widen US 1 North to four lanes from Scapa Road to the Bacon County line.	\$30 million	GA Department of Transportation	2004-2008	City of Waycross, DOT, TPCC and Ware County	COMPLETE
Four lane Hatcher Point Rd. from US 1 South to Knight Avenue	\$1,000,000	GA DOT, City of Waycross, and Ware County	2006-2010	DOT, TPCC and Ware County	ONGOING
Four-lane Minnesota Ave. (US 84) from the Ware County line at Manor to Wadley Road.	\$30 million	GA Department of Transportation	2005-2010	DOT, TPCC Ware County, and City of Waycross	ONGOING
Continue the established program to pave dirt roads that are a large source of runoff and sedimentation into state and local waters.	\$2 million per year	SPLOST	2008-2012	Ware County Public Works Division and Road Department	ONGOING
Contract 12 Paving.	\$1 million	SPLOST	2006-2010	City of Waycross	COMPLETE
Repair or replace, as needed, the remaining 4 wooden bridges in Ware County.	\$100,000	GA Department of Transportation and Ware County (SPLOST)	2008-2012	DOT, TPCC and Ware County	ONGOING

Joint Ware County – City of Waycross Report of Accomplishments <b>TRANSPORTATION (continued)</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
Construct entire Perimeter Road beginning at Smith Road going south from US 82 West (Corridor Z) crossing US 84 South near Wahoma, thence easterly and northerly crossing US 1 South, US 82 east, Central Ave & intersecting US 84 north near Pierce County line and continuing to US 1 North.	\$30 million  (\$8 million for US 82 to US 84)	GA Department of Transportation	2008-2012	DOT, TPCC and Ware County	ONGOING
Seek additional funding to construct Eastern Perimeter Road from Hwy US 84 East to Hwy US 1 South as Phase 1 of the entire perimeter road. (Per 2000 study this is the most needed section at this time). Other connections to be done in Phases as funds become available.	\$10 million	GA Department of Transportation	2007-2011	DOT, TPCC and Ware County	ONGOING
CSX Improvements	\$1 million	SPLOST	2006-2009	City of Waycross per contract with Ware County	COMPLETE
Pave ABC Avenue (South end) Waconia to Hebard	\$637,500	SPLOST, GADOT, FHWA	2007-2010	Ware County and CSX	COMPLETE
Pave ABC Avenue (Over Kettle Creek) Wacona to Blalock	\$2 million	SPLOST, GADOT, FHWA	2008-2012	Ware County and CSX	ABANDONED



Joint Ware County – City of Waycross Report of Accomplishments <b>TRANSPORTATION (continued)</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
Phase II – Construction of overpass at State Street (US 1) and CSX's Atlanta Lead Line in conjunction with Project 13 above.	\$3 million	DOT, CSX, City of Waycross, Ware County, and State Funds	2006-2010	DOT, CSX, City of Waycross, and Ware County	ONGOING
Phase III – Develop the abandoned rail corridor (contingent on above project #12 or until rail lines are re-located) between Albany Ave. & MLK Dr. as a Pedestrian/bike pathway.	\$500,000	Federal and State Grants	2008-2009	City of Waycross	POSTPONED
Pave Perham Street and improve rail crossing along the Perham Street corridor as part of the Rail Relocation.	\$350,000	CSX	2006-2010	CSX, GA DOT, City of Waycross, and FED	COMPLETE
Pave ABC Avenue as part of Railroad Relocation (North end) Terrest to Honeysuckle	\$192,500	SPLOST and GA DOT	2006-2010	Ware County and CSX	ONGOING
Augment lighting on runway 13-31 at the airport.	\$75,000	GA DOT Aviation Division (75:25) 25% local share, SPLOST	2008-2010	Airport Manager and Ware County Commission	POSTPONED
Runway 5-23 and runway 13-31 PAPI's (Precision Approach Pathway Indicator).	\$40,000	Georgia DOT, Ware County (75:25)	2009-2010	Airport Manager and Ware County Commission	POSTPONED

Joint Ware County – City of Waycross Report of Accomplishments <b>TRANSPORTATION (continued)</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
Augment lighting on Runway 5-23 at the Airport.	\$125,000	DOT, (Aviation 75%), (Ware County)	2008-2009	Airport Manager and Ware County Commission	POSTPONED
Full depth recycling on runways 13-31	\$628,000	DOT 75% and Ware County 25%	2007-2008	Airport Manager and Ware County Commission	COMPLETED
<b>(1.16)</b> Remark runways 13-31 at the airport.	None	DOT (100%0	2007-2008	Airport Manager and Ware County Commission	COMPLETED
<b>(1.6)</b> Augusta Avenue/ Blackshear Avenue (widening) from US 82 to US 1.	\$3.8 million	DOT, Ware County and SPLOST	2008-2010	Ware County Commission	ONGOING
<b>(1.9)</b> Traffic Study - US 82/Sycamore to US 1 south/Osbourne Road	\$20,000	Private/City	2008	City of Waycross	COMPLETE
<b>(1.1)</b> Create additional access to the Jamestown area via an extension for ABC Ave or Red Oak Dr across Kettle Creek. (This project's focus has changed to complement the proposed RR re-routing project & is contingent on the routing of the proposed Perimeter Road as to whether it would be in conjunction with the Perimeter or a stand-alone in terms of funding.)	\$1.5 million	GA DOT, City of Waycross and Ware County	2007-2010	GA DOT, City of Waycross and Ware County	ONGOING

Joint Ware County – City of Waycross Report of Accomplishments <b>TRANSPORTATION (continued)</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
<b>(1.8)</b> Widen State Street (US 1 Business) from Blackshear Avenue to Airport Road.	\$6,548,000	GA DOT	2007-2010	GA DOT	ABANDONED
<b>(1.9)</b> Reconfigure lanes on Memorial Drive and lower speed limit.	\$100,000	GA DOT	2008-2011	GA DOT	ONGOING
<b>(1.4)</b> DOT Priorities - Traffic Lights and Paving	\$300,000	GA DOT	2008-2012	City of Waycross and GA DOT	ONGOING
<b>(1.5)</b> TE Project FY '07	\$1,225,000 (\$300,000 grant received)	GA DOT	2008-2012	City of Waycross and GA DOT	ABANDONED
<b>(1.5)</b> TE Project FY '07	\$1,225,000	GA DOT and Ware County	2008-2012	GA DOT and Ware County	ABANDONED
<b>(1.7)</b> Study the feasibility to pursue funds for extending the East Perimeter from US 84 N to US 1 North/Scapa Road. This project is essential for use as a National defense (for hurricane evacuation and homeland security).	None	GA DOT and Federal Pilot	2009-2012	GA DOT and Ware County Commission	ABANDONED

Joint Ware County – City of Waycross Report of Accomplishments <b>NATURAL AND HISTORIC RESOURCES</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
<b>(2.7)</b> Maintain canoe route on Satilla River from Jamestown landing to Waycross-Blackshear Bridge with a raised boat ramp at Waycross-Blackshear bridge area.	\$20,000	LWCF Grants, (TEA 21) Grants and Department of Natural Resources	2008-2011	Ware County Recreation Department and Public Works Department	ONGOING
<b>(2.17)</b> Identify and protect prime agricultural soils in the county and protect with zoning and tax incentives.	None to Local Govt	Natural Resources Conservation Service	2008-2011	Ware County Planning Department and Natural Resources Conservation Service	ONGOING
<b>(2.26)</b> Maintain and restore city parks and canals.	\$75,000	City of Waycross	2008-2012	Public Works Division	ONGOING
<b>(2.25)</b> Support Waycross Historic Preservation Commission in its efforts to attract public support, designate historic sites and districts in the city limits.	None	N/A	2008-2012	City of Waycross, Ware County Planning Department, and Waycross Department of Community Improvement	ONGOING
<b>(2.5)</b> Enhance and support existing efforts & groups working to clean and protect waterways.	\$20,000	Ware County, City of Waycross, and DNR	2008-2012	Ware County, City of Waycross, and DNR	ONGOING
<b>(2.1)</b> DNR – 319 (h) Grant for Historic Preservation	\$423,000	DNR and City of Waycross	2008-2012	City of Waycross	COMPLETE

Joint Ware County – City of Waycross Report of Accomplishments <b>NATURAL AND HISTORIC RESOURCES (continued)</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
<b>(2.2)</b> Broaden HP activities	\$25,000	GA Trust – HP and City of Waycross	2008-2012	City of Waycross	ONGOING
<b>(2.3)</b> Complete Pre-Hazard Mitigation Plan	\$25,000	GEMA	2008	SE Ga RDC	COMPLETE
<b>(3.5)</b> Continue the regular maintenance/beautification of highway corridors/gateways. (Gateway signage/berms are needed at county lines-US 1, US 82 and US 84)	\$50,000 per year	Departmental Budget, Federal and State	2008-2012	Ware Co. Public Works Dept., Garden Clubs and Chamber of Commerce	ONGOING

Joint Ware County – City of Waycross Report of Accomplishments <b>COMMUNITY FACILITIES</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
<b>(4.4)</b> Construct and maintain a comprehensive training facility for police, fire and emergency medical services. Complete tower and burn building and paving/drainage.	\$300,000	SPLOST	2008 - 2012	Public Safety Departments, Fire and Emergency Medical Services, Ware County, and City of Waycross	ONGOING
<b>(D.4)</b> Construct Phase V of multipurpose recreation center (Regional Park)	\$5,000,000	SPLOST	2008-2012	Recreation Department	ONGOING
<b>(4.5)</b> County-wide extension of adequate utilities for all new developments.	\$100,000 per year	State and Federal Grants	2008-2012	Satilla Regional Water and Sewer Authority, City of Waycross and Ware County.	ONGOING
<b>(4.5)</b> Satilla Regional Water and Sewer Authority to install sewer throughout designated urban areas in Ware Co. (Emerson Park has been completed. Other areas have been bid.)	\$25 million	Federal and State grants and Department of Agriculture	2008-2012	Satilla Regional Water and Sewer Authority and Public Works Division	COMPLETE
<b>(4.5)</b> Continue the established program to correct/improve drainage problems in Ware Co.	\$ 1 million	SPLOST and CDBG	2008-2012	Ware County Road Department and Public Works Division	ONGOING
<b>(4.2)</b> Study the feasibility of adding Tennis Courts to Parks.	\$10,000	Grants and Ware County	2008-2009	Ware County	ONGOING
<b>(D.2)</b> Assess, renovate, and improve Jasmine lift station in the City of Waycross	\$350,000	City of Waycross and Federal	2006-2010	City of Waycross	COMPLETE
<b>(3.3)</b> Enhance Police Services	\$250,000	City and DOJ	2008-2012	City of Waycross	ONGOING
<b>(3.1)</b> Enhance Fire Services in Waycross.	\$450,000	FFASG and City of Waycross	2008-2012	City of Waycross	ONGOING

Joint Ware County – City of Waycross Report of Accomplishments <b>COMMUNITY FACILITIES (continued)</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
<b>(3.1)</b> Enhance Fire Services in Ware County	\$1,200,000	FFASG and Ware County	2008-2012	Ware County	ONGOING
<b>(1.9)</b> Study feasibility to add access to OTC from Corridor “Z” on right-of-way line.	\$200,000	City of Waycross and GA DOT	2009-2012	OTC, City of Waycross and GA DOT	ABANDONED
<b>(B.2)</b> Encourage and support efforts to, develop a 4-year degree program at Waycross College	None	n/a	2008-2012	City of Waycross and Ware County	ONGOING
<b>(4.5)</b> Assess Sewer and water systems in the City of Waycross to address system deteriorations and to program capital upgrades. Phases I – IV.	\$500,000	City of Waycross, and Federal	2006-2010	City of Waycross, and Federal	ONGOING

Joint Ware County – City of Waycross Report of Accomplishments <b>LAND USE</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
<b>(3.1)</b> Protect land adjacent to or in close proximity to the airport from haphazard development by zoning for airport related industry.	None	Planning and Codes Department	2008-2011	Ware County Planning and Codes Department	ONGOING
<b>(4.7)</b> Develop county-wide zoning.	\$3,000 per year	Planning & Codes Dept. budget	2009-2011	Ware County Planning Department	ONGOING
<b>(F.1)</b> Update City and County zoning ordinances	\$5,000 per year	Planning & Codes Budget	2008-2012	Ware County Planning Department and Waycross Community Improvement Department	ONGOING
<b>(3.6)</b> Pursue “Keep Waycross-Ware County Beautiful” plan to enhance the attractiveness of the City of Waycross and Ware County.	None	n/a	2008-2012	City of Waycross, and Clean Community Committee	ONGOING



Joint Ware County – City of Waycross Report of Accomplishments <b>ECONOMIC DEVELOPMENT</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
<b>(5.5)</b> Prepare a feasibility study for developing an additional retirement community in the Waycross urban area.	\$20,000	Department of Community Affairs (DCA)	2009-2012	City of Waycross, Ware County, OADA, and Waycross-Ware County	ONGOING
<b>(5.4)</b> Develop a collaborative group process for the reclamation of the old business district of Oak Street between Tebeau Street and Vernon Willis Drive beginning with aggressive code enforcement.	\$30,000	City Commission	2008-2012	Ware County Planning and Codes Department, Waycross Community Development	ONGOING
<b>(5.4)</b> Support current, on-going efforts of Southside and Carswell Avenue neighborhood.	\$20,000	Grants and City of Waycross	2008-2012	City of Waycross Community Improvement Department, Planning Department	ONGOING
<b>(3.14)</b> Develop a speculative building at the Waycross Corporate Park and Waycross-Ware County Industrial Park	\$2,000,000	SPLOST and EDA (One Georgia)	2008-2012	OADA, Waycross and Ware County Commission	ONGOING
<b>(3.14)</b> Assessment of vacant and existing buildings for industry.	\$5,000	Chamber of Commerce, OADA & WWDA	2008-2012	Chamber of Commerce,	ONGOING
<b>(5.2)</b> Develop a continuous program for the regular visitation of local businesses and industries.	None	Chamber of Commerce, OADA & WWDA	2008-2012	Chamber of Commerce, OADA and WWDA	ONGOING
<b>(5.1)</b> Continue to market use of Trembling Earth Recreational Complex for hosting regional, state and national Tournaments.	\$5,000	City of Waycross, Ware County and Chamber of Commerce	2008-2012	City of Waycross, Ware County Recreation, and Tourism Bureau	ONGOING
<b>(5.1)</b> Hazzard Hill Branch Project	\$500,000	CDBG Grant	2007-2009	City of Waycross	COMPLETE

Joint Ware County – City of Waycross Report of Accomplishments <b>ECONOMIC DEVELOPMENT (continued)</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
<b>(5.2)</b> City Community Center (Auditorium)	\$1,000,000	ONEGA, EIP, SPLOST and GA Trust	2008-2011	City of Waycross	ONGOING
<b>(5.3)</b> Downtown Public-Private Partnership	\$75,000	Local Development Fund, UGA, SBA and Private Investment	2008-2010	City of Waycross	ONGOING
<b>(5.4)</b> Promote RLF Small Business Fund	\$50,000	DCA and City of Waycross	2008-2012	City of Waycross	ONGOING

Joint Ware County – City of Waycross Report of Accomplishments <b>HOUSING</b>					
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Completed/ Carry Over?
<b>(6.3)</b> Develop an aggressive program to pursue grants for housing rehabilitation/renewal for targeted areas of the City of Waycross and Ware County.	\$300,000	CHIP/CDBG, USDA, and HUD Grants	2008-2012	City of Waycross, Ware County Planning Department, and Community Development Division	ONGOING
<b>(6.10)</b> Continue programs for the maintenance and continued use of public housing projects.	\$75,000/year	Grants	2008-2012	Housing Authority	ONGOING
<b>(6.10)</b> Develop and implement a plan to reduce the density and/or decentralize housing at the Bailey and Garlington Heights Housing Projects.	\$60,000	HUD	2008-2012	Housing Authority	ONGOING
<b>(6.12)</b> Develop new housing duplexes on vacant sites to increase housing diversity.	\$500,000	CDBG, USDA, HUD, Housing Authority and other grant sources	2008-2012	City of Waycross and Waycross Department of Community Improvement	ONGOING
<b>(6.3)</b> Establish a multi-grant program to assist residents to rehabilitate housing assisted programs for historical preservation.	\$5,000	State and Federal	2008-2012	City of Waycross Community Improvement Department, and RDC	COMPLETE
<b>(6.5)</b> Seek grant programs for development/ improvement of housing and neighborhood facilities suitable for assisting residents in receiving multi-functional services provided to the public.	\$500,000	HUD	2008-2012	City of Waycross and Waycross Department of Community Improvement	ONGOING

**DATE OF ADVERTISEMENT**  
**February 26, March 5, and March 12, 2011**

**NOTICE OF LOCAL PLAN SUBMITTAL AND HEARING/COMMENT  
OPPORTUNITY**

**Submitting**

**Local Governments:** Ware County and the City of Waycross

**Local Contact:**

Jimmy Brown, Ware County Commission Chair  
P.O. Box 1069, Waycross, GA 31502  
(912) 283-9123  
Mayor Clarence Billups, City of Waycross  
417 Pendleton Street, Waycross, GA 31502  
(912) 287-2912

**Re:** 2031 Joint Ware County – City of Waycross Full Comprehensive Plan Update

**Public Hearing**

**Date, Time:** March 14<sup>th</sup>, 2011 – 5:30 p.m.

**Location:** Ware County Commission Chambers, Commission Meeting Room on the second floor of the Courthouse at 800 Church Street.

**Description of General Nature of Plan:**

Ware County and the City of Waycross have submitted the Community Agenda portion of the update for the Joint Comprehensive Plan for formal state and regional review and comment under the Georgia Planning Act of 1989. The Community Agenda consists of the establishment of character areas to define future development, goals and policies to address issues and opportunities confronting the community, a 2012 – 2016 Short Term Work Program Update and a Short Term Work Program Report of Accomplishments.

**Comment Due Date: March 14, 2011**

For those wishing to review and comment, a draft copy of the Full update is available on the Southern Georgia Regional Commission website at [www.sgrc.com](http://www.sgrc.com). Formal comments must be made in writing in order to be accepted.

Please submit any comments you wish to have taken into consideration to Julia Shewchuk via e-mail to [jshewchuk@sgrc.us](mailto:jshewchuk@sgrc.us) or by regular mail to Southern Georgia Regional Commission, 327 West Savannah Avenue, Valdosta, GA 31601.

**AGENDA  
REGULAR MEETING  
WARE COUNTY BOARD OF COMMISSIONERS  
March 14, 2011  
7:00 PM**

Call to Order

Roll Call

Invocation

Pledge of Allegiance

**RETIREMENT RECOGNITION – PEGGY GUINN**

**CONSENT ITEMS:**

1. **February 2011 Minutes:** **Tab A**
  - Work Sessions – February 14, 2011 and February 28, 2011**
  - Called Meetings – February 14, 2011 and February 28, 2011**
  - Regular Meeting – February 14, 2011**
  - Public Hearings – February 14, 2011**
  
2. **Approve bids:**
  - **Natural Gas** **Tab C**
  - **Turn Out Gear – Fire Department** **Tab D**
  
3. **Approve appointments:** **Tab E**
  - **Seven Rivers RC&D Council**
  - **Ware County Board of Assessors**
  
4. **Approve resolutions:**
  - **Georgia Fund I** **Tab F**
  - **Amending Code of Ordinances – Chapter 46 and Chapter 18** **Tab G**
  - **Transmit Community Agenda for the Joint Ware County-City of Waycross 2031 Comprehensive Plan** **Tab B**
  
5. **Approve Alcoholic Beverage License – Ronnie Music – PaPa’s Deli & Convenience #2** **Tab I**
  
6. **Approve statewide contract terms for Grader and Loader-Public Works** **Tab J**
  
7. **Approve purchase of Decatur Radar for Georgia State Patrol** **Tab L**

**NEW BUSINESS:**

**County Manager's report**

**Citizen's communication**

**Commissioner's communication**

**Adjournment**

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**NOTICE OF LOCAL PLAN SUBMITTAL AND HEARING/COMMENT OPPORTUNITY**

**Submitting Local Governments:** Ware County and the City of Waycross

**Local Contact:** Jimmy Brown, Ware County Commission Chair  
P.O. Box 1069, Waycross, GA 31502  
(912) 283-9123  
Mayor Clarence Billups, City of Waycross  
417 Pendleton Street, Waycross, GA 31502  
(912) 287-2912

**Re:** 2031 Joint Ware County – City of Waycross Full Comprehensive Plan Update

**Public Hearing Date, Time:** March 14<sup>th</sup>, 2011 – 5:30 p.m.

**Location:** Ware County Commission Chambers, Commission Meeting Room on the second floor of the Courthouse at 800 Church Street.

**Description of General Nature of Plan:**

Ware County and the City of Waycross have submitted the Community Agenda portion of the update for the Joint Comprehensive Plan for formal state and regional review and comment under the Georgia Planning Act of 1989. The Community Agenda consists of the establishment of character areas to define future development, goals and policies to address issues and opportunities confronting the community, a 2012 – 2016 Short Term Work Program Update and a Short Term Work Program Report of Accomplishments.

**Comment Due Date: March 14, 2011**

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Please submit any comments you wish to have taken into consideration to Julia Shewchuk via e-mail to [jshewchuk@sgrc.us](mailto:jshewchuk@sgrc.us) or by regular mail to Southern Georgia Regional Commission, 327 West Savannah Avenue, Valdosta, GA 31601.

# Joint Ware County - City of Waycross

## 2031 Comprehensive Plan

### Draft Community Agenda

3-14-2011 PUBLIC HEARING

# SIGN IN SHEET

	<u>Name</u>	<u>Organization</u>	<u>Email</u>
1.	ROB LEWIS	CHRISTMAS ISLAND	CHRISTMAS ISLAND SA@YAHOO.COM
2.	John Summerlin		JUNKHUNTER@M.S.N.COM
3.	Wayne Kilmark	Ware Co. P/ing	wkilmark@warecounty.com
4.	Paul Smith	Ware County	psmith@warecounty.com
5.	Jennifer Dorminey	Ware Co.	jdorminey@hbss.net
6.	Danny Yarbrough	City of Waycross	danny@yarbrongs.com
7.	Adiane Hopkins	Mayor Pro Tem	dhopkins@hotmail.com
8.	RAPHEL MADDOX	CITY OF WAYCROSS	R.MADDOX@WAYCROSSGA.COM
9.	CHRISTINE BROCK	CITY OF WAYCROSS	CBROCK@WAYCROSSGA.COM
10.	Larry Gathis	CoW	lgathis@waycrossga.com
11.	Lawrence Woodard	owner	
12.	CARLOS NELSON	Ware Co Comm	Cynelson31501@gmail.com
13.	Gene Dixon	Ware Co Comm.	meangene1@wayxcable.com
14.	Victor Aldridge	Ware Co. Commission.	aldridge@wayxcable.com
15.	Jimmy Brown chairm	Ware Co. Commission	Jamesbrown45@bellsouth.net
16.	Dan Gibson	Ware County Clerk	pgibson@warecounty.com
17.	Emanuel Zanders	SGRC	
18.			
19.			
20.			
21.			
22.			
23.			
24.			



Waycross - Ware County Comprehensive Plan  
Sign In Sheet  
2/22/11

1. Wayne Kilmark Ware Co. Planning Dept.
2. JAMES Burchett WARE Co.
3. DENNIS HAGOOD WARE CO.
4. WITTM DeLoach City of Waycross - Public Works  
wdeLoach@waycrossga.com
5. TONY TANNER City of Waycross Police Chief
6. FRANK BAUGH City of WAYCROSS - ENGINEERING
7. Joseph Barrow Ware Co. BOE Superintendent
8. Derek Johnson Yourwarelocal.com.
9. Roger Williams Okfus. Area Dev. Authority
10. Thomas Long Gattis City of Waycross - Finance Director
11. Raphael D. Maddox City of Waycross - HR/Community Improvement
12. David E. Eddins City of Waycross - Fire Dept.
13. Deron W. King City of Waycross - City Manager

# Waycross - Ware County Comp Plan Update

Sign In Sheet 2/7/11

1. Barbara T. Miller Ware Planning Codes
2. Corey Hull SGRC
3. James Berdett Ware County
4. Todd Miller SGRC
5. Chuck Norvell GFC (Arbitrator)
6. Deron King City of Waycross
7. FRANK BAUGH (Also attended last meeting but did not sign-in) City of Waycross
8. Wayne Kilmark Ware County P&C
9. Larry Gattis City of Waycross
10. Jason Rubenauer OTC Economic Dev.
11. Andy Brannen OTC Economic Dev.
12. Paul Smith Ware County
13. Relas Smith Ware BOE
14. Emanuel Zanders SGRC

SIGN - IN SHEET  
 JANUARY 26, 2011  
 WORK SESSION

2032 JOINT WARE COUNTY - CITY OF WAYCROSS FULL COMPREHENSIVE PLAN UPDATE

NAME	ORGANIZATION	PHONE	E-MAIL
JAMES Burchett	WARE COUNTY	614-2460	JBurchett@WARECOUNTY.COM
GAIL Thaxton	OTC	912-287-5828	gthaxton@okefenokeetech.edu
Barbara T. Miller	Planning & Codes	285-8929	btmiller@waycable.com
David E. Eddins	Waycross Fire	257-2937	dreddins@waycrossga.com
DENNIS HOGOOD	WARE Co.	287-4379	DHAGOOD@WARECOUNTY.COM
Billy Gillis	SOUTHLAND WASTE	882-8879	GillisW@RCP.SRV.COM
Ken Taft	Planning Comm.	281-8668	Ken.taft@gibsonkwp.com
Jasop Rubenbauer	OTC	285-6361	jrubenbauer@okefenokeetech.edu
Roger Williams	OADDA	283-2244x122	roger.williams@wjhnews.com
Paul Smith	Ware County	287-4300	p.smith@warecounty.com
Larry Gothis	C. W.	287-2964	lgathis@waycrossga.com
DERON KING	CITY OF WAYCROSS	287-2912	deronking@waycrossga.com
Charles E. Billups	CITY OF WAYCROSS	287-2912	cbillups@waycrossga.com
DEREK HARRISON	YOURWARELOCAL.COM	912 281 0018	derek@servs.com



8/31/10 Ware/Waycross Comp  
Plan Mtg.

Julia Shewchuk, SBRC  
Carey Hull, SBRC  
Amanda Peacock, SBRC  
Scott Purvis, DCA  
Wayne Kilmer, Ware County  
Amy Katts, CoW  
Crystal See, Waycross Chamber of Commerce  
Joseph Brown, Ware County Schools  
James Burckett, Ware County  
Dave Callaway, WAYCROSS MAGAZINE  
Derek Johnson, waycrosslocal.com  
FRANK BRUGG, City of Waycross  
David E. Eddins, Waycross Fire Dept.  
Becky Murray, Ware CO.  
James Shubert, WMC Co.  
DENNIS HAGOOD, " "  
Marc Hawkins, City of Waycross  
Roger Williams, Okfus Area Dev. Auth.  
Wesley Morgan, OADR  
Mary Beth Kennedy, Main Street/City  
Ben Taft, Waycross-Ware Co Planning Comm  
Jan Huff, WWRDA

SIGN - IN SHEET  
 JULY 13, 2010 WORK SESSION  
 2032 JOINT WARE COUNTY - CITY OF WAYCROSS FULL COMPREHENSIVE PLAN UPDATE

NAME	ORGANIZATION	PHONE	E-MAIL
Jan Hart	WUOA	281 6205	Chinahrt1@lrc.com
Joe Hart	Planning Comm	282-2823	Chinahrt@wayxcable.com
DAVE CALLAWAY	WAYCROSS MAB/CK 42	8-7-0948	Cullaway@wayxcable.com
Reba Smith	WBOE	283-8656	rgsmith@ware.k12.ga.us
Corey Hull	SGRL		
Taylor Hereford	Waycross College	449-7510	thereford@waycross.edu
David Eddins	Waycross Fire	287-2938	dreddins@waycrossga.com
W. Connie Brown	Perry Bros. Funeral Home	283-6162	perrybrothersfh@wayxcable.com
DENNIS HAGOOD	WARE COUNTY	287-4379	D.HAGOOD@WARECOUNTY.COM
James Shubert	WARE County Planning	287-4379	jshubert@warecounty.com
Louis HERRIN	VEW Waycross GA	9/2 283-0123	leh549@bellsouth.net



SIGN - IN SHEET  
MAY 26, 2010 WORK SESSION  
2032 JOINT WARE COUNTY - CITY OF WAYCROSS FULL COMPREHENSIVE PLAN UPDATE

NAME	ORGANIZATION	PHONE	E-MAIL
Jay Cooper	Ware Co E911	912-287-4335	jcooper@warecounty.com
James Shubert	Ware Co. Planning & Code	287-4377	jshubert@warecounty.com
Crystal Isie	Ware Co. Chamber	912-283-3742	wwcocogill@atc.cc
Barbara T. Miller	Ware Co. Planning Code	912-285-8929	btmiller@waycable.com
Rosie Williams	Chamber Board	283-9459	rosie <del>new</del> @yahoo.com
Dwda Jaym	DWDA	(912)283-7787	dwda3@bellsouth.net
Chin Hart	WWDA	912 284 0408	chinahart@waycable.com
Michael Brooks	Ware Co. Public Works	912-287-4404	mbrooks@warecounty.com
Tony TANNER	Waycross Police Dept	912 287-2927	ttanner@waycrossga.com
Chris Tatum	Waycross Police	912 287 2925	ctatum@waycrossga.com
DEREK HARRISON	SERVA / WAYCROSSLOCAL.	912 281 6018	derek@serva.com
Cory Hull	SGRC		
MIKE CAVE	BB&T	912-285-5096	MCave@BB&T.COM
Roger Williams	OADA	912-283-2244x122	roger.williams@wihnews.com
Mary Beth Kennedy	Main St. / City of Waycross	287-2914	mkennedy@waycrossga.com
Joseph C. Barrow	Ware Co. BOE	912-283-8656	jbarrow@ware.k12.ga.us



SIGN - IN SHEET  
MAY 26, 2010 WORK SESSION  
2032 JOINT WARE COUNTY - CITY OF WAYCROSS FULL COMPREHENSIVE PLAN UPDATE

NAME	ORGANIZATION	PHONE	E-MAIL
Chuck Norvell	GA Forestry	229-430-5123	cnorvell@gostate.ga.us
Ben McQuain	GA Power	287-5430	<del>Ben</del> BWMCQUAIN@SOUTHERNCO.COM
FRANK BAUGHT	City of Waycross	912-287-2945	FBAUGHT@WAYCROSSGA.COM
MACC HANKINS	City of Waycross	287-2944	mhankins@waycrossga.com
Bill Hughes	The Patterson Bank	912 490 1010	bhughes@pattersonbank.com
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Wayne Kilmark	Ware Co. Plng + Codes	287-4379	wkilmark@warecounty.com
Larry Gathis	Co W	287-2964	lgathis@waycrossga.com
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<del>Herbert</del> Dan	City	286-4529	NE2747@gmail.com
Keith Crawford	Waycross Fire	287-2938	ACRAWFORD@WAYCROSSGA.COM

Emory O. Marcus  
melzella@bellsouth.net

CAPT. C. J. Tatum  
ctatum@waycrossga.com

PAM HAVT

Ben McQuain  
Bwmcquai@southco.com

CHUCK NORVILL

Waycross Police Dept.  
912 287 2925

WVDA 2840408

GA Power/Wake Co BOZA

GA Forestry Commission

512 Oak St.

1406 S. 11th Blvd

2470 WADLEN RD.

2910 Newton Rd

Waycross GA 31501

WAYX GA 31501

WAYCROSS 31503

ALBANY, GA 31701

**WARE COUNTY**

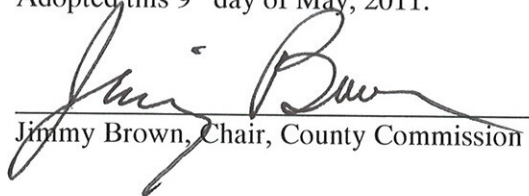
**RESOLUTION TO ADOPT  
2031 JOINT WARE COUNTY – CITY OF WAYCROSS  
COMPREHENSIVE PLAN**


**WHEREAS**, the Ware County Board of Commissioners, together with the City of Waycross have completed the 2031 Joint Ware County – City of Waycross Comprehensive Plan.

**WHEREAS**, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning effective May 1, 2005 and established by the Georgia Planning Act of 1989.

**BE IT THEREFORE RESOLVED**, that the Ware County Board of Commissioners does hereby adopt the 2031 Joint Ware County – City of Waycross Comprehensive Plan.

Adopted this 9<sup>th</sup> day of May, 2011:

  
Jimmy Brown, Chair, County Commission

  
ATTEST: Pam Gibson, County Clerk

**RESOLUTION NO. 11-21**

**CITY OF WAYCROSS**

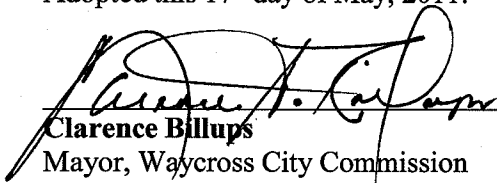
**RESOLUTION TO ADOPT  
2031 JOINT WARE COUNTY – CITY OF WAYCROSS  
COMPREHENSIVE PLAN**

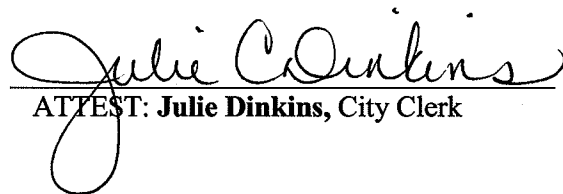
**WHEREAS**, the City of Waycross City Commission, together with the Ware County Board of Commissioners have completed the 2031 Joint Ware County – City of Waycross Comprehensive Plan.

**WHEREAS**, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning effective May 1, 2005 and established by the Georgia Planning Act of 1989.

**BE IT THEREFORE RESOLVED**, that the City Commission for the City of Waycross does hereby adopt the 2031 Joint Ware County – City of Waycross Comprehensive Plan.

Adopted this 17<sup>th</sup> day of May, 2011.

  
\_\_\_\_\_  
Clarence Billups  
Mayor, Waycross City Commission

  
\_\_\_\_\_  
ATTEST: Julie Dinkins, City Clerk

