

2016 Greater Ware County Comprehensive Plan Update for Ware County and The City of Waycross

Adopted May 9, 2016



Prepared for: Ware County and The City of Waycross

Prepared by the



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I. Chapter 110-12-1 Minimum Standards and Procedures for Local Comprehensive Planning

1. Introduction

The joint 2016 Ware County and City of Waycross Comprehensive Plan Update was prepared in accordance with the Rules of the Georgia Department of Community Affairs Chapter 110-12-1, Minimum Standards and Procedures for Local Comprehensive Planning.

As required by the Local Comprehensive Planning Standards, the joint 2016 Ware County and City of Waycross Comprehensive Plan Update consists of the following elements:

- Community Goals
- Issues and Opportunities
- Community Work Program
- Economic Development Element
(As a community included in the Georgia Job Tax Credit Tier 1 category)
Although a separate summarized economic development element is included in this Comprehensive Plan, which by reference adopts the current regional Comprehensive Economic Development Strategy (CEDS), any economic development goals, policies, issues, opportunities, and objectives pertaining to Ware County and the City of Waycross have also been integrated directly into their parallel components in this Comprehensive Plan.
- Land Use Element
(As a community with zoning or land development regulations subject to the Zoning Procedures Law)

2. Community Involvement

All of the required elements have been developed with extensive opportunity for involvement and input from stakeholders throughout the county and cities. The following steps were taken to ensure that this plan reflected the full range of needs and opportunities from the many stakeholders and residents in the county:

- a) Stakeholders were identified. These included the Ware County Board of Commissioners; The City of Waycross; Ware County and Waycross law enforcement and EMS; the Ware County School Board; the Ware County Development Authority; local businesses and industries; local nonprofit organizations; and the general public.
- b) Participation techniques were identified. Techniques used included a kick-off public information meeting, printed public information in local newspapers, and information on the Southern Georgia Regional Commission's website and local government websites. A steering committee was formed to oversee and participate in the plan update, including representatives from the stakeholders mentioned above.
- c) A participation program was conducted. Identified stakeholders were invited and attended, yielding specific input in plan content. The steering committee held regular meetings to provide input and feedback.

The public hearing kicking off the comprehensive planning process was held on Oct. 12th, 2015 at the Ware County Commission Chambers in Waycross. It was held for the purpose of making any potential stakeholders and residents aware that the comprehensive plan update and review was now under way, explaining the purpose of the update, and encouraging residents and other stakeholders to actively participate in the plan update.

3. Identification of Stakeholders

A comprehensive list of potential stakeholders was put together with input from the Ware County Board of Commissioners, the City of Waycross, the Development Authority, elected officials, and residents. Copies of every meeting's sign-up sheets are included in this plan in the Appendix.

4. Identification of Participation Techniques

The following participation techniques were utilized during the update process:

- Three Public Hearings:
 - Kick-off
 - Transmittal
 - Adoption
- Five Workshops:
 1. Goals, Issues, and Opportunities
 2. Issues and Opportunities, continued
 3. Community Policies
 4. Report of Accomplishments & Community Work Program
 5. Economic Development and Land Use
- Extensive e-mail correspondence with stakeholders (notices of meetings, e-mail requests for comments, distribution of revised drafts and final documents)
- Special Webpage on SGRC website as well as County and City Websites
- Dissemination of Information in the newspaper (public notices, advertisements)

5. Conduct Participation Program

A foundational principle utilized by the Southern Georgia Regional Commission in all of its planning projects is public and stakeholder participation from and coordination with multiple and diverse interest groups. In order to ensure the broadest buy-in and diversity of input into the comprehensive plan update, all participants were included in the stakeholder group. Outreach to the public, local governments, chambers of commerce, economic development authorities, and other stakeholders and interested parties was accomplished by e-mail correspondence, direct communication, the project website, and updates provided at workshops and other group meetings. Opportunity for public comment was provided at public hearings and city and county commission meetings.

In addition to the three required public hearings, SGRC held a series of five workshops to discuss several elements of the plan. The first two workshops were used to review the existing goals, issues, and opportunities and the third workshop was used to review the policies; in the form of a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis, participants updated the list of goals, issues, opportunities, and policies to meet current needs. Copies of the sign-in sheets are provided in the Appendix along with public hearing notices.

The Report of Accomplishments was developed in the fourth workshop along with the draft of the updated Community Work Program. The Community Work Program was developed by the participants to include specific action items and projects that would be feasible for the County and the City to implement should funding be available.

The fifth workshop was utilized to update the Economic Development Element and the Land Use Element and maps as desired by the local governments.

6. Consideration of Regional Water Plan and Environmental Planning Criteria

During the preparation of the Comprehensive Plan Update, the local governments must review both the Regional Water Plan covering its area and the GDNR Rules for Environmental Planning Criteria as laid out in Chapter 391-3-16 to determine whether any local implementation practices or development regulations need to be adapted to be consistent with both.

Suwannee-Satilla Regional Water Plan

Ware County and the City of Waycross lie within the area of the Suwannee-Satilla Regional Water Plan, which was adopted in September 2011.

The Suwannee-Satilla Regional Water Plan had identified 13 goals, listed below, to implement its vision of managing water resources in a sustainable manner under Georgia's regulated riparian and reasonable use laws to support the state's and regions' economy, to protect public health and natural resources, and to enhance the quality of life for all citizens; while preserving the private property rights of Georgia's landowners, and in consideration of the need to enhance resource augmentation and efficiency opportunities.



Source: CDM Suwannee-Satilla Regional Water Plan

Goals:

1. Manage and develop water resources to sustainably and reliably meet domestic, commercial, and industrial water needs, including all agricultural sectors (including agro-forestry).
2. Manage ground and surface water to encourage sustainable economic and population growth in the region.
3. Manage the Region's and State's water resources in a manner that preserves and protects private property rights.
4. Ensure an adequate water supply of suitable quality to meet current and future human needs, while protecting environmental resources.

5. Identify opportunities to optimize existing and future supplies, and water and wastewater infrastructure.
6. Promote efficient use and management of surface and groundwater resources to allow for sufficient supplies for current and future generations.
7. Protect and manage surface and groundwater recharge areas to ensure sufficient long-term water supplies for the region.
8. Protect, maintain, and where appropriate and practicable, identify opportunities to enhance water quality and river base flows.
9. Protect and maintain regional water-dependent recreational opportunities.
10. Identify opportunities to manage stormwater to improve water quality and quantity.
11. Identify and implement cost-effective water management strategies.
12. Seek to provide economically affordable power and water resource service to all citizens in the region.
13. Identify and implement actions to better measure and share water use data and information.

In addition, the Regional Water Plan has adopted several Short-Term Water Quantity and Water Quality Management Practices, which the local comprehensive plan should include in order to manage water resources in a sustainable manner through the planning period and beyond:

The most significant issues in the Suwannee-Satilla Region are surface water availability gaps driven by agricultural usage. As such, the majority of water supply management practices are intended to address agricultural surface water use.

Short Term Water Quantity Management Practices (0-10 Years)

1. Utilize surface water and groundwater sources within the available resource capacities
2. Water conservation
3. Data Collection and research to confirm the frequency, duration, severity, and drivers of surface water gaps
4. Evaluate and ensure that current and future surface water permit conditions do not contribute to 7Q10 low flow concerns (1 in 10 year 7 day low flow condition)
5. Encourage sustainable groundwater use as a preferred supply in regions with surface water 7Q10 low flow concerns and adequate groundwater supply
6. Identify incentives and a process to sustainably replace a portion of existing agricultural surface water use with groundwater use to address 7Q10 low flow concerns
8. Evaluate the potential to use existing storage to address 7Q10 low flow concerns
9. Education to reduce surficial aquifer groundwater use impacts to 7Q10 low flow concerns

Short-Term Water Quality Management Practices (0 – 10 Years):

1. Point Sources:

- Support and fund current permitting and waste load allocation process to improve treatment of wastewater and increase treatment capacity
- Data collection and research to confirm discharge volumes and waste concentrations as well as receiving stream flows and chemistry

2. Non-Point Sources:

- Data collection to confirm source of pollutants and causes; encourage storm water ordinances, septic system maintenance, and coordinated planning
- Ensure funding and support for Best Management Practices Programs by local and state programs, including urban/suburban, rural, forestry, and agricultural Best Management Practices

3. Non-point Source Existing Impairments:

- Total maximum daily load listed streams: Improve data on source of pollutant and length of impairment; Identify opportunities to leverage funds and implement non-point source Best Management Practices

Longer Term (20 – 40 years) water quantity and quality management practices include:

- Improve infiltration and management of wetlands
- Evaluate incentive-based programs to manage, increase, and restore wastewater and stormwater returns
- Identify potential/feasibility of a multi-purpose reservoir
- Identify feasibility of regional inter-basin transfer
- Continue wastewater and stormwater master planning

Chapter 391-3-16, Rules for Environmental Planning Criteria

The Environmental Planning Criteria that are part of the Minimum Planning Standards deal specifically with the protection of water supply watersheds, groundwater recharge areas, wetlands, river corridors, and mountains, the last of these not being applicable in this region. These criteria were developed by the Department of Natural Resources (DNR) as mandated in Part V of the Georgia Planning Act and in the Mountains and River Corridor Protection Act.

The criteria require that local governments shall identify existing and future water supply watersheds and adopt a water supply watershed protection plan for their jurisdiction.

Some uses may be grandfathered, such as land uses existing prior to the adoption of a watershed plan, mining activities permitted by DNR, certain utilities placements, special forestry, or agricultural services.

The Environmental guidelines also spell out criteria for the delineation of small and large water supply watersheds, for the protection of groundwater recharge areas, for the protection of wetlands, and for the protection of river corridors which shall be incorporated into this comprehensive plan and addressed specifically and in more detail through local ordinances and land development code regulations.

II. PLAN ELEMENTS

1. Community Goals and Vision

The purpose of the Community Goals Element is to lay out a road map for Ware County and the City of Waycross; to generate local buy-in to the plan; and to ensure that the plan is implemented. The Goals as listed below were developed in the 2011 Full Update through several community workshops. The goals are listed by category and are not listed in order of priority. These Goals were reviewed individually and revised during the first workshop of this 2016 Comprehensive Plan update.

Vision

To improve the overall lifestyle of our citizens with smart and controlled growth that takes advantage of our City's and County's rich history, resources, and talents.

Goals

1. *Population Goal*

Ensure that all segments of the population benefit from overall community growth and development.

2. *Economic Development Goal*

Improve the economy by developing and enhancing new and existing strengths that will draw new business, expand existing businesses, expand tourism, diversify the local economy, and help the County and the City compete in the regional and global economies.

3. *Housing Goal*

Provide opportunities for homeownership and housing resources for all citizens of Ware County and the City of Waycross through public/private partnerships.

4. *Natural Resources Goal*

Conserve, protect, and develop the functions and values of the City's and County's natural resources for future generations' appropriate use and enjoyment.

5. *Cultural Resources Goal*

Protect, preserve, develop, and promote the city's and county's historic and cultural resources through such measures as regulations, adaptive reuse, tourism, and education programs focused on historic preservation.

6. *Land Use Goal*

Ensure the highest quality living environment possible by improving the community's aesthetic quality through a mixture of compatible land uses and character areas reflecting the needs and desires of the local residents.

7. *Community Facilities Goal*

Ensure that 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.

8. *Transportation Goal*

Provide a safe and efficient transportation system which addresses the future needs of the County and the City for the movement of people and freight, and which considers the social, economic, energy, and environmental effects of the transportation system.

9. *Intergovernmental Coordination Goal*

Establish effective coordination measures among all pertinent public and quasi-public entities to best maintain the City's and the County's quality of life and resources.

2. Issues and Opportunities

The initial Issues and Opportunities were developed and identified in the 2031 Comprehensive Plan Update for Ware County and the City of Waycross, adopted in May 2011. For the present Comprehensive Plan update, the issues and opportunities were reviewed in the first of three workshops. Each of the previously identified issues and opportunities were reviewed and discussed by the participants, and then either deleted, amended, or retained as deemed applicable to Ware County and the City of Waycross. Each of the following issues and opportunities are addressed by corresponding implementation measures in the Community Work Program for Ware County and the City of Waycross.

Population

Issues:

1. Young people do not stay in Ware County/Waycross but move to other areas for jobs.
2. The City's and County's populations are declining.
3. The age distribution of the population is not well balanced.
4. Many people who work in Ware County/Waycross do not live there, but commute in.

Opportunities:

1. Pursue attraction of retirees to the area by emphasizing the quality of life.
2. Increase efforts to retain/attract younger adults 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 educated workforce.
2. Lack of a centralized vision for the area by the City, County and the business community.
3. Lack of public relations and marketing of the City and County. The area's greatest assets, such as quality of life and small-town feel with large-town amenities, are inadequately promoted. The community needs a dedicated "cheerleader" to promote it.
4. The existing rail system is under-utilized in helping to recruit new businesses. At the same time, there is a need for additional developable property close to rail lines.
5. Southern Georgia as a whole is not adequately represented and considered by the State Legislature.
6. There is a lack of diversity in the job market across all fields, in terms of the jobs available.

Opportunities:

1. Capitalize on the existing geography of Waycross/Ware County, with its close location to the coast, I-95, US-1, Hwy. 82, and Hwy. 84, as well as its proximity to Jacksonville Airport and the Ports of Brunswick, Jacksonville, and Savannah. The area is also less subject to impact by hurricanes than coastal areas.
2. Waycross/Ware County has 5 direct rail lines, including a rail connection to the industrial park.
3. Attract industries that can utilize rail. Research funds and opportunities to develop additional properties along rail lines.
4. Encourage and assist local entrepreneurs to increase homegrown small businesses; for example, with an incubator program.
5. Take advantage of redevelopment and infill opportunities.
6. Pursue the development of a comprehensive Master Plan for economic development and promotion of Waycross/Ware County.
7. Consult labor trends in order to inform decisions as to which courses are taught at the colleges.
8. Encourage the more affluent population segment to move to Waycross/Ware County through aesthetic improvements to the community, especially aesthetic improvements to downtown buildings.
9. Encourage studying the feasibility of constructing a train-watching platform.

Housing

Issues:

1. There are blighted neighborhoods and large areas of blighted homes in Waycross/Ware County.
2. Many people who work in Ware County/Waycross do not live there, but live in surrounding counties due to better housing markets and housing choices.
3. The quality of the housing stock in Waycross/Ware County needs to be improved.
4. There are insufficient funds and programs to address the homeless population.
5. There is a lack of new building activity.
6. There is a lack of good quality rental housing.

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. Promote increased housing revitalization and /or infrastructure upgrades in neighborhoods.
5. Explore ways to protect neighborhoods from commercial encroachment.
6. Explore the feasibility of constructing housing for students (and non-students) near the college campuses, through public/private partnerships.
7. The land bank can be used to facilitate the redevelopment of vacant homes.

Natural Resources

Issues:

1. Ware County and Waycross can offer world renowned natural resources such as Laura Walker State Park and the Okefenokee Swamp Park, but currently these resources are not capitalized on and local promotion is not guaranteed.
2. Ware County has many wetlands that may be impacted by development.
3. Ware County and Waycross need to be better marketed to the mainstream tourist market.

Opportunities:

1. The Satilla River is an excellent 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. Support and promote the Satilla Riverkeeper's quarterly clean-up events.
3. The City and County are in the process of supporting/promoting the Satilla River Water Trail with signs, markers, and a website: <http://srwt.pcgeorgia.com/>.
4. Ware County/Waycross has the most visitor/tourist-friendly/accessible entrance to the Okefenokee Swamp. Encourage promotion for mainstream tourism, including family-friendly amenities, accessibility, educational opportunities, hotels and other non-camping facilities, and RV facilities.
5. New cabins and a new boardwalk have been constructed at Laura Walker State Park.
6. Increase the use of green technology (such as the recently installed "trap" for litter in the Satilla River) to attract business and industry, provide clean energy, and provide a high-quality living environment.
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.
8. 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.
9. Encourage promotion of Ware County as a region for boar/wild pig hunting.
10. There is a fiber optic line running from the swamp to the highway, providing opportunities for broadband connectivity.

Cultural Resources:

Issues:

1. Historic Downtown is not utilized to its potential.
2. Most traffic by-passes historic downtown Waycross due to the existing road network.
3. Historic Preservation regulations and grants are perceived to slow down redevelopment and are therefore not used.
4. The Historic Preservation Commission is in place but not very active.

Opportunities:

1. Pursue building up business and diversity downtown. Encourage more community events downtown and increase promotion of those events.
2. Encourage the Historic Preservation Commission to become more active and take more initiative.
3. Pursue expansion of the Historic Preservation Commission to include all areas of the City.
4. Encourage identification and research of areas in the community that may have historic significance.
5. Consider providing incentives for revitalization of historic areas through overlay zoning districts.
6. Pursue art shows and other cultural events organized by the Heritage Center for the historic downtown.
7. Encourage promotion of Waycross as a National Register Historic City.
8. Encourage continued support of 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. Many blighted areas are located along the main thoroughfares, which influences the perception of the community by tourists and other visitors.
3. There is a lack of growth preparedness; the County and City need to increase their planning efforts.
4. There is a need for better architectural design guidelines for Downtown Waycross.

Opportunities:

1. Pursue the creation of a land bank to facilitate the revitalization of blighted properties.
2. Encourage development of architectural design guidelines for the downtown area in Waycross.
3. Encourage continued support of Downtown revitalization projects, including Downtown apartments/condos.
4. Encourage the creation of a Downtown Development Master Plan.
5. Encourage the City to assist with rezoning to the zero-lot-line zoning district in order to encourage development.
6. Develop strategies to provide affordable, high-quality residential neighborhoods that are family-friendly and provide diversity of amenities and housing choices, in order to encourage more people to locate in Ware County/Waycross and decrease commuting from other counties.
7. 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. The population of Ware/Waycross is getting older.
4. A large number of residents in Ware County have no home pick-up garbage collection.
5. The County has 3.5 EMS for a resident population of about 35,000 and a daily population of about 50,000. This system can be very strained during peak hours and 4 or 5 EMS would be preferable.
6. Lights are needed for softball games at Bailey Park on College Street.
7. There is a lack of covered school bus shelters in the County.
8. At certain times of the year, some children have to walk long distances in the dark to get to their school bus stop.

Opportunities:

1. Encourage recycling services and opportunities for the community and utilize Valdosta as a regional recycling hub, thereby keeping the costs down.
2. Encourage utilization and promotion of 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. Encourage promotion of the area's Tele-Medicine center.
5. Encourage continued promotion and utilization of the City and County recreation facilities. City parks stay booked year-round and the new recreation complex has been received very well.
6. Encourage the construction of more multi-use trails for bicycling and walking.
7. Encourage the development of RV facilities in the county to support tourism.
8. Encourage providing public wireless internet access (Wi-Fi) in public parks.
9. Promote increased use of the Trembling Earth recreational facility.
10. City parks stay booked year round and the new recreation complex has been received very well.

Transportation

Issues

1. Need for improved access to the downtown through traffic pattern improvements including better signage.
2. Lack of long range transportation plan for Waycross and Ware County.
3. Lack of continuous and safe bicycle trails both for the recreational and utilitarian bicyclist.
4. Lack of multiple public transit options, including a transit route to connect to Amtrak in Jesup.
5. A truck traffic study needs to be conducted in order to determine a truck route to reduce truck traffic in Downtown.
6. Effective routes/detours are needed for crossing CSX railroads, especially for emergency vehicles and to reduce truck traffic backups at railroad crossings.
7. Traffic congestion on Memorial Drive is problematic.

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. Take advantage of proximity to the 3 major ports of Brunswick, Savannah and Jacksonville.
3. Encourage promotion and increased utilization of the airport in Waycross. The airport now has a 6,000-foot runway.
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. Encourage development of a long-range transportation plan addressing the listed issues and opportunities.

Intergovernmental Coordination

Issues

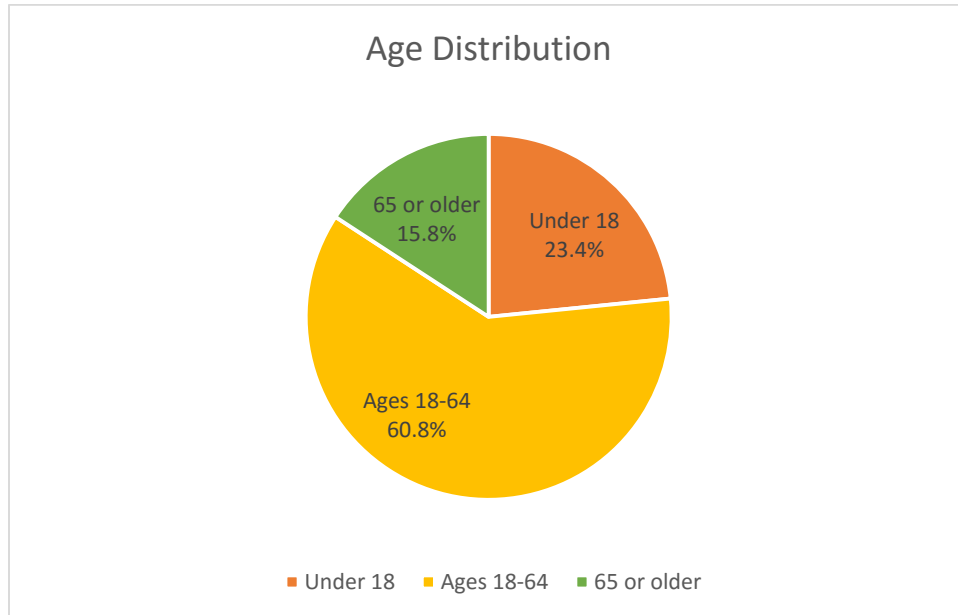
1. Need for a central marketing committee that would structure and centralize the promotion for Ware County and City of Waycross.
2. Lack of community volunteers.

Opportunities

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

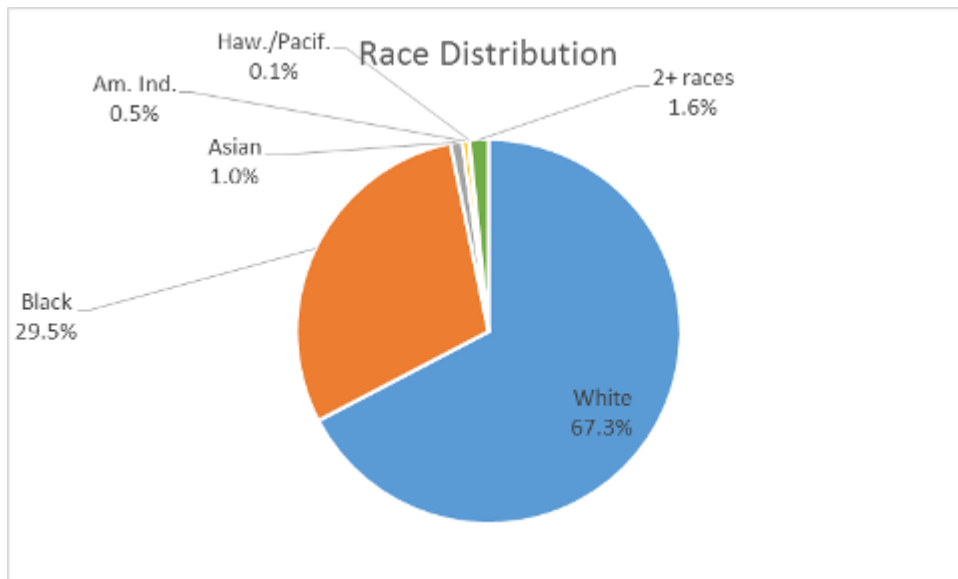
3. Analysis of Data and Information

Ware County



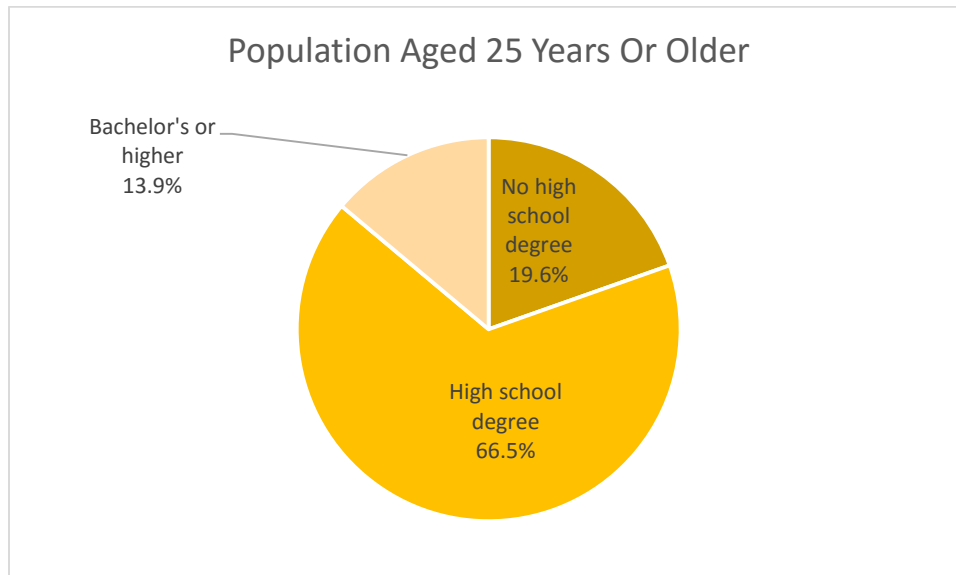
Data source: U.S. Census Bureau, American Community Survey, 2014 1-year estimates.

The 2014 population of Ware County is 35,515. Since the 2010 Census, the population has decreased by 2.2 percent. As of the U.S. Census Bureau's 2013 estimate, 23.4 percent of the population are under age 18, 60.8 percent are between 18 and 64, and 15.8 percent are aged 65 or older. The population is 50.3 percent female and 49.7 percent male.



Data source: U.S. Census Bureau, American Community Survey, 2013 1-year estimates.

As of 2013, Ware County's population is 67.4 percent White, 29.5 percent Black or African American, 1.0 percent Asian, 0.5 percent American Indian and Alaska Native, 0.1 percent Native Hawaiian and Other Pacific Islander, and 1.6 percent of two or more races. 3.6 percent of the population are of Hispanic/Latino ethnicity (regardless of race). 3.4 percent of the population are foreign-born and 5.8 percent of people aged 5 or older speak a language other than English at home.



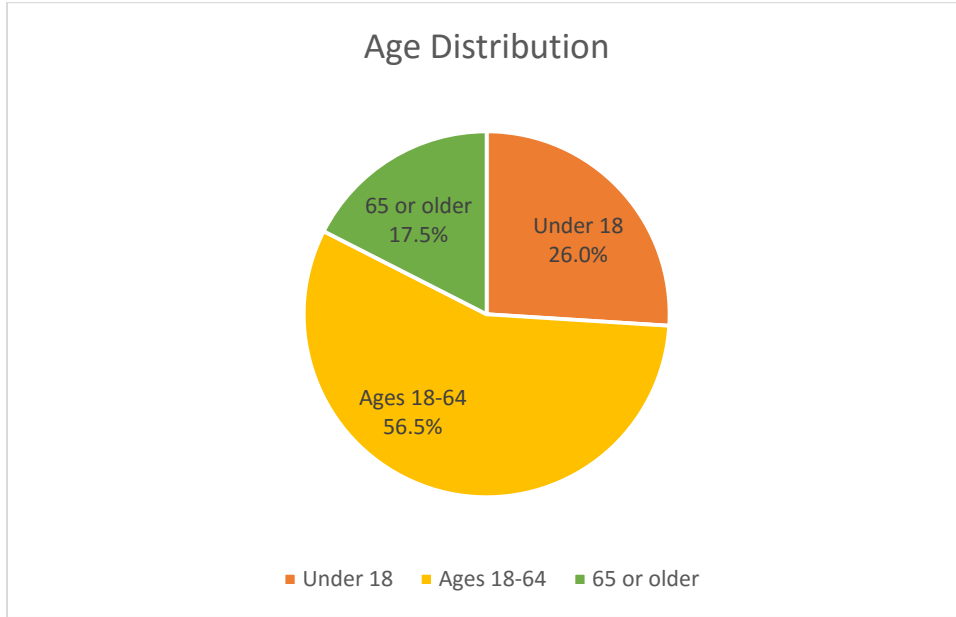
Data source: U.S. Census Bureau, American Community Survey, 2009-2013 5-year estimates.

According to 2009-2013 five-year Census Bureau estimates, 80.4 percent of the population aged 25 or older have at least a high school degree, while 66.5 percent have a high school degree but no additional degree at the level of bachelor's or higher. 13.9 percent have a bachelor's or higher degree. 19.6 percent of those 25 or older do not have a high school degree.

There are 13,460 households in Ware County, with an average of 2.48 persons per household. The homeownership rate is 65.3 percent, and the median owner-occupied home value is \$79,600. The median household income is \$34,572 and the per capita income is \$18,842, measured in 2013 dollars. 24.3 percent of the population lives below the poverty level.

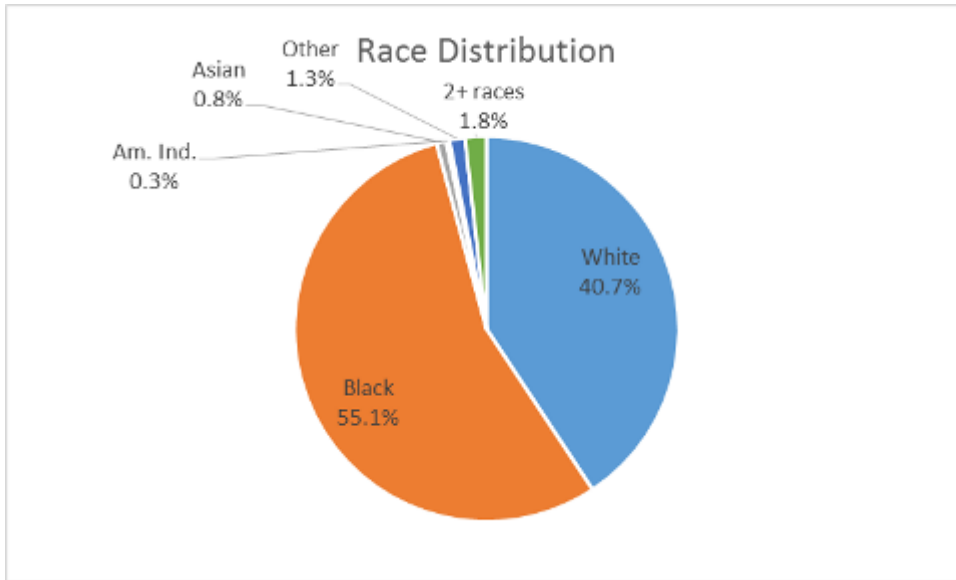
Note: The above statistics for Ware County apply to the entire county, including the City of Waycross.

Waycross



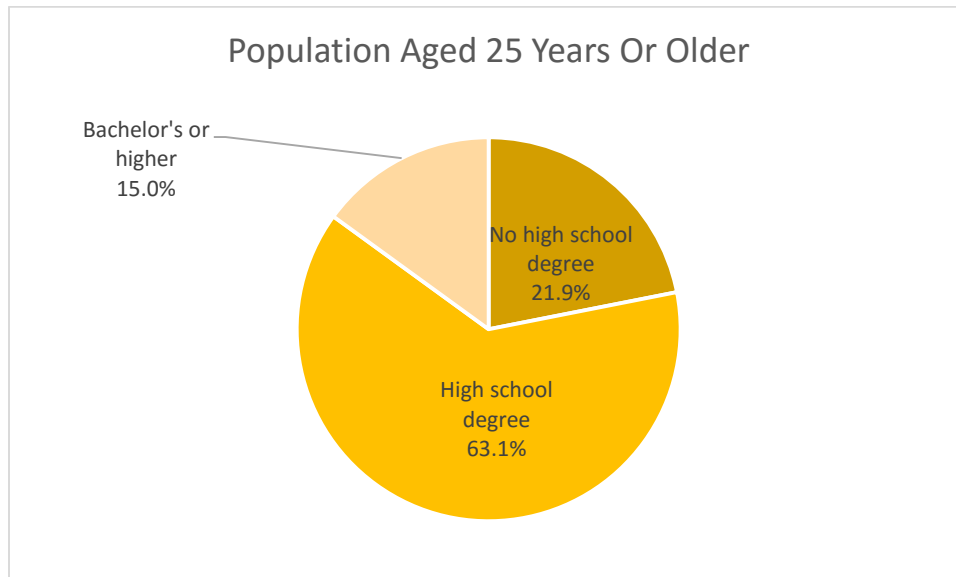
Data source: U.S. Census Bureau, American Community Survey, 2013 1-year estimates.

The 2013 estimated population of the City of Waycross is 14,250. As of the U.S. Census Bureau's 2013 estimate, 26.0 percent of the population are under age 18, 56.5 percent are between 18 and 64, and 17.5 percent are aged 65 or older. The population is 54.9 percent female and 45.1 percent male.



Data source: U.S. Census Bureau, 2010 Census, Summary File 1.

As of the 2010 Census, Waycross's population was 55.1 percent Black or African American, 40.7 percent White, 0.8 percent Asian, 0.3 percent American Indian and Alaska Native, 1.3 percent from other races, and 1.8 percent of two or more races. 2.8 percent of the population were of Hispanic/Latino ethnicity (regardless of race).



Data source: U.S. Census Bureau, American Community Survey, 2009-2013 5-year estimates.

According to 2009-2013 five-year Census Bureau estimates, 78.1 percent of the population aged 25 or older have at least a high school degree, while 63.1 percent have a high school degree but no bachelor's or higher degree. 15.0 percent have a bachelor's or higher degree. 21.9 percent of those 25 or older do not have a high school degree.

There are 6,083 households in Waycross, with an average of 2.29 persons per household. The homeownership rate is 52.7 percent. The median household income is \$24,779 and the per capita income is \$16,221. 32.7 percent of the population lives below the poverty level.

4. Consideration of DCA Quality Community Objectives

DCA Quality Community Objectives and Best Practices

The Department of Community Affairs (DCA) has crafted a series of objectives dealing with a broad range of issues that concern local governments. The objectives, which are listed below, are only recommendations, but provide local governments with a tool to guide them in the assessment of their needs and opportunities and in the development of their implementation activities. If they are used as such a tool by many of the local governments in their planning efforts, these objectives also have the potential to result in consistent planning projects and goals, which may translate into greater efficiency and a better quality of life for the residents.

1. Economic Prosperity

Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.

Best Practices recommended for Ware County and the City of Waycross

Downtown Program: Actively support and participate in programs that promote healthy business downtown such as Downtown Development Authorities, Better Hometown, and MainStreet.

Business Incubator: Develop a business incubator to give local entrepreneurs a useful location to support a fledgling business.

Opportunity Zone: Write an Urban Redevelopment Plan and apply for opportunity zone designation to take advantage of tax incentives available to businesses locating within the zone.

Tourism Strategy: Plan a tourism initiative and marketing campaign based on your community's existing heritage and cultural resources. The strategy might also entail employing well-designed logo and tourist-oriented directional signage systems, to help tourists find the services they need. Heritage and Cultural tourism are big business in Georgia.

2. Resource Management

Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.

Best Practices recommended for Ware County and the City of Waycross

Riparian Buffers: Adopt a riparian buffer ordinance, with a minimum buffer of 25', to protect the banks of streams and rivers from development. These buffers help protect water quality by slowing and filtering stormwater runoff as it flows toward the stream.

3. Efficient Land Use

Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.

Best Practices recommended for Ware County and the City of Waycross

Adaptive Reuse: Create incentives such as tax breaks, code changes or other regulatory tools to encourage property owners to rehabilitate underutilized or vacant structures so that they can be put to new uses.

Brownfield Redevelopment: To encourage redevelopment and reuse of abandoned brownfields (old industrial properties) in your community, develop a program that includes any of the following elements: 1) Inventory all of the brownfields in your community. 2) Have each brownfield site assessed to determine the likely cost of cleaning up or containing any residual on-site contaminants. 3) Offer financial incentives (or at least information of financial assistance available from other

sources) for remediation and redevelopment of these sites, since the clean-up and/or containment of brownfields is often very expensive.

Flexible Parking Standards: Revise land development regulations to remove rigid parking requirements to reduce the number of unnecessary spaces in the community. This may include reducing the number of required parking spaces, or allowing shared parking between adjacent facilities.

Infill Development Program: Develop a comprehensive strategy for encouraging infill development in particular areas of the community, while also regulating this development to ensure protection of quality of life in affected neighborhoods. This strategy should include a) development incentives, improvements to public facilities and services, and streamlined regulations to encourage infill development; b) guidelines for appropriate design, density and location of new infill projects.

Urban Redevelopment Plan: Establish an urban redevelopment plan (and appoint an authority to implement this plan) for areas with high concentrations of underutilized buildings and infrastructure.

4. Local Preparedness

Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, and sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

Best Practices recommended for Ware County and the City of Waycross

Evaluate Ordinances for Consistency: Update your local land use ordinances so that they are consistent with the goals and intent of the comprehensive plan. This will help insure that the ordinance are used as a tool for implementing the comprehensive plan.

5. Sense of Place

Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.

Best Practices recommended for Ware County and the City of Waycross

Aesthetic Overlay: Enact special measures to preserve and enhance physical attractiveness of particular districts of the community, particularly gateway corridors or similar areas important to the image of the community. These special measure may include signage controls, special landscaping requirements, building design guidelines, or screening requirements for obtrusive uses like cell towers, utilities, and energy generating infrastructure. These special requirements are typically adopted as an overlay district, a mapped area where additional regulations apply as a supplement to existing zoning and subdivision regulations.

Downtown Planning: Create a small-area or master plan for the central business district that establishes what is currently there that should be preserved, what should be added to improve the downtown area, and how it will be implemented. Ideally, this plan should come with illustrations and renderings of what the desired final buildout will look like.

6. Regional Cooperation

Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional issues such as protection of shared natural resources, development of the transportation network, or creation of a tourism plan.

Best Practices recommended for Ware County and the City of Waycross

Regional Economic Development Efforts: Join and participate in joint development authorities or other regional economic development organizations to work together to market regional assets to potential industry, coordinate recruitment efforts, etc.

Regional Roundtables: Hold and actively participate in regular regional meetings for local government staff and elected officials to discuss issues and opportunities of regional significance. This could include such topics as new development opportunities, joint projects for shared cost savings, coordinating resource protection policies.

7. Housing Options

Promote an adequate range of safe, affordable, inclusive, and resource-efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socioeconomic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.

Best Practices recommended for Ware County and the City of Waycross

Home Loan Assistance: Provide education and access to existing home loan assistance programs that offer low-interest loans, or make contributions to down payments, to help local families realize their ambition of homeownership. Neighborhoods in a state of poverty, decline or stagnation are often held back by a lack of credit availability, so such programs can foster revitalization as well as making housing more affordable in the community.

Housing for the Elderly: Start an Aging in Place or Lifelong Community Initiative to educate about appropriate adaptations to ensure that housing remains appropriate as residents age. Provide incentives for development of housing specifically targeted for the elderly (assisted living, senior living, "mature" living, etc.). Evaluate local ordinances to ensure that this type of housing is allowed in appropriate areas of your community, particularly those that feature good walkability for exercise, shopping and social visits.

Land Bank: Establish a local land bank empowered to acquire and assemble available properties in areas of the community in need of redevelopment, then offer these properties to private developers as sites for new development of affordable or infill housing. Land banking is a proven strategy for effective revitalization of declining areas of the community.

8. Transportation Options

Address the transportation needs, challenges, and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.

Best Practices recommended for Ware County and the City of Waycross

Complete Streets: Adopt a "Complete Streets" philosophy in designing and building local streets that specifies that "users" of a street includes pedestrians, bicyclists and public transportation passengers of all ages and abilities, as well as trucks, buses and automobiles. This approach should be applied to both new and retrofit projects, and involves use of sidewalks, street trees, etc.

Bicycle Facilities: Ensure safe, adequate and well-designed facilities are provided for bicyclists, including pavement markings, signage, and intersection crossings.

Safe Routes to School: Participate in the Georgia Safe Route to School program. The program works with elementary and middle schools to create opportunities for children to safely walk and bicycle to school.

9. Educational Opportunities

Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and improving local educational institutions or programs; providing access to other institutions in the region; instituting programs to improve local graduation rates; expanding vocational education programs; or coordinating with local economic development programs to ensure an adequately trained and skilled workforce.

Best Practices recommended for Ware County and the City of Waycross

Work Ready Program: Participate in the Georgia Work Ready program, which helps citizens build their work skills, certify their preparedness for particular types of jobs, and match workers with employers looking for their particular skills.

Educational Resource Center: Develop and maintain a listing and referral service to help citizens understand and access available educational and training opportunities in your community. These can include formal educational institutions, private providers, and specialized programs from a

department of labor. Publicize its availability and make list available at government facilities, and on the web.

Experience Works Program: Help older workers gain employment by partnering with Experience Works, a national community-based organization that helps older adults find good jobs in their communities.

10. Community Health

Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community.

Best Practices recommended for Ware County and the City of Waycross

Community Health Resource Center: Develop and maintain a comprehensive listing and referral service to help citizens understand and access available local community health and social welfare assistance resources such as Department Family and Children Services, Peachcare, Family Connections, County Health Departments., Schools, Public Hospitals, etc.

5. Goals, Issues and Policies

1. Population

Population Goal

Ensure that all segments of the population benefit from overall community growth and development.

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.
- 1.2** Encourage and support efforts to expand degree programs at South Georgia State College.

Issue 2:

The City's and County's populations are declining.

Policies & Strategies:

- 1.3** Pursue better job opportunities that will encourage younger people to stay or move back into the area.
- 1.4** Pursue attraction of retirees to the area.

Issue 3:

The age distribution of the population is not well balanced.

Policies & Strategies:

- 1.5** Pursue the development of a quality "active adult/senior community" through a marketing and incentive program for potential developers, as well as through development standards.

Issue 4:

Many people who work in Ware County/Waycross do not live there, but commute in.

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, expand tourism, diversify the local economy, and help the County and the City compete in the regional and global economies.

Economic Development Issues, Policies & Strategies

Issue 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 educated workforce.

Policies & Strategies:

- 2.1 Encourage and assist local entrepreneurs to increase homegrown small businesses, e.g. with an incubator program.
- 2.2 Continuously recruit new businesses to Ware County/Waycross.
- 2.3 Support the Revolving Loan Fund (RLF) for businesses.
- 2.4 Promote Ware County as a certified “work ready community.”
- 2.5 Develop strategies to increase workforce education and skill level, including for the rural workforce.
- 2.6 Develop incentives to attract sustainable and green industry, including agriculture and silviculture.

Issue 2:

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

Policies & Strategies:

- 2.7 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.
- 2.8 Encourage the development of joint tourism and business marketing initiatives to market the area more efficiently and effectively and promote existing opportunities.
- 2.9 Capitalize on the timber industry to attract more alternative energy industry and increase Ware County’s reputation as a “green county.”
- 2.10 Encourage development of a plan to attract new businesses to the City and County.
- 2.11 Continue to market use of Trembling Earth Recreation Complex, e.g. for hosting regional, state, and national tournaments.

Issue 3:

Lack of public relations and marketing of the City and County. The area’s greatest assets, such as quality of life and small-town feel with large-town amenities, are inadequately promoted. The community needs a dedicated “cheerleader” to promote it.

Policies & Strategies:

- 2.12 Encourage transportation-driven growth, capitalizing on the convergence of US Highways 1, 82, and 84 in Waycross and Ware County’s proximity to the coast, I-95, Jacksonville Airport, and the Ports of Brunswick, Jacksonville, and Savannah.
- 2.13 Capitalize on the area’s comparatively low risk of hurricane impact compared to nearby coastal areas.
- 2.14 Encourage development of an inventory of large tracts of land suitable for larger businesses.
- 2.15 Encourage increased marketing efforts for the City’s Technology and Professional Office Park.

- 2.16 Encourage increased marketing and promotion of tourist attractions such as Obediah's Okefenok, Wilde's Massacre Site, the Heritage Center, Okefenokee Swamp Park, Laura Walker State Park, and the Satilla River Water Trail for paddling, fishing, and boating.
- 2.17 Encourage development of a joint promotion program with the area's hospitality industry.
- 2.18 Encourage the development of training opportunities for local retail and restaurant workers to improve the ability of providing tourist information to visitors of Waycross-Ware County.
- 2.19 Take advantage of redevelopment and infill opportunities.
- 2.20 Promote the future availability of the City Auditorium for meeting and conference space.
- 2.21 Increase awareness of the Industrial Park's proximity to the local airport.
- 2.22 Promote the local airport and adjacent parcels of land to attract aviation-related industry and promote the airport's proximity to downtown hotels.

Issue 4:

The existing rail system is under-utilized in helping to recruit new businesses. At the same time, there is a need for additional developable property close to rail lines.

Policies & Strategies:

- 2.23 Develop strategies to increase awareness of the fact that Waycross/Ware County has 5 direct rail lines, including rail lines in the Industrial Park.
- 2.24 Pursue attraction of industries that can utilize rail and research funds and opportunities to develop additional properties along rail lines.
- 2.25 Pursue the development of an inventory of additional developable property close to rail lines.
- 2.26 Encourage the creation of standards and guidelines for development in the corporate office park, identifying a common interest and shared vision to ensure a common standard of development.

Issue 5:

Southern Georgia as a whole is not adequately represented and considered by the State Legislature.

Policies & Strategies:

- 2.27 Encourage lobbying the State Legislature to better promote Southern Georgia's interests.

Issue 6:

There is a lack of diversity in the job market across all fields, in terms of the jobs available.

Policies & Strategies:

- 2.1 Encourage and assist local entrepreneurs to increase homegrown small businesses, e.g. with an incubator program.
- 2.28 Pursue attraction of new industries that will bring more diversity to the job market.

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:

There are blighted neighborhoods and large areas of blighted homes in Waycross/Ware County.

Policies & Strategies:

- 3.1 Protect residential neighborhoods from encroachment of non-residential uses.
- 3.2 Encourage development, improvement, and enforcement of zoning standards for property upkeep and screening.
- 3.3 Promote limited mixed-use areas of compatible uses to serve neighborhood needs and create focal community points.
- 3.4 Encourage the preservation of historic properties and discourage demolition.
- 3.5 Develop an aggressive program to pursue grants for housing rehabilitation /renewal for targeted areas of the City of Waycross and Ware County.
- 3.6 Establish public/private partnerships to create a more comprehensive approach to housing rehab.
- 3.7 Seek grant programs for development/improvement of housing and neighborhood facilities suitable for assisting residents in receiving multifunctional services provided to the public.

Issue 2:

Many people who work in Ware County/Waycross do not live there, but live in surrounding counties due to better housing markets and housing choices.

Policies & Strategies:

- 3.8 Encourage development of a program to increase housing opportunities in downtown, including additional apartments and loft living.
- 3.9 Consider programs to encourage more quality affordable housing developments with access to downtown and other job centers.
- 3.10 Encourage development of a program to educate citizens about how to improve blighted areas.

Issue 3:

The quality of the housing stock in Waycross/Ware County needs to be improved.

Policies & Strategies:

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

Issue 4:

There are insufficient funds and programs to address the homeless population.

Policies & Strategies:

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

Issue 5:

There is a lack of new building activity.

Policies & Strategies:

- 3.14** Pursue public/private partnerships for the construction of new housing.

Issue 6:

There is a lack of good quality rental housing.

Policies & Strategies:

- 3.15** Pursue public/private partnerships for the construction of new housing.

4. Natural Resources

Natural Resources Goal

Conserve, protect, and develop the functions and values of the City's and County's 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 Laura Walker State Park and the Okefenokee Swamp Park, but currently these resources are not capitalized on and local promotion is not guaranteed.

Policies & Strategies:

- 2.16** Encourage increased marketing and promotion of tourist attractions such as Obediah's Okefenok, Wilde's Massacre Site, the Heritage Center, Okefenokee Swamp Park, Laura Walker State Park, and the Satilla River Water Trail for paddling, fishing, and boating.
- 4.1** Encourage promotion of the Cherokee Heights neighborhood as a tourist attraction in the form of a driving or walking tour, highlighting the neighborhood's great diversity of plant life, including longleaf pine stands.
- 4.2** Pursue grant funding for trail heads.
- 4.3** Enhance and support existing efforts and groups working to clean and protect waterways.
- 4.4** Maintain the canoe route on the Satilla River from Jamestown Landing to Waycross Blackshear Bridge.

Issue 2:

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

Policies & Strategies:

- 4.5** 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.

- 4.6 Encourage voluntary conservation easements from private property owners to preserve valuable natural resources.
- 4.7 Research and pursue funding to purchase the most sensitive lands for public protection.
- 4.8 Encourage development of standards to limit the intensity and density of development permitted in sensitive areas.
- 4.9 Explore the concepts of conservation overlay districts for sensitive areas.
- 4.10 Pursue 319 grants for watersheds.

Issue 3:

Ware County and Waycross need to be better marketed to the mainstream tourist market.

Policies & Strategies:

- 4.11 Encourage increased marketing of Waycross/Ware County in connection with the area's tourism and eco-tourism attractions.

5. Cultural Resources

Cultural Resources Goal

Protect, preserve, develop, and promote the city's and county's 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.

Policies & Strategies:

- 5.1 Promote the development of a multi-functional downtown that is home to a wide range of housing, work, shopping, culture, entertainment, government, and tourist events.
- 5.2 Create and maintain partnerships for events downtown by encouraging cooperation between the local government, the Chamber of Commerce, the private sector, and civic organizations.
- 5.3 Pursue art shows and other cultural events organized by the Heritage Center for the historic downtown.
- 5.4 Seek funding for rehabilitation of historic buildings.
- 5.5 Promote downtown living in Waycross and create more housing choices there.

Issue 2:

Potential tourist traffic by-passes historic downtown Waycross due to the existing road network.

Policies & Strategies:

- 5.6 Promote the information that Waycross is a National Register Historic City.
- 5.7 Utilize GDOT resources and the County-wide transportation plan to address traffic issues in the downtown area.

- 5.8 Consider developing a downtown master plan that includes solutions for transportation issues.
- 5.9 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:

- 5.10 Encourage development of standards to allow for the adaptive reuse and retrofitting of older, historic landmarks for modern functions such as City Hall or Community Center.
- 5.11 Encourage development of standards that will allow for more flexibility of uses and design regulations to encourage preservation.

Issue 4:

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

Policies & Strategies:

- 5.12 Support the Historic Preservation Commission in its efforts to attract public support and to designate historic sites and districts. Encourage the Commission to become more active and take more initiative.
- 5.13 Continue to maintain the inventory of historic places/areas.
- 5.14 Broaden Historic Preservation activities.

6. Land Use

Land Use Goal

Ensure the highest quality living environment possible by improving the community's aesthetic quality through a mixture of compatible land uses and character areas reflecting the needs and desires of the local residents.

Land Use Issues, Policies and Strategies

Issue 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.

Policies & Strategies:

- 6.1 Encourage development of countywide development standards to regulate the distribution of land uses and prevent the encroachment of incompatible land uses on each other.
- 6.2 Encourage development of 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 in countywide development standards.

Issue 2:

Many blighted areas are located along the main thoroughfares, which influences the perception of the community by 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 Continue the regular maintenance/beautification of highway corridors and gateways.
- 6.10 Promote gateway treatment at crucial intersections.
- 6.11 Provide for flexibility in land uses to allow for compatible mix of uses, including boulevard housing.
- 6.12 Develop guidelines and encourage improving the visual appearance of corridors through private-public cooperation.
- 6.13 Redevelop or re-designate key parcels within the corridors for public-private partnerships in revitalization.
- 6.14 Encourage underground utilities for new developments and encourage burying existing above-ground utilities.

Issue 3:

There is a lack of growth preparedness; the County and City need to increase their planning efforts.

Policies & Strategies:

- 6.15 Encourage development of communities that are family-friendly and provide diversity of uses and housing choices.
- 6.16 Develop strategies to provide for affordable, high-quality residential areas and job opportunities within Ware County to decrease commuting from other counties.
- 6.17 Seek out funding sources to buy properties along the railroad in order to steer development that needs rail access into those areas.
- 6.18 Develop strategies to ensure that water, sewer, and road infrastructure is provided concurrent with development.
- 6.19 Pursue funding for paving and drainage projects, and continue the established program to correct/improve drainage problems.

Issue 4:

There is a need for better architectural design guidelines for Downtown Waycross.

Policies and Strategies:

- 6.20 Encourage development of design standards for the downtown area in Waycross and encourage continued support of downtown revitalization projects.

- 6.21 Encourage development of 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 that 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 Develop incentives and opportunities for the community to encourage recycling services and utilize a regional recycling hub, thereby keeping the costs down.
- 7.2 Encourage volunteer recycling, waste reduction, and anti-littering efforts.

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 provide paid 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.

Issue 3:

The population of Ware/Waycross is getting older.

Policies & Strategies:

- 7.6 Utilize and promote the existing water and sewer system capacity to attract more people and businesses into the area, including a younger workforce.
- 7.7 Promote the area's Tele-Medicine center.
- 7.8 Continue to utilize and promote the City and County recreation facilities.
- 7.9 Promote "Internet 2". Ware County schools are only the 2nd county in the state to have this tool, which creates real time partnerships globally.
- 7.10 Build on the great diversity the Ware County School system.
- 7.11 Pursue more performing arts events to perform at the Ware County High School's new state-of-the-art performing arts center.

- 7.12 Create a partnership with the School Board and other local agencies in an effort to better utilize the Memorial Stadium for public events.
- 7.13 Include standards for elderly living into countywide development standards.

Issue 4:

A large number of 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.
- 7.16 Encourage public awareness and enforcement of littering laws and illegal dumping laws.

Issue 5:

The County has 3.5 EMS for a resident population of about 35,000 and a daily population of about 50,000. This system can be very strained during peak hours and 4 or 5 EMS would be preferable.

Policies & Strategies:

- 7.17 Encourage development of strategic facilities capital improvement and maintenance plans for each department.
- 7.18 Include facilities maintenance and appropriate staffing into the five year short term work program.
- 7.19 Encourage development of a plan to create a first responders unit for underserved areas throughout the County.

Issue 6:

Lights are needed for softball games at Bailey Park on College Street.

Policies & Strategies:

- 7.20 Research funding opportunities for improvements to community parks and other community facilities.

Issue 7:

There is a lack of covered school bus shelters in the County.

Policies & Strategies:

- 7.21 Research funding opportunities to provide covered school bus shelters.

Issue 8:

At certain times of the year, some children have to walk long distances in the dark to get to their school bus stop.

Policies & Strategies:

- 7.22 Encourage a review of the safety of bus stop shelter locations.
- 7.23 Identify areas where street lighting is inadequate.

8. Transportation

Transportation Goal

Provide a safe and efficient transportation system which addresses the future needs of the County and the City for the 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:

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

Policies & Strategies:

- 8.1 Provide interconnectivity and public transportation from other cultural, recreational and business locations.
- 8.2 Develop a sign campaign and themed landscaping for one or more gateways to downtown.

Issue 2:

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

Policies & Strategies:

- 8.3 Encourage transportation-driven growth, capitalizing on the convergence of US Highways 1, 82, and 84 in Waycross and Ware County's proximity to the coast, I-95, Jacksonville Airport, and the Ports of Brunswick, Jacksonville, and Savannah.
- 8.4 Promote the airport in Waycross and increase utilization.
- 8.5 Develop strategies to increase awareness of the fact that Waycross/Ware County has 5 direct rail lines, including rail lines in the Industrial Park.
- 8.6 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.
- 8.7 Research new funding opportunities to pay for transportation.
- 8.8 Pursue grant funding for improving and expanding sidewalks.

Issue 3:

Lack of continuous and safe bicycle trails both for the recreational and utilitarian bicyclist.

Policies & Strategies:

- 8.9 Develop a bicycle trail network connecting natural and cultural resources, parks and recreation facilities, and schools.
- 8.10 Research and pursue funding sources to implement and promote the bicycle trail network, including bike trail heads.
- 8.11 Continue to implement Safe Routes to School Program between neighborhoods and schools.

Issue 4:

Lack of multiple public transit options, including a transit route to connect to Amtrak in Jesup.

Policies & Strategies:

- 8.12 Research alternative public transportation options that would be feasible for the Ware County/Waycross area.
- 8.13 Research and pursue funding to implement a public transportation system appropriate for the area in coordination with the private sector.
- 8.14 Improve marketing efforts for the existing public transit.

Issue 5:

A truck traffic study needs to be conducted in order to determine a truck route to reduce truck traffic in Downtown.

Policies & Strategies:

- 8.15 Pursue the development or identification of an appropriate truck route.
- 8.16 Develop programs to minimize inconvenience and increase safety at all at-grade railroad crossings.

Issue 6:

Effective routes/detours are needed for crossing CSX railroads, especially for emergency vehicles and to reduce truck traffic backups at railroad crossings.

Policies & Strategies:

- 8.17 Pursue the development or identification of appropriate bypass routes for emergency vehicles.
- 8.18 Pursue the development or identification of an appropriate truck route.

Issue 7:

Traffic congestion on Memorial Drive is problematic.

Policies & Strategies:

- 8.19 Investigate solutions to address congestion, such as adjusting signal timing.

9. Intergovernmental Coordination

Intergovernmental Coordination Goal

Establish effective coordination measures among all pertinent public and quasi-public entities to best maintain the City's and the County's quality of life and resources.

Intergovernmental Coordination Issues, Policies and Strategies

Issue 1:

Need for 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.

9.3 Hold monthly public/private marketing meetings to identify resources, parties, and priority projects.

9.4 Develop a Sister City program.

Issue 2:

Lack of community volunteers.

Policies & Strategies:

9.5 Encourage and promote public/private partnerships.

6. Community Work Program

Ware County Report Of Accomplishments

(5-Year Short Term Work Program 2012 - 2016)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
Transportation									
Construct Quad gate and quiet zone	\$500,000	GDOT, Ware County	X	X				GDOT, Ware County	Ongoing
Update airport navigation system and weather system	\$94,736	FDOT, GDOT, Ware County			X			Ware County	Ongoing (consolidated list for all projects under Airport CIP in new work program)
Construct Sidewalk Project (Jamestown Road)	\$200,000	TE Grant	X	X				Ware County	Complete
Rehabilitate sidewalks on Pinehurst and Tebeau.	TBD	GDOT, Ware County		X	X	X	X	Ware County	Ongoing
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	Complete
Pursue grants for trail heads and bike heads.	N/A	State & Federal Grants	X	X	X	X	X	Ware County	Complete (moved to Policy 8.10)
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	Ongoing
Widen Minnesota Ave. (US 84) from the Ware County line at Manor to Wadley Road.	\$30 Million	GDOT	X	X	X	X	X	DOT, FHWA, TPCC Ware County, City of Waycross	Complete
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	Ongoing
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	Complete

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Ongoing
Plan and construct US 1 Smith Rd. Project	TBD	GDOT	X	X	X	X	X	GDOT, TPCC Ware County	Complete
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	Discontinued due to lack of interest
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	Ongoing
Pave ABC Avenue as part of Railroad Relocation (North end) Ternest to Honeysuckle	\$192,000	SPLOST and GDOT	X	X				Ware County CSX	Complete
Widen Augusta Avenue/ Blackshear Avenue from US 82 to US 1.	\$3.8 Million	GDOT, Ware County, SPLOST				X	X	Ware County	Postponed to FY2019 because more studies are required

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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, Ware County	X	X	X	X	X	GDOT, Ware County	Ongoing
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	Complete
Natural and Historic Resources									
Pursue 319 Grants for watersheds	TBA	State Grants	X	X	X	X	X	Ware County	Complete (moved to policy 4.10)
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, Satilla Riverkeeper	Construction of boat ramp ongoing; otherwise complete
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	Ongoing
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	Complete (moved to policy 4.3)
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	Complete (moved to policy 6.9)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Ongoing (moved to City of Waycross Work Program)
Promote the Satilla River for active and passive recreation.	TBD	State & Federal Grants, agency budgets, Satilla Riverkeeper	X	X	X	X	X	Ware County, City of Waycross, Satilla Riverkeeper	Complete (moved to policy 2.16)
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	Complete
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	Complete (moved to policy 5.11)
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	Complete (moved to policy 5.12)
Continue to maintain the inventory of historic places/areas.	TBD	HPC	X	X	X	X	X	Ware County City of Waycross	Complete (moved to policy 5.13)
Land Use									
Develop a countywide Zoning Ordinance.	TBD	State & Federal Grants, Ware County	X	X	X	X	X	Ware County SGRC	Ongoing (expected completion FY2018-19)
Map Utilities with GIS.	TBD	State & Federal Grants, Ware County			X	X	X	Ware County SGRC	Complete
GPS bridges, box culverts, and infrastructure database	TBD	State & Federal Grants, Ware County			X	X	X	Ware County SGRC	Ongoing

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
Protect land adjacent to or in close proximity to the airport from haphazard development by zoning for airport related industry and purchasing easements.	N/A	State & Federal Grants, Ware County	X	X	X	X	X	Ware County	Ongoing (reworded in new work program to remove "purchasing easements")
Update existing County zoning regulations.	\$5,000 per year	State & Federal Grants, Ware County	X	X	X	X	X	Ware County SGRC	Complete
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	Discontinued due to lack of funds
Develop countywide 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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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	Complete (moved to policy 6.10)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Complete (moved to policy 6.12)
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	Discontinued due to lack of funds
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	Complete (moved to policy 6.15)
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	Complete (moved to policy 6.16)
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	X	X	X	X	X	Ware County City of Waycross Planning Commission Residents SGRC Chamber of Commerce DWDA	Complete (moved to policy 6.17)
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	Complete (moved to policy 6.18)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
Develop design guidelines for the Crossroads gateways and corridors including signage and landscaping to instill a sense of community and welcome visitors.	Staff time	State & Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross Planning Commission SGRC	Ongoing (City is now the lead, so moved to City of Waycross work program)
Community Facilities									
Construct Phase VI at Trembling Earth	\$5 Million	State & Federal Grants, Ware County		X	X	X	X	Ware County	Ongoing (expected completion FY2019; reworded in new work program as "Replace fencing, construct batting cages, and expand maintenance facility")
Purchase 2 tankers and 2 brush trucks for fire protection services	TBD	State & Federal Grants, Ware County		X	X	X	X	Ware County	Complete
Construct a new south side fire station	\$400,000	State & Federal Grants, Ware County		X	X	X	X	Ware County	Ongoing
Pursue funding for paving and drainage projects	N/A	State & Federal Grants, Ware County	X	X	X	X	X	Ware County	Complete (moved to policy 6.19)
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	Ongoing
Pursue the development of a regional firefighting academy in Ware County.	TBD	State and Federal Grants, Ware County	X	X	X	X	X	Ware County City of Waycross	Ongoing (combined with the above project in the new work program)
Construct Phases V and VI of multipurpose recreation center (Regional Park)	\$5 Million	State & Federal Grants, Ware County SPLOST					X	Ware County	Ongoing (expected completion FY2021)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Complete (moved to policy 6.19)
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	Complete
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	Ongoing (reworded in new work program)
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	Complete (moved to policy 7.3)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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	Complete (moved to policy 7.6)
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 DWDA	Complete (moved to policy 7.8)
Update the Service Delivery Agreement to more efficiently and effectively provide services.	TBD	Ware County	X					Ware County City of Waycross	Complete (continued as part of regular operations and not as a special project)
Develop strategic facilities capital improvement and maintenance plans for each department.	TBD	Ware County	X	X	X	X	X	Ware County City of Waycross	Complete (moved to policy 7.17)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments	
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	Complete	
Economic Development										
Conduct an assessment of vacant and existing buildings for industry.	\$5,000	City of Waycross, Ware County	X	X				City of Waycross, Ware County, DWDA	Ongoing	
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	Complete (moved to policy 2.11)	
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	Complete	
Upgrade AWOS and airport layout plan	\$200,736	FAA Ware County Federal & State Grants				X	X	Ware County	Ongoing (consolidated list for all projects under Airport CIP in new work program)	
Acquire easement land (easement) And Clearing (RY36) for airport	\$100,000	FAA Ware County Federal & State Grants				X	X	Ware County	Ongoing (consolidated list for all projects under Airport CIP in new work program)	
Install MIRL runway 5/23 (plans & specs) for airport	\$35,000	FAA Ware County Federal & State Grants				X	X	Ware County	Ongoing (consolidated list for all projects under Airport CIP in new work program)	
Construct Perimeter fencing (plans & specs) for airport	\$35,000	FAA Ware County Federal & State Grants					X	X	Ware County	Ongoing (consolidated list for all projects under Airport CIP in new work program)
Construct Safety Area RWY 31 for airport	\$250,000	FAA Ware County Federal & State Grants		X				Ware County	Ongoing (consolidated list for all projects under Airport CIP in new work program)	
Crack sealing of parallel taxiway and rehabilitate the apron for airport	\$442,895	FAA Ware County Federal & State Grants					X	X	Ware County	Complete

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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, OTC, Waycross College School Board	Complete (moved to policy 2.1)
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, OTC, SGRC, Waycross College School Board	Complete
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, OTC, SGRC Waycross College School Board	Complete (moved to policy 2.5)
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, OTC, SGRC,	Complete (moved to policy 2.6)
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	Discontinued due to lack of interest/funds

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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, OTC, OHC, Okefenokee Swamp Park, Tourism Bureau	Complete (moved to policy 2.8)
Develop an inventory of large tracts of land suitable for larger businesses.	TBD	State & Federal Grants Ware County	X	X	X	X	X	DWDA, Chamber of Commerce	Ongoing
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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,	Ongoing (as a plan)
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	Complete
Improve and continue 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,	Ongoing (as a plan)
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, City of Waycross Ware County	Ongoing (as a plan)
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	Complete (moved to policy 2.24)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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, DWDA	Ongoing
Housing									
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	Complete (moved to policy 3.5)
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	Complete (moved to policy 1.5)
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	Complete (moved to policy 1.6)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
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	Ongoing (combined into Zoning Ordinance item in new Work Program)
Intergovernmental Coordination									
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	Ongoing

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
Design joint collateral marketing materials to market Ware County/Waycross to tourists and businesses.	TBD	Ware County City of Waycross	X	X	X	X	X	Ware County City of Waycross Chamber of Commerce DWDA	Ongoing (combined with the above item in the new work program)
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	Complete (moved to policy 9.3)

City of Waycross Report Of Accomplishments

(5-Year Short Term Work Program 2012 - 2016)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
Transportation									
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	Ongoing
Apply for a TE Project for a streetscape and city auditorium	\$500,000	GDOT State & Federal Grants	X	X				City of Waycross GDOT	Discontinued due to lack of funds
Extend a multi-use trail from Tebeau to the end of Brunswick Ave.	TBD	GDOT State & Federal Grants				X	X	City of Waycross GDOT	Discontinued due to lack of funds
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	Ongoing (reworded in new work program)
Develop a schedule to improve all Traffic Signals	\$750,000	GDOT State & Federal Grants	X	X	X	X	X	City of Waycross GDOT	Ongoing at 6 intersections; reworded in new work program
Develop Traffic Studies for most efficient flow through Waycross	\$100,000	GDOT State & Federal Grants	X	X	X	X	X	City of Waycross GDOT	Ongoing
Improve the Downtown Streetscape	\$500,000	State & Federal Grants	X	X	X	X	X	City of Waycross	Ongoing
Improve George Street with a turning lane	\$500,000	GDOT State & Federal Grants	X					Ware County City of Waycross GDOT	Complete
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	Ongoing (moved to County work program)
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	Complete
Implement DOT Priorities - Traffic Lights and Paving	\$300,000	GDOT	X	X	X	X	X	City of Waycross and GDOT	Ongoing

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Complete
Natural and Historic Resources									
Hire a consultant to develop a Downtown Master Plan	TBD	City of Waycross	X	X	X	X	X	City of Waycross and SGRC	Discontinued due to lack of interest
Seek Funding for Rehabilitation of Historic Buildings	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross, HPC	Complete (moved to policy 5.4)
Promote Downtown living in Waycross	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross	Complete (moved to policy 5.5)
Continue updating of city parks (Garlington Park, Gilchrist Park, Elizabeth Park) to improve all recreational facilities, including playground facilities	TBD	State & Federal Grants	X	X	X	X	X	City of Waycross	Ongoing (moved to Community Facilities section)
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	Complete (moved to policy 4.1)
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	Complete (moved to policy 2.16)
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,	Complete (moved to policy 5.12)
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	Complete (moved to policy 4.3)
Broaden Historic Preservation activities.	\$25,000	State & Federal Grants	X	X	X			City of Waycross HPC	Complete (moved to policy 5.14)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
Maintain and restore city parks and canals.	\$200,000	State & Federal Grants	X	X	X			City of Waycross	Ongoing (city parks listed as a separate item in new work program)
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	Complete (moved to policy 5.2)
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	Complete (moved to policy 5.6)
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	Complete
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	Complete
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	Complete (moved to policy 5.3)
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	Complete (moved to policy 5.12)
Continue to maintain the inventory of historic places/areas.	TBD	State & Federal Grants						Ware County City of Waycross HPC	Complete (moved to policy 5.13)
Land Use									
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	Discontinued due to lack of interest

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Ongoing (moved to County Work Program as part of the Zoning Ordinance item)
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	Ongoing
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	Complete (moved to policy 6.3)
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	Complete (moved to policy 7.13)
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	Complete (moved to policy 6.5)
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	Complete (moved to policy 6.6)
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	Complete (moved to policy 6.7)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Complete (moved to policy 6.8)
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	Complete (moved to policy 6.10)
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	Complete (moved to policy 6.11)
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	Complete (moved to policy 6.12)
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	Ongoing (reworded in the new Work Program)
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	Complete (moved to policy 6.15)
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	Complete (moved to policy 6.16)
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	Complete (moved to policy 6.17)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Complete (moved to policy 6.18)
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	Complete (moved to policy 6.20)
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	Ongoing
Community Facilities									
Improve and/ or Replace infrastructure	\$7,500,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross	Ongoing
Renovate the Police Department	\$700,000	City of Waycross State & Federal Grants SPLOST	X	X	X	X	X	City of Waycross	Complete
Renovate the City Auditorium	\$3,000,000	City of Waycross State & Federal Grants SPLOST	X	X	X			City of Waycross	Complete
Renovate the Public Works Building	\$1,343,000	City of Waycross State & Federal Grants SPLOST	X	X	X	X		City of Waycross	Ongoing (as new construction rather than renovation)
National Guard Armory Renovation	\$2,000,000	City of Waycross State & Federal Grants	X	X	X	X		City of Waycross	Ongoing
Build an additional Fire Station (Fire Station #4)	\$2,500,000	City of Waycross State & Federal Grants		X	X	X	X	City of Waycross	Ongoing
Renovations to Fire Stations #2 & 3	\$500,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross	Ongoing

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
Search for funding to support City-Wide Brownfield Redevelopment	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross	Ongoing (listed as specific projects in the new Work Program: Bailey Street School, Colley Street School, and Grove Street Recreation Center)
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.	Complete
Enhance Police Services	\$1,250,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross	Complete
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	Complete
Encourage and support efforts to expand degree programs at South Georgia State College	N/A	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross Ware County	Complete (moved to policy 1.2)
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	Ongoing
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	Complete (moved to policy 7.1)
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	Ongoing

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
Pursue the development of a regional firefighting academy.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County City of Waycross SGRC	Ongoing (moved to County work program as a "comprehensive regional training facility/academy")
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	Complete (moved to policy 7.5)
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	Complete (moved to policy 7.6)
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	Complete (moved to policy 7.8)
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	Complete (continued as part of regular operations and not as a special project)
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	Complete
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	Complete

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Ongoing (combined with the first item listed under "Community Facilities" in the new work program)
Evaluate and Implement Flood Control Measures and Floodplain Mgt.	\$500,000	City, State, Federal	X	X	X	X	X	City of Waycross , EPD, FEMA	Ongoing
Develop and expand Reclaimed Water ("Purple-Pipe") System	\$500,000	City, State	X	X	X	X	X	City of Waycross	Postponed due to litigation; expected completion FY2021
Economic Development									
Acquire property for Expansion of the Industrial Park	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	WWDA, City of Waycross, and Ware County	Ongoing
Continuously recruit new business to Waycross	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	WWDA, City of Waycross, Chamber of Commerce, Downtown Development Authority and Main Street	Complete
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, DWDA, and Waycross-Ware County	Discontinued due to lack of funds
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	Ongoing (combined with the item below in the new Work Program)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Ongoing (combined with the item above in the new Work Program)
Support current, on-going efforts of Southside and Carswell Avenue neighborhood.	\$20,000	City of Waycross State & Federal Grants	X	X				City of Waycross	Complete
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	DWDA, City of Waycross Ware County	Discontinued due to lack of interest
Develop a Sister City Program	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross	Complete (moved to policy 9.4)
Renovate City Community Center (Auditorium)	\$1,000,000	City of Waycross State & Federal Grants	X	X				City of Waycross	Complete
Develop a Downtown Public-Private Partnership	\$75,000	City of Waycross State & Federal Grants	X	X				City of Waycross	Complete
Support the RLF Small Business Fund	\$350,000	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross	Complete (moved to policy 2.3)
Housing									
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	Complete
Create more housing choices in Downtown Waycross	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	City of Waycross	Complete
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	Ongoing (listed as specific projects in the new Work Program)

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Discontinued from City Work Program because Housing Authority is the responsible party
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	Discontinued from City Work Program because Housing Authority is the responsible party
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	Discontinued from City Work Program because Housing Authority is the responsible party
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	Complete
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	Ongoing
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	Complete (moved to policy 1.5)
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	Complete

Project	Cost	Funding Source	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	Responsibility	Report of Accomplishments
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	Ongoing
Develop, improve and enforce zoning standards for property upkeep and screening.	TBD	City of Waycross State & Federal Grants	X	X	X	X	X	Ware County, City of Waycross Planning Commission SGRC	Ongoing
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	Complete (moved to policy 3.3)
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	Complete
Intergovernmental Coordination									
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	Ongoing (County is now the lead, so moved to County Work Program)
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	Ongoing (County is now the lead; combined with the item above and moved to County Work Program)
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	Complete (moved to policy 9.3)

6. Community Work Program

Ware County 5-Year Community Work Program Update
(2017 - 2021)

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
Transportation									
Construct Quad gate and quiet zone	\$500,000	GDOT, Ware County	X	X	X			GDOT, Ware County	8
Continue implementing Airport Capital Improvement Program as adopted by the County Commission	\$5 million	GDOT, Ware County, FAA, Federal Funds	X	X	X	X	X	GDOT, Ware County, FAA	8
Rehabilitate sidewalks and add bike lanes on Pinehurst and Tebeau Roads.	\$250,000	GDOT, Ware County	X	X				Ware County	8
Widen Hatcher Point Rd. from US 1 South to Knight Avenue	\$4 million	GDOT, Ware County, City of Waycross, Federal Funds	X	X	X			GDOT, Ware County, City of Waycross	8
Pave approximately 5 miles of dirt roads, including Driggers Lane, Wooddell Ridge Rd., and Merritt Drive	\$10 Million	SPLOST, Ware County	X	X	X	X	X	Ware County	8
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, and Central Ave., intersecting US 84 north near Pierce County line, and continuing to US 1 North	\$80 Million	GDOT, Federal Funds			X	X	X	GDOT, Ware County	8
Construct overpass at State Street (US 1) and CSX's Atlanta Lead Line in conjunction with Perimeter Road project.	\$15 Million	GDOT, CSX, Ware County, City of Waycross, State & Federal Funds	X	X	X	X	X	GDOT, CSX, Ware County, City of Waycross	8
Widen Augusta Avenue/ Blackshear Avenue from US 82 to US 1.	\$3.8 Million	GDOT, Ware County, City of Waycross, SPLOST, Federal Funds		X	X	X	X	GDOT, Ware County, City of Waycross	8

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
Extend ABC Ave. or Red Oak Dr. across Kettle Creek to create additional access to the Jamestown area. (This project's focus has changed to complement the proposed RR rerouting project and 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.)	\$6 Million	GDOT, Ware County, Federal Funds			X	X	X	GDOT, Ware County	8
Natural and Cultural/Historic Resources									
Construct a raised boat ramp at the Waycross-Blackshear bridge area on the Satilla River.	\$100,000	Grants (LWCF, TEA 21), DNR			X	X	X	Ware County	4
Identify and protect prime agricultural soils in the county and protect with zoning and tax incentives.	\$25,000	Natural Resources Conservation Service Grants					X	Ware County, NRCS	4
Install signage, kiosk, and make maps available along the Satilla River Water Trail	\$3,000	Satilla Riverkeeper, Grants	X					Ware County, Satilla Riverkeeper	4
Land Use									
Develop a countywide Zoning Ordinance that includes the following: <ul style="list-style-type: none"> Zoning districts appropriate to the character areas in the Comprehensive Plan. Development standards to regulate the distribution of land uses and prevent the encroachment of incompatible land uses on each other. Buffer areas between agricultural and non-agricultural uses. Flexibility in land uses to allow for a compatible mix of uses, including boulevard housing. Development standards to avoid undue concentration of population. Standards for senior/adult living. Standards and flexibility to encourage 	Staff time	State & Federal Grants, Ware County	X	X	X	X	X	Ware County	6, 1

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
infill development, re-use of blighted development, and redevelopment of declining and revitalizing areas. <ul style="list-style-type: none"> Sufficient flexibility to encourage creative design, green space, and open space. Specific roles for each corridor to encourage revitalization. Standards to support additional growth in rural areas only where such growth is planned for and can be supported by appropriate services. Standards for property upkeep and screening. Limited mixed-use districts of compatible uses to serve neighborhood needs and create focal community points. 									
Create a GPS database of bridges, box culverts, and infrastructure.	\$10,000	Ware County	X	X				Ware County	6, 7
Protect land adjacent to or close to the airport from haphazard development by zoning for airport-related industries.	\$5,000	State & Federal Grants, Ware County				X	X	Ware County	6, 2
Community Facilities and Services									
Replace fencing, construct batting cages, and expand maintenance facility at Trembling Earth Recreational Facility	\$200,000	SPLOST, State & Federal Grants, Ware County	X	X	X	X		Ware County	7
Construct a new South Side fire station	\$400,000	State & Federal Grants, Ware County			X	X	X	Ware County	7
Construct and maintain a comprehensive regional training facility/academy for police, fire, and emergency medical services. Complete tower, "burn" building, and paving/drainage.	\$500,000	State & Federal Grants, Ware County, City of Waycross, SPLOST		X	X	X	X	Ware County, City of Waycross	7
Construct Phases V and VI of multipurpose recreation center (Regional Park)	\$5 Million	State & Federal Grants, Ware County SPLOST					X	Ware County	7

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
Develop a recycling program in collaboration with federal, state, and local partners	\$100,000	Ware County, State & Federal Grants		X	X	X		Ware County	4, 7
Economic Development									
Conduct an assessment of vacant buildings and other existing buildings available for industry.	\$5,000	Ware County, City of Waycross, State & Federal Grants, WWDA	X	X				Ware County, City of Waycross, WWDA, Ga. Dept. of Economic Development	2
Develop an inventory of large tracts of land suitable for larger businesses.	Staff time	Ware County, City of Waycross, State & Federal Grants, WWDA	X	X				Ware County, City of Waycross, WWDA, Ga. Dept. of Economic Development	2
Develop an inventory of additional developable property close to rail lines.	Staff time	Ware County, City of Waycross, State & Federal Grants, WWDA	X	X				Ware County, City of Waycross, WWDA, Ga. Dept. of Economic Development	2
Create a marketing plan to capitalize on Ware County's proximity to the three major ports of Brunswick, Jacksonville, and Savannah.	Staff time	Ware County, City of Waycross, Chamber of Commerce, DWDA, WWDA, State & Federal Grants	X	X	X			Ware County, City of Waycross, Chamber of Commerce, DWDA, WWDA	2
Create a marketing plan to raise awareness of the Industrial Park's proximity to the local airport.	Staff time	Ware County, City of Waycross, Chamber of Commerce, DWDA, WWDA, State & Federal Grants	X	X	X			Ware County, City of Waycross, Chamber of Commerce, DWDA, WWDA	2
Create a marketing plan to raise awareness of the 5 direct rail lines in Waycross/Ware County, including rail in the Industrial Park.	Staff time	Ware County, City of Waycross, Chamber of Commerce, DWDA, WWDA, State & Federal Grants	X	X	X			Ware County, City of Waycross, Chamber of Commerce, DWDA, WWDA	2
Continue implementing a program to collaborate with federal, state, and local partners to develop local agricultural industry (such as blueberries, pine straw, honey, turpentine, compost, etc.)	\$200,000	Ware County, City of Waycross, Chamber of Commerce, State & Federal Grants	X	X	X	X	X	Ware County, City of Waycross	2

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
Extend water, sewer, gas, power, and telecommunication lines, as well as railways and roads, to the Industrial Park and other areas suited for economic development	\$10 million	Ware County, City of Waycross, State & Federal Grants, WWDA	X	X	X	X	X	Ware County, City of Waycross,	2
Housing									
None listed.									
Intergovernmental Coordination									
Design joint collateral marketing materials and public relations tools to market Ware County/Waycross to tourists and businesses.	Staff time	Ware County, City of Waycross, Chamber of Commerce, DWDA, WWDA, State & Federal Grants	X	X	X			Ware County, City of Waycross, Chamber of Commerce, DWDA, WWDA	9

City of Waycross 5-Year Community Work Program Update
(2017 - 2021)

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
Transportation									
Redirect US 1 via State to Tebeau, Carswell, and Memorial Drive, with associated improvements	\$5 million	GDOT, State & Federal Grants	X	X	X	X	X	City of Waycross, GDOT	8
Pave, grade, and otherwise improve approximately 7 miles of dirt roads citywide	\$7 million	City of Waycross, State & Federal Grants, GDOT	X	X	X	X	X	City of Waycross	8
Resurface approximately 70 miles of city streets, as listed in the Capital Improvement Program	\$21 million	City of Waycross, State & Federal Grants, GDOT	X	X	X	X	X	City of Waycross, GDOT	8
Upgrade traffic signals at 6 intersections	\$1.5 million	GDOT, State & Federal Grants	X	X	X	X	X	City of Waycross, GDOT	8
Conduct traffic studies to identify the most efficient traffic flows through Waycross	\$100,000	GDOT State & Federal Grants				X	X	City of Waycross, GDOT	8
Make improvements to Downtown streetscapes, including bump-outs at intersections, pole banners, benches, and light poles	\$3 million	State & Federal Grants	X	X	X			City of Waycross	8
Implement DOT Priorities - Traffic Lights and Paving	\$750,000	GDOT	X	X	X	X	X	City of Waycross, GDOT	8
Construct Phase 2 (1 mile) of the Multi-Use Trail	\$1 million	Grants (TEA, etc.)				X	X	City of Waycross	5, 7, 8
Natural and Cultural/Historic Resources									
Maintain and restore canals with stabilization, vegetation control, and cleanup.	\$200,000	State & Federal Grants, SPLOST				X	X	City of Waycross	4
Renovate/rehab 3 historic Downtown buildings (Bunn building, Bowen building, and Lyric theater)	\$15 million	State & Federal Grants			X	X	X	City of Waycross	5

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
Conduct a marketing campaign to promote tourist attractions such as Obediah's Okefenok, Wildes Massacre Site, the Heritage Center, Laura Walker State Park, Okefenokee Swamp Park, and the Satilla River Water Trail.	Staff time	State & Federal Grants, agency budgets, tourism dollars	X	X	X	X	X	Tourism Bureau, City of Waycross, Ware County, Chamber of Commerce, Hospitality Industry	4, 5
Land Use									
Develop zoning districts appropriate to the character areas in the Comprehensive Plan.	Staff time	City of Waycross, Ware County, State & Federal Grants	X	X				City of Waycross, Ware County	6
Redevelop approximately 20 acres of vacant/underutilized parcels, including the Almar parcel	\$40 million	City of Waycross, Ware County, State & Federal Grants	X	X	X	X	X	City of Waycross	6, 2
Develop design guidelines for the Crossroads gateways and corridors, including signage and landscaping.	Staff time	State & Federal Grants, City of Waycross, Ware County	X	X				City of Waycross, Ware County	6
Community Facilities and Services									
Improve and/ or Replace infrastructure, including sewer, water, street and drainage improvements, as listed in the adopted Capital Improvement Program	\$20 million	City of Waycross, State & Federal Grants	X	X	X	X	X	City of Waycross	7
Construct new Public Works facility	\$1,343,000	City of Waycross, State & Federal Grants, SPLOST	X	X				City of Waycross	7
Continue updating of city parks to improve all recreational facilities, including playground facilities, restrooms, and lighting (including Bailey St., Camilla, E. E. Moore, Elizabeth, Garlington, Gilchrist, Monroe, Parnell, and Roberts Parks, and others)	\$1 million	State & Federal Grants	X	X	X	X	X	City of Waycross	7

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
Make aesthetic improvements to the trailhead area on the Multi-Use Trail, including improving the exteriors of buildings around the trailhead.	\$200,000	Grants	X	X	X			City of Waycross	2, 7, 8
Conduct a complete renovation/rehabilitation of the National Guard Armory	\$2,000,000	City of Waycross State & Federal Grants	X	X				City of Waycross	7
Build an additional Fire Station (Fire Station #4)	\$2,500,000	City of Waycross State & Federal Grants	X	X	X			City of Waycross	7
Renovate Fire Stations #1, #2, and #3, including new roofs, bedroom remodel in #2, and bedrooms in #3	\$1 million	City of Waycross State & Federal Grants, SPLOST	X	X	X	X		City of Waycross	7
Renovate/revitalize the Bailey Street School, Colley Street School, and Grove Street Recreation Center brownfield sites	\$10 million	City of Waycross State & Federal Grants		X	X	X	X	City of Waycross	7
Assess Sewer and water systems in the City to address system deteriorations and to program capital upgrades (Phases I – IV).	Staff time	City of Waycross, State & Federal Grants		X	X			City of Waycross	7
Research and apply for funding and grants to provide paid Fire and EMS services for Ware County and the City of Waycross.	Staff time	City of Waycross, State & Federal Grants	X	X				City of Waycross, Ware County	7
Evaluate and implement flood control measures and floodplain management measures	\$500,000	City of Waycross, State & Federal Grants	X	X	X	X	X	City of Waycross, EPD, FEMA	7
Develop and expand Reclaimed Water ("Purple-Pipe") System.	\$500,000	City of Waycross, State & Federal Grants					X	City of Waycross	7
Purchase 1 fire safety trailer	\$100,000	Grants	X	X				City of Waycross	7

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
Purchase 50 SCBA units for firefighters	\$200,000	Grants		X	X			City of Waycross	7
Purchase air fill station (cascade system) for firefighters' SCBA units	\$100,000	Grants	X	X				City of Waycross	7
Purchase 33 portable radios for firefighters	\$97,000	Grants	X					City of Waycross	7
Purchase 19 sets of turnout gear for firefighters	\$30,000	Grants	X			X		City of Waycross	7
Economic Development									
Acquire property for expansion of the Industrial Park, and develop with utilities and other necessary infrastructure	\$20 million	City of Waycross, State & Federal Grants			X	X	X	WWDA, City of Waycross, Ware County	2
Implement 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			City of Waycross, Ware County	2
Implement a process for the revitalization of the Southside and Carswell Avenue neighborhoods, including sidewalks, curb & gutter, water and sewer infrastructure, street resurfacing, and drainage	\$1.2 million	City of Waycross, State & Federal Grants	X	X	X			City of Waycross	2
Housing									
Implement an aggressive program to pursue grants for rehabilitation/renewal of approximately 50 homes in targeted areas	\$1.5 million	City of Waycross, State & Federal Grants			X	X	X	City of Waycross, Ware County	3
Deploy new street signage citywide to comply with federal retro-reflectivity standards	\$250,000	City of Waycross, State & Federal Grants	X	X				City of Waycross	3, 8

Project	Cost	Funding Source	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	Responsibility	Goal
Develop standards and incentives to protect residential neighborhoods from encroachment of non-residential uses.	Staff time	City of Waycross, State & Federal Grants	X	X				City of Waycross, Ware County	3
Develop, improve, and enforce zoning standards for property upkeep and screening.	Staff time	City of Waycross, State & Federal Grants	X	X				City of Waycross, Ware County	3
Intergovernmental Coordination									
None identified.									

7. Economic Development Element

The September 2012 Comprehensive Economic Development Strategy (CEDS), as developed by the Southern Georgia Regional Commission under a grant from the US Department of Commerce Economic Development Administration, is hereby incorporated by reference into this Comprehensive Plan to serve as the Economic Development Element for Ware County and The City of Waycross.

The Southern Georgia Regional Commission's (SGRC) Comprehensive Economic Development Strategy (CEDS) was designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen the regional economy. The SGRC CEDS analyzed the regional economy and serves as a guide for establishing regional goals and objectives, a regional plan of action, and investment priorities and funding sources.

As a performance-based plan, this CEDS plays a critical role in adapting to global economic conditions by fully utilizing the region's unique advantages to maximize economic opportunity for its residents by attracting private investment that creates jobs. The SGRC CEDS is a regionally-owned strategy that is the result of a continuing economic development planning process developed with regional public- and private-sector participation. This plan sets forth the goals and objectives necessary to solve the economic development problems of the Southern Georgia region and clearly defines the measures of success.

The Southern Georgia CEDS gives an overview of the region, briefly describing geography, population, economy, labor and workforce development and use, education, transportation access, environment, and regional resources. It reviews the state of the regional economy and provides a list of achievable Goals and Objectives for the region, a Plan of Action to ensure success, and Performance Measures used to evaluate the Southern Georgia Regional Commission's successful development and implementation of the 2013-2018 CEDS. Implementation of the goals identified in this plan is significant to the economic future of the SGRC District.

Policies, issues and opportunities, and Short-term Work Program implementation strategies located in the current Comprehensive Plans for each jurisdiction in our 18-county region were used extensively to develop the CEDS Goals and Objectives, Vital Projects, and Problems and Opportunities.

Included below are goals and objectives from the CEDS which are aligned with the current economic development goals of Ware County and The City of Waycross.

Goal:

Coordinate local, state, and federal economic development planning and implementation.

Objective:

Ongoing economic development programs that result in improvements in the regional tax base and jobs. (Consistent with Policies 2.1 and 2.2)

Objective:

Adequate transportation systems to meet the needs of existing and new businesses and industries including a connection of all counties to interstate highways with four-lane roads. (Consistent with Policy 8.3)

Goal:

Ensure that the region's transportation systems are intact to facilitate growth.

Objective:

Encourage local governments to review their comprehensive plans, study growth patterns, and plan growth according to transportation attributes. (Consistent with Policy 8.6)

Objective:

Encourage local governments to establish public transportation systems. (Consistent with Policies 8.1, 8.12, and 8.13)

Objective:

Encourage local governments to implement the Southern Georgia Regional Bicycle and Pedestrian plan. (Consistent with Policies 8.9 and 8.10)

Goal:

Conservation, maintenance and improvement of existing/future housing and neighborhoods, and the elimination of substandard housing conditions in the region.

Objective:

All cities and counties should be encouraged to establish and maintain an annual housing condition inventory; and adopt or revise and update building and housing codes, using applicable state or national models. (Consistent with Policies 3.2 and 3.5)

Objective:

All substandard housing units, which are inventoried and suited for rehabilitation should be scheduled for rehabilitation in a manner consistent with the local comprehensive plan. (Consistent with Policy 3.5)

Goal:

Promote the region's natural resources as opportunities for tourism and recreation.

Objective:

Create more opportunities for natural resource related recreation such as bike trails, access to waterways, fishing, hunting, and ecotourism, walking and hiking trails. (Consistent with Policy 2.16.)

Goal:

Protect river corridors in developing areas of the region.

Objective:

Prepare and adopt appropriate codes and ordinances to protect river corridors. (Consistent with Policy 4.8)

8. Land Use Element

The Land Use Element of this comprehensive plan 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 Character Area Maps.

The Character Area maps for Ware County and the City of Waycross are based on the County's and City's vision for the future, and have been developed in coordination with the citizens, the stakeholders, and elected officials. The Character Area Maps are a required component of the Comprehensive Plan under Chapter 110-12-1.03 of the DCA Minimum Standards and Procedures for Local Comprehensive Planning that took effect March 1, 2014.

The Character Area descriptions define a specific vision for each Character Area, and the maps outline the boundaries on a local scale. Each Character Area is defined with its own vision, description, goals and policies, and implementation strategies. In addition, the policies associated with each Character Area describe which land uses, zoning, and development patterns should be present within that area. Also included are Quality Community Objectives to be pursued and identification of implementation measures to achieve the desired development patterns. 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.

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 than a future land development designation.

Character Area Description and Documentation

Agricultural/Silviculture Character Area



Description

The Agriculture/Silviculture 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 operations 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:

- **Economic Prosperity:** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.
- **Resource Management:** Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.
- **Efficient Land Use:** Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.

Baptist Village Character Area



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 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, and shopping.

Quality Community Objectives:

- **Housing Options:** Promote an adequate range of safe, affordable, inclusive, and resource-efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socioeconomic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.
- **Community Health:** Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community.

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, watersheds, 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. Protect significant natural resources such as pristine wetland and upland habitat areas to preserve natural habitat.

Quality Community Objectives:

- **Resource Management:** Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.

Crossroads Commercial Corridor Character Area



Description:

The areas identified as the Crossroads Commercial Corridor include typical office, retail and service commercial uses that are clustered around the major commercial corridors traversing Ware County and the City of Waycross. These include US 1, US 82, and US 84. These commercial corridors are characterized by heavy traffic volumes traveling on four- to six-lane highways, including a large amount 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, and a minimum of landscaping or other attractive features. Present also are a variety of fast food and chain restaurants catering to the traveling public, as well as gas stations and some hospitality uses. Current predominant zoning districts in this character area are C-2, Highway Commercial, Mixed Use, and R-75.

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. Compatible zoning districts should be encouraged.

Quality Community Objectives:

- **Economic Prosperity:** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.

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:

- **Community Health:** Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community.
- **Efficient Land Use:** Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.
- **Economic Prosperity:** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.

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:

- **Economic Prosperity:** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.
- **Local Preparedness:** Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, and sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

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:

- **Sense of Place:** Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.
- **Efficient Land Use:** Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.
- **Housing Options:** Promote an adequate range of safe, affordable, inclusive, and resource-efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socioeconomic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.

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 into 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:

- **Housing Options:** Promote an adequate range of safe, affordable, inclusive, and resource-efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socioeconomic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.

Rural Village Character Area



Description:

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

Predominant Land Use:

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

Vision for the Future:

To maintain the rural village character of these areas while providing crucial services such as EMS, limited employment opportunities, new residential opportunities, and affordable, good quality housing. To maintain the local character by improving the village main street area with some local businesses and industries that will serve passers-by and local residents and provide local jobs.

Quality Community Objectives:

- **Sense of Place:** Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.
- **Efficient Land Use:** Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.
- **Housing Options:** Promote an adequate range of safe, affordable, inclusive, and resource-efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socioeconomic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.

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, out of, and through Waycross.

Predominant Land Use:

Airports, landfills, railroad switching yards and corridors. This character area encompasses 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:

- **Economic Prosperity:** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.
- **Local Preparedness:** Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, and sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.
- **Transportation Options:** Address the transportation needs, challenges, and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.

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, and fields for baseball, softball, football, and soccer.

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:

- **Community Health:** Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community.
- **Resource Management:** Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.

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 served with both 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), R90 (Residential), and Mixed Use.

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:

- **Housing Options:** Promote an adequate range of safe, affordable, inclusive, and resource-efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socioeconomic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.
- **Transportation Options:** Address the transportation needs, challenges, and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.

Ware County/ Waycross Industrial Park Character Area



Description:

This area is intended to provide an environment suitable for light manufacturing, wholesale, warehousing, and other non-residential uses that are compatible with 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:

- **Economic Prosperity:** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.
- **Local Preparedness:** Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, and sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

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:

- **Local Preparedness:** Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, and sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.
- **Resource Management:** Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.

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 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 good jobs for the community. This includes providing appropriate infrastructure and public services as well as up-to-date technology.

Quality Community Objectives:

- **Economic Prosperity:** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.
- **Local Preparedness:** Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, and sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

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, main street, 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:

- **Sense of Place:** Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.
- **Economic Prosperity:** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.
- **Local Preparedness:** Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, and sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.
- **Efficient Land Use:** Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.
- **Transportation Options:** Address the transportation needs, challenges, and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.

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 consists of educational institutions, with some associated commercial uses.

Vision for the Future:

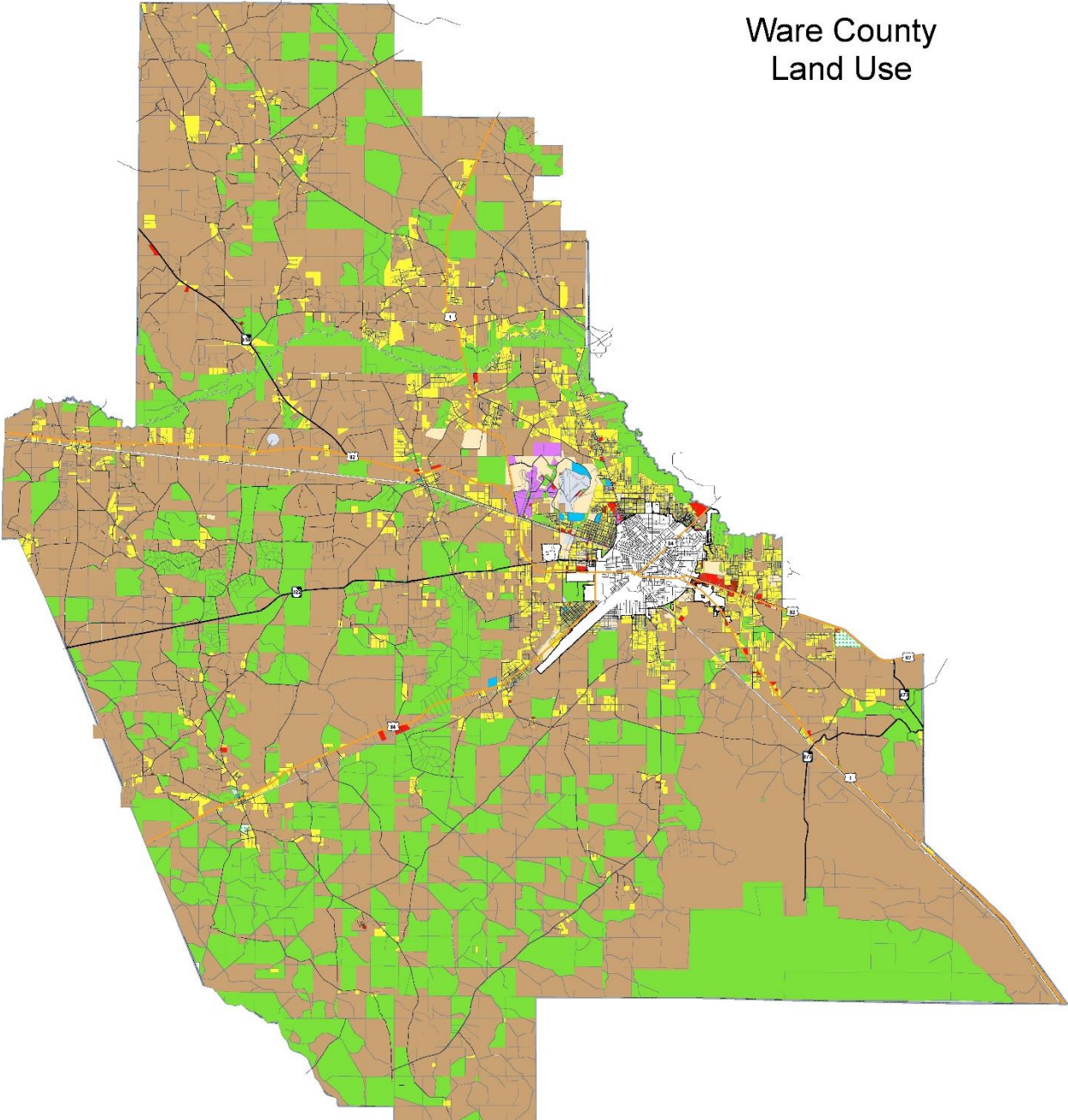
The focus for these areas is to continue developing the community's educational assets by encouraging growth and development of the educational institutions and encouraging the provision of nearby amenities to facilitate that growth and development.

Quality Community Objectives:

- **Educational Opportunities:** Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and improving local educational institutions or programs; providing access to other institutions in the region; instituting programs to improve local graduation rates; expanding vocational education programs; or coordinating with local economic development programs to ensure an adequately trained and skilled workforce.
- **Regional Cooperation:** Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional issues such as protection of shared natural resources, development of the transportation network, or creation of a tourism plan.
- **Economic Prosperity:** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include: job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; and prospects for creating job opportunities that meet the needs of a diverse local workforce.
- **Local Preparedness:** Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, and sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

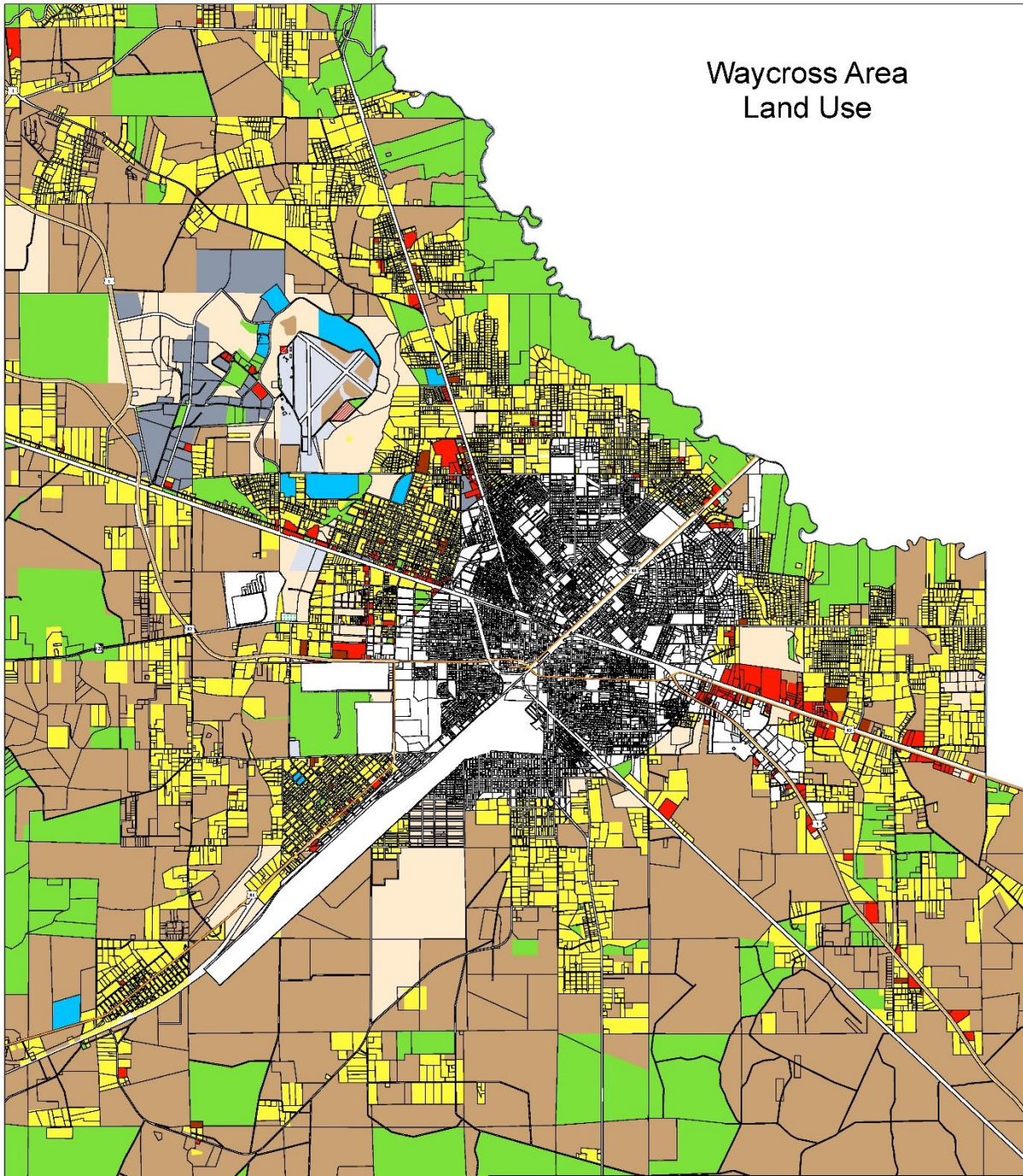
Existing Land Use Maps

Ware County Land Use



Legend	
— State Routes	Commercial
— US Highways	Industry
— Roads	Health/Medical
▭ City Boundary	Park/Recreation/Conservation
▭ Parcels	Public/Institutional
▭ County	Residential
▭ Agriculture/Forestry	Transportation/Communication/Utilities
▭ Cemetery	Undeveloped/Unused
▭ Church	

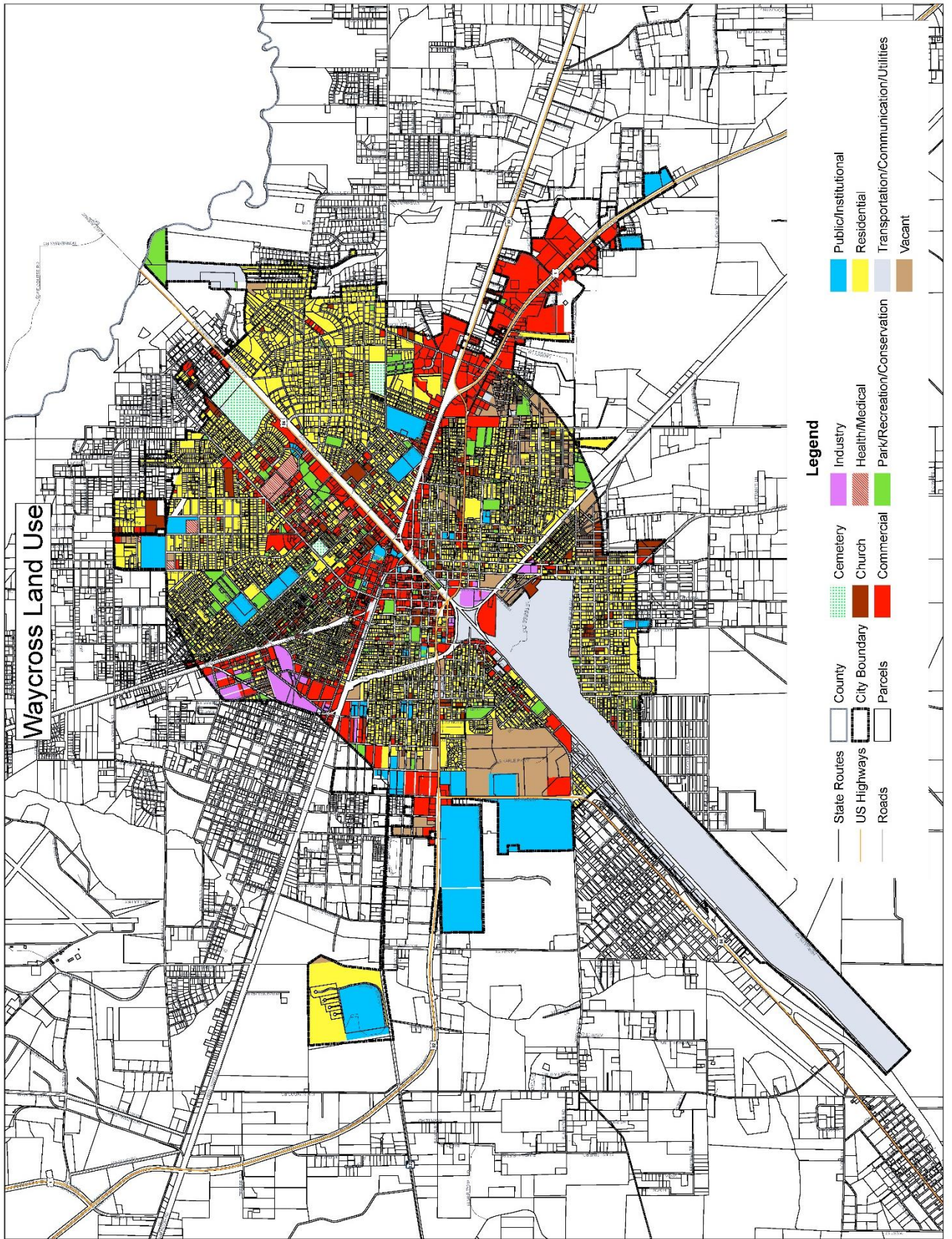
Waycross Area Land Use



Legend

— State Routes	Industry
— US Highways	Health/Medical
▭ Parcels	Park/Recreation/Conservation
▭ City Boundary	Public/Institutional
▭ Agriculture/Forestry	Residential
▭ Cemetery	Transportation/Communication/Utilities
▭ Church	Undeveloped/Unused
▭ Commercial	Vacant
	County





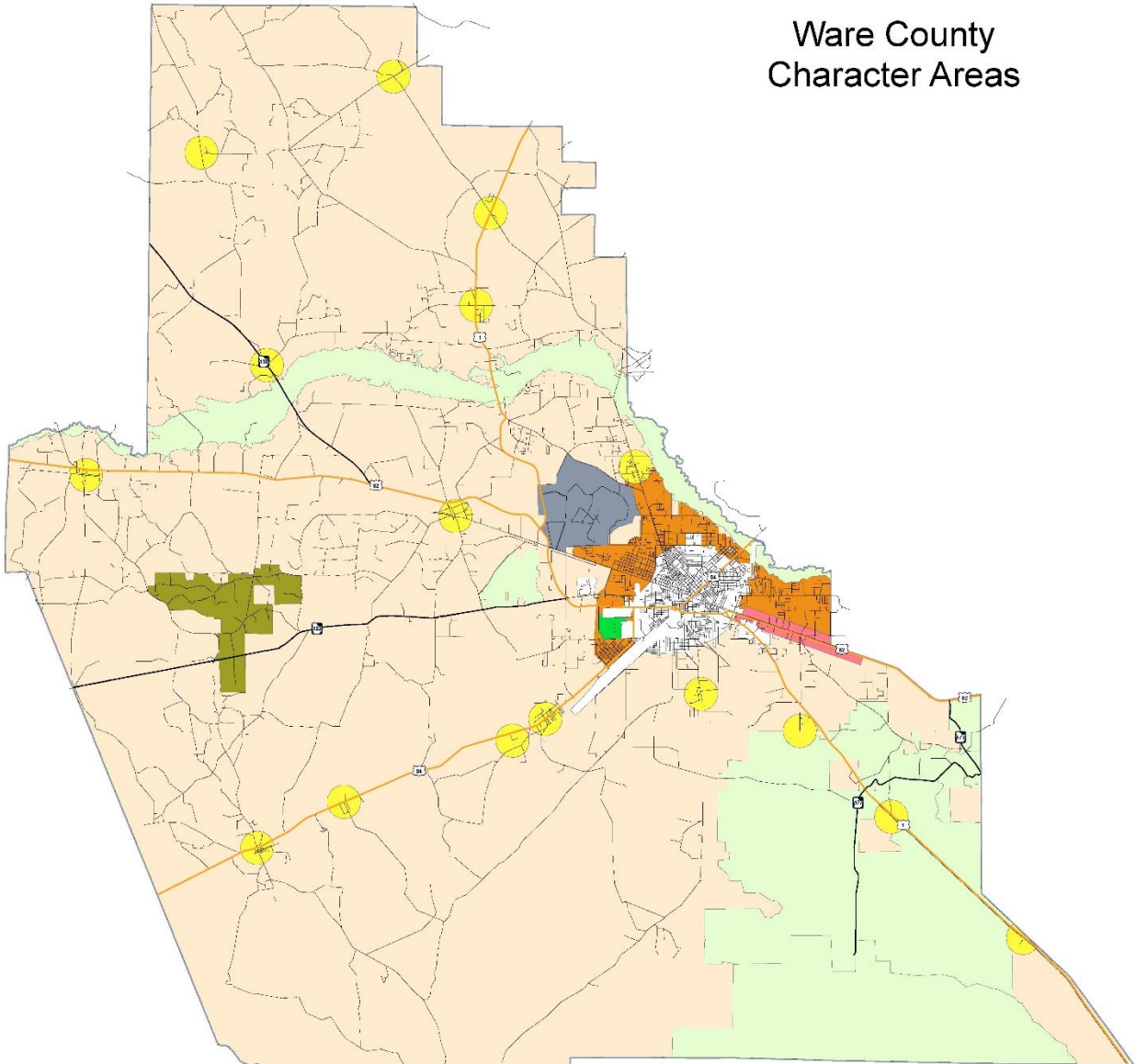
Waycross Land Use

Legend

- State Routes
- US Highways
- Roads
- County
- City Boundary
- Parcels
- Cemetery
- Church
- Commercial
- Industry
- Health/Medical
- Park/Recreation/Conservation
- Public/Institutional
- Residential
- Transportation/Communication/Utilities
- Vacant

Character Area Maps

Ware County Character Areas



Legend

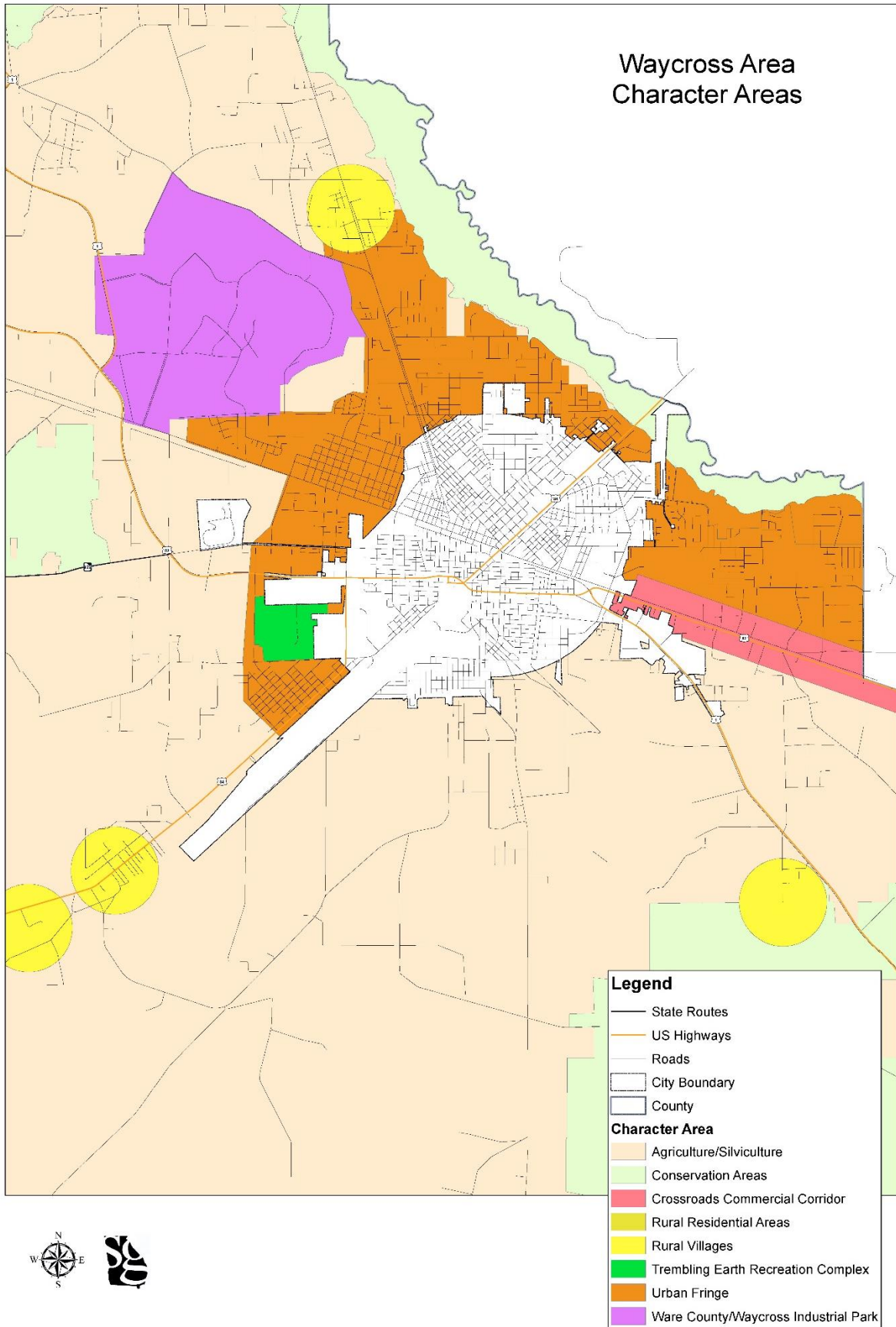
- State Routes
- US Highways
- Roads
- County

Character Areas

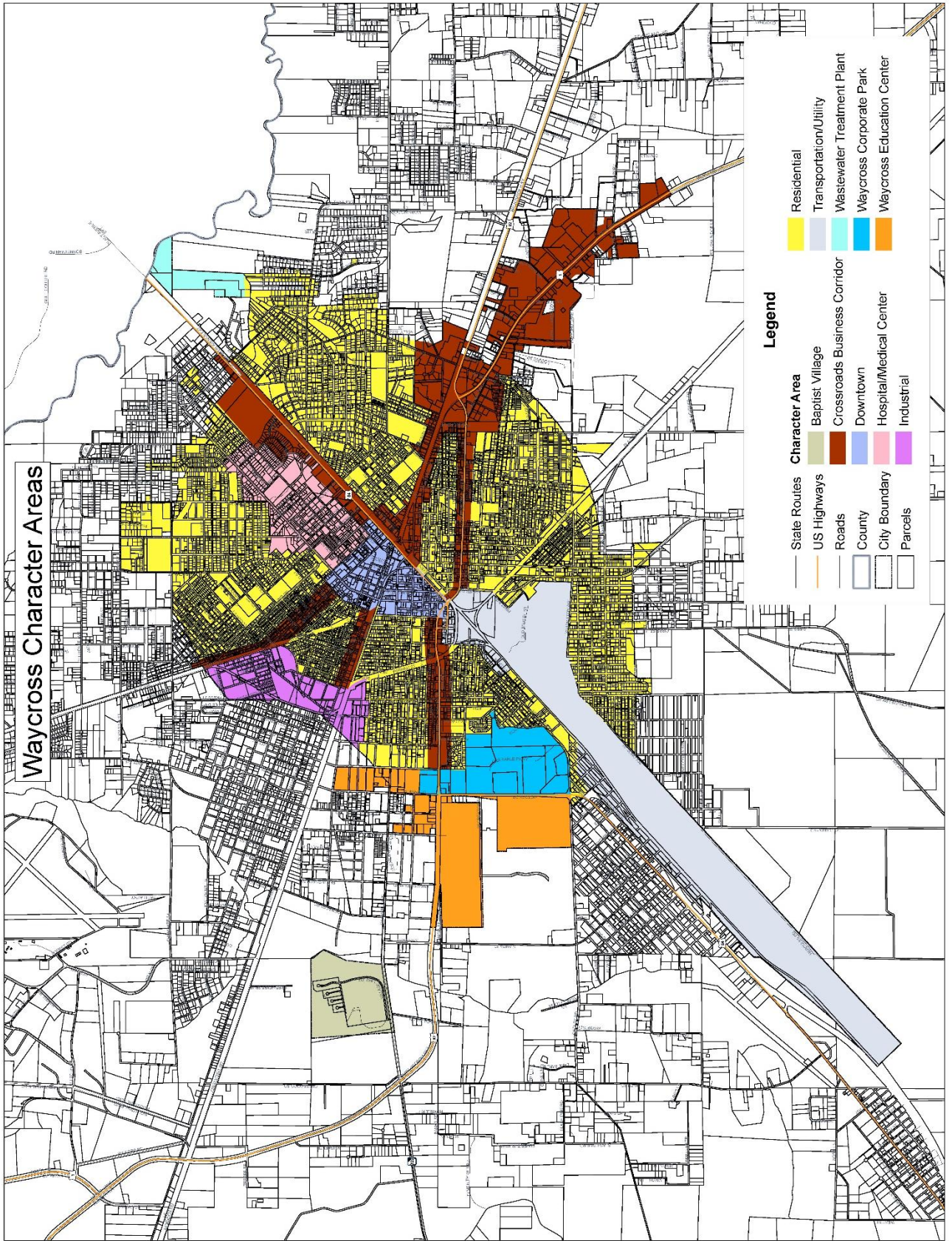
- Agriculture/Silviculture
- Conservation Areas
- Crossroads Commercial Corridor
- Rural Residential Areas
- Rural Villages
- Trembling Earth Recreation Complex
- Urban Fringe
- Ware County/Waycross Industrial Park



Waycross Area Character Areas



Waycross Character Areas



Legend

- | | | |
|-----------------|------------------------------|----------------------------|
| — State Routes | Character Area | Residential |
| — US Highways | Baptist Village | Transportation/Utility |
| — Roads | Crossroads Business Corridor | Wastewater Treatment Plant |
| — County | Downtown | Waycross Corporate Park |
| — City Boundary | Hospital/Medical Center | Waycross Education Center |
| — Parcels | Industrial | |

Appendix

NEWSPAPER ADS
SIGN-IN SHEETS

Southern Georgia Regional Commission
 Ware County and the City of Waycross
 Comprehensive Plan Update – Kick-off Meeting
 Date: 10/12/2015

Name	Organization	Phone	Email
Gene Dixon	Ware County Commission	285-1319	gdixonx@gmail.com
Danny M. Turner	"	550-6467	danny.m.turner@bellsouth.net
Jimmy Brown	Ware Co Comm	287-4310	Jamesbrown45@bellsouth.net
Charles Nelson	Ware Co Commission	550-3345	cnelson31501@gmail.com
Paul Smith	Ware County	287-4300	p.smith@warecounty.com
Lisa Ralls	Ware County	287-4300	l.ralls@warecounty.com
Jennifer Herrog	Ware Co. Attorney	229-382-0515	jdhr@hallboothsmith.com
Margaret	Paul Herold	912-283-2244	Society@wknps.com
James S. Herbert	Planning & Codes	(912) 287-4379	
Jonathan Daniels	WARE CO EMA	287-7394	J Daniels@warecounty.com
Ariel Godwin	SBRC	229-333-5277	agodwin@sgrc.us

Southern Georgia Regional Commission
 Ware County and City of Waycross
 Comprehensive Plan Update First Workshop
 Date: 11/12/2015

Name	Organization	Phone	Email
James Shubert	Ware County Planning City of Waycross	912-287-8379	jshubert@warecounty.com
Marc Hawkins	Dept. of Community Dev	(912) 287-2944	mhawkins@waycrossga.com
Michael Brooks	Ware County Pub. Works	(912) 287-4464	mbrooks@warecounty.com
David E. Eddins	Waycross Fire Chairman	912-287-2938	deddins@waycrossga.com
Jimmy Brown	Ware Co. Con	912-287-4300	Jamesbrown45@bellsouth.net
Gene Thomas	City of Waycross	912-287-2945	gthomas@waycrossga.com
Danny Lamato	City of Waycross	912-287-5270	dlamato@waycrossga.com
Derek Harrison	serva.	912-281-0018	DEREK@SERVA.COM
Paul Smith	Ware	287-4300	psmith@warecounty.com

Southern Georgia Regional Commission
 Ware County and City of Waycross
 Comprehensive Plan Update First Workshop
 Date: 11/12/2015

Name	Organization	Phone	Email
LARRY C. BRIDGE	Waycross City Comm	912-282-3281	
Jim LeBrun	BOE	706-699-3148	jlebrun@ware.k12.ga.us
John Knox	Mayor - Elbert Waycross	912-283-1579	John.Knox1706@gmail.com <i>call Admins Wood</i>
Ariel Godwin	SGRC	229-333-5277	agodwin@sgrc.us
Julia Chonchuck	SGRC	229-333-5277	jchoncuck@sgrc.us

**Southern Georgia Regional Commission
Ware County and City of Waycross
Comprehensive Plan Update Second Workshop
Date: 12/9/2015**

Name	Organization	Phone	Email
James Shubert	WARE Co. Planning	912-287-4379	jshubert@warecounty.com
Chip Jasser	Heritage City of Waycross	912 283 3580	wc_1@bellsouth.net
Marc Hawkins	Waycross	287-2944	mhawkins@waycrossga.com
Jimmy Brown	Ware Co Gov - Chairman	912 287-4300	JBrown@WareCounty.com
Bob HERFFER	WNDA	912 282 0280	Bob@WNDA.US
Lisa Ralls	County Comm.	(912) 287-4312	lralls@warecounty.com
JONATHAN DANIELL	WARE EMA	287-4394	JDANIELL@WARECOUNTY.COM
David E. Eddins	Waycross Fire	287-2539	dreddins@waycrossga.com
Wilton DeLoach	Waycross Public Works	287-2755	wdeloach@waycrossga.com
Norman E. Davis	WAYX	286-4839	nc2747@gmail.com
Julia Shewchuk	SGRC	229-333-5277	jshewchuk@sgrc.us
Arnel Godwin	SGRC	229-333-5277	agodwin@sgrc.us
John Knox	Wayx	912 283-1578	john.knox1706@gmail.com
Bill Parham	Ware EMS	912-287-4435	bparham@warecounty.com
Derek Harrison	SERVA	912 281 0018	Derek@serva.com

**Southern Georgia Regional Commission
Ware County and City of Waycross
Comprehensive Plan Update Second Workshop
Date: 12/9/2015**

Name	Organization	Phone	Email
Slon Fountain	City of Waycross	287-2944	sfountain@waycrossga.org
Gene Thomas	Cow	287-2945	gthomas@waycrossga.com
Gene			

Southern Georgia Regional Commission
 Ware County and the City of Waycross
 Comprehensive Plan Update – Workshop
 Date: 1/6/2016

Name	Organization	Phone	Email
David E. Edkins	Waycross Fire	912-287-2938	dedkins@waycrossga.com
James Shubert	Planning & Code	912-287-4376	jshubert@warecountyga.com
Jimmy Brown	Chair - Ware Co. Comm	912-287-4388	jkbrown@warecounty.com
Henry Worley	Satilla Riverkeeper	912-510-9500	riverkeeper@satillariverkeeper.org
Gene Thomas	City of Waycross	912-287-2945	gthomas@waycrossga.com
Sloan Fountain	City of Waycross	912-287-2669	sfountain@waycrossga.com

Southern Georgia Regional Commission
Ware County and the City of Waycross
Comprehensive Plan Update – Workshop
Date: 2/3/2016

Name	Organization	Phone	Email
Wilton DeLoach	City of Waycross	912-287-2855	wdeLoach@wayc.wa3sge.com
Ariel Godwin	SGRC	229-333-5277	agodwin@sgrc.us
John Knox	Mayor	912-283-1579	john.knox1706@gmail.com
James Shubert	Planning & Codes	(912)-287-4379	jshubert@warecounty.com
Dawn Taylor	Planning & Codes	912-287-4389	dtaylor@warecounty.com
Poppy D. Wimbler	City of Waycross	912-287-2912	Pwimbler@waycrossga.gov
Marc Hawkins	City of Waycross	912-287-2944	mhawkins@waycrossga.com
Jimmy Brown	Ward 6	912-287-4500	jebrown@waycrossga.com
			jebrown@waycrossga.com
			jebrown@waycrossga.com
			jebrown@waycrossga.com
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			jebrown@waycrossga.com
			jebrown@waycrossga.com
			jebrown@waycrossga.com
			jebrown@waycrossga.com

Net

Kick Off – Joint Public Hearing For Ware County and the City of Waycross Comprehensive Plan Update

A public meeting will be held at 4:00p.m. on October 12, 2015 in the second floor conference room, Ware County Courthouse, 800 Church Street, Waycross Georgia to announce the beginning of the 2016 Joint Comprehensive Plan Update for Ware County and the City of Waycross. The purpose of this hearing is to brief the community on the process to be used to develop the Comprehensive Plan, announce opportunities for public participation in development of the plan, and obtain input on the proposed planning process.

Persons with special needs relating to disability access or foreign language should contact the Ware County Commission Office at 912-287-4300. Persons with hearing disabilities may consider using the Georgia Relay Service, at 1-800-255-0135.

All persons are invited to attend the public hearing. If you would like more information, please contact Ariel Godwin at the Southern Georgia Regional Commission, (229) 333-5277.

gpn16

PUBLIC NOTICE

A public hearing to review and transmit the joint Ware County and City of Waycross Comprehensive Plan Update to the Southern Georgia Regional Commission and the Georgia Department of Community Affairs for review will be held at 6:30 p.m. on Tuesday, March 15, 2016, in the Commission Chambers at City Hall, 417 Pendleton Street, Waycross, Georgia. Residents are invited to attend and participate in the planning effort. Copies of the Plan Update are available for public review at the Ware County Commission office and at Waycross City Hall, and for download at the SGRC website: www.sgrc.us

Persons with special needs relating to disability access or foreign language should contact Ware County at (912) 287-4300. Persons with hearing disabilities may consider using the Georgia Relay Service at (Voice) 1-800-255-0135.

All persons are invited to attend the public hearing. If you would like more information, please contact Ariel Godwin, SGRC Planner, at (229)333-5277.

This 16th day of February, 2016.

JULIE DINKINS
CITY CLERK

2-27-3Sats.-16-9534

gpn13

PUBLIC NOTICE

A public hearing to review and transmit the joint Ware County and City of Waycross Comprehensive Plan Update to the Southern Georgia Regional Commission and the Georgia Department of Community Affairs for review will be held at 4:00 p.m. on Monday, March 14, 2016, in the Commission Chambers at Ware County Courthouse, 800 Church Street, Waycross, Georgia. Residents are invited to attend and participate in the planning effort. Copies of the Plan Update are available for public review at the Ware County Commission office and at Waycross City Hall, and for download at the SGRC website: www.sgrc.us

Persons with special needs relating to disability access or foreign language should contact Ware County at (912) 287-4300. Persons with hearing disabilities may consider using the Georgia Relay Service at (Voice) 1-800-255-0135.

All persons are invited to attend the public hearing. If you would like more information, please contact Ariel Godwin, SGRC Planner, at (229)333-5277.

2-27-3Sats.-13-9538

PUBLIC NOTICE

A public hearing to adopt the Ware County and City of Waycross Plan Update will be held on **May 9, 2016 at 4:00 p.m.** The meeting will be held at **800 Church Street, Waycross, Georgia.** Residents are invited to attend and participate in the planning effort. Copies of the Plan Update are available for public review at the Ware County Commission office, at Waycross City Hall, and for download at the Southern Georgia Regional Commission website: www.sgrc.us.

For more information, contact the Ware County Commission at (912) 287-4300, or the Southern Georgia Regional Commission at (229) 333-5277.



Jimmy Brown, Chairman
Carlos Nelson, Commissioner
Danny Turner, Commissioner
Gene Dixon, Commissioner
Victor Aldridge, Commissioner

Paul Smith, County Manager
psmith@warecounty.com
Lisa E. Ralls, County Clerk
lralls@warecounty.com
Anthony A. Rowell, County Attorney

March 14, 2016

Southern Georgia Regional Commission
327 West Savannah Avenue
Valdosta, Georgia 31601

RE: Comprehensive Plan Update Submittal

Ware County has completed an update of its Comprehensive Plan and is submitting it with this letter for review by the Southern Georgia Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan(s) covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact Lisa Ralls, County Clerk, at (912) 287-4300 or lralls@warecounty.com.

Sincerely,

James Brown, Chairman
Ware County Board of Commissioners



P. O. Box 1069 - Waycross, Georgia 31502-1069 - (912) 287-4300 - FAX (912) 287-4301

John Knox
Mayor

Norman E. Davis, Sr.
Commissioner District 1

Larry Ethridge
Commissioner District 2

Marian Solomon-Gaines
Commissioner District 3

Diane L. Hopkins
Commissioner District 4

Jon Tindall
Commissioner District 5

March 15, 2016

Southern Georgia Regional Commission
327 West Savannah Avenue
Valdosta, Georgia 31601

RE: Comprehensive Plan Update Submittal

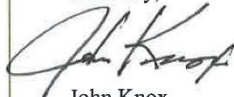
The City of Waycross has completed an update of its comprehensive plan and is submitting it with this letter for review by the Southern Georgia Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that appropriate staff and decision-makers have reviewed both the Regional Water Plan(s) covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact Julie Dinkins, City Clerk, at (912) 287-2964 or jknox@waycrossga.com.

Sincerely,



John Knox
Mayor



Opportunity in every direction.

Jimmy Brown, Chairman
Carlos Nelson, Commissioner
Danny Turner, Commissioner
Gene Dixon, Commissioner
Victor Aldridge, Commissioner

Paul Smith, County Manager
psmith@warecounty.com
Lisa E. Ralls, County Clerk
lralls@warecounty.com
Anthony A. Rowell, County Attorney

WARE COUNTY

**RESOLUTION TO ADOPT
2016 JOINT WARE COUNTY
AND CITY OF WAYCROSS
COMPREHENSIVE PLAN**

WHEREAS, Ware County has completed the 2016 Joint Ware County and City of Waycross Comprehensive Plan;

WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989;

BE IT THEREFORE RESOLVED, that Ware County does hereby adopt the 2016 Joint Ware County and City of Waycross Comprehensive Plan.

Adopted this 9th day of May, 2016.


Jimmy Brown, Chair
Ware County Commission



ATTEST:


Lisa Ralls, County Clerk



RESOLUTION NO. 16-331

**A RESOLUTION OF THE CITY OF WAYCROSS TO ADOPT
2016 JOINT WARE COUNTY AND CITY OF WAYCROSS
COMPREHENSIVE PLAN; AND FOR OTHER PURPOSES.**

WHEREAS, the City of Waycross, on September 1, 2015, resolved to enter into an Intergovernmental Agreement with Ware County Board of Commissioners to engage Southern Georgia Regional Commission to prepare a Joint Comprehensive Plan for the City of Waycross and Ware County; and

WHEREAS, a public hearing to review and transmit the joint Ware County and City of Waycross Comprehensive Plan Update to the Southern Georgia Regional Commission and the Georgia Department of Community Affairs was held on Tuesday, March 15, 2016; and

WHEREAS, the City of Waycross has completed the 2016 Joint Ware County and City of Waycross Comprehensive Plan;

WHEREAS, this document was prepared according to the Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989;

WHEREAS, said matter having been considered.

BE IT THEREFORE RESOLVED that the City Commission of the City of Waycross does hereby adopt the 2016 Joint Ware County and City of Waycross Comprehensive Plan, in the form attached hereto and incorporated herein as if fully set forth.

BE IT FURTHER RESOLVED that the Mayor and City Clerk be empowered, authorized and directed to execute the 2016 Joint Ware County and City of Waycross Comprehensive Plan on behalf of the City of Waycross, and to do all the acts and things necessary in order to carry out the purposes of this Resolution, hereby ratifying and confirming all actions taken and to be taken.

SO RESOLVED, this 3rd day of May, 2016.

CITY OF WAYCROSS

BY:


JOHN KNOX, MAYOR

ATTEST:


JULIE C. DINKINS, CITY CLERK