



City of Waycross Comprehensive Plan

Partial Update

June 2008



Prepared By:





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Introduction

The Department of Community Affairs (DCA) updated its rules related to the Comprehensive Planning process with an effective date of May 1, 2005. The amended rules put emphasis on stakeholder and general public participation in development of a community's Comprehensive Plan. The purpose of this Partial Update to the Comprehensive Plan is to provide a document for use as a policy guide in the interim period between Comprehensive Plan updates resulting from a shift in the statewide Comprehensive Plan recertification schedule. When implemented, this plan will help the City of Waycross address critical issues and opportunities during the transitional period between Updates. Waycross is planning to begin the planning process for its full update to the Comprehensive Plan in the summer of 2008.

This Partial Update includes all the required components for local governments updating comprehensive plans prepared under the 2004 and prior Minimum Planning Standards.

A Public Hearing was held in February, 2008. The purpose of the hearing was to brief the community on the identified issues and opportunities that will be addressed through the updated Implementation Program, allow residents an opportunity to comment, and notify the community of when these plan components will be transmitted to the Southeast Georgia Regional Development Center.

The Partial Update will be transmitted to the RDC for their review for compliance to the new rules in February, 2008. After reviewing the plan, the RDC will send it to the Department of Community Affairs for approval. Upon acceptance by DCA, it will then be adopted by the City of Waycross by resolution. It is anticipated that this process will be completed by May, 2008.



Existing Land Use

The first step in defining a community vision for future growth is to assess existing development patterns and current land use. The future vision must relate to development patterns if the goals developed are to be viable and achievable. In order to have an accurate accounting of land use on a parcel-by-parcel basis, a windshield survey was performed in summer of 2007 to locate current land use based on the following categories as described and defined below. The definitions below are adapted from Standard Land Use categories described in the new DCA Rules for Comprehensive Planning. **Table 1** shows the distribution of land uses in Waycross.

Table 1: Existing Land Uses

Classification	Acreage	Percent
Total Residential	2,285.5	30.9%
Duplex	4.4	0.1%
Multi-Family	95.8	1.3%
Mobile Home	45.1	0.6%
Single Family	2,140.1	28.9%
Total Public Institutional	791.5	10.7%
Cemetery	80.1	1.1%
Church	108.7	1.5%
Public Institutional	547.2	7.4%
State of Georgia	13.8	0.2%
Medical/Health	41.6	0.6%
Ag/For	13.6	0.2%
Commercial	755.3	10.2%
Industrial	70.1	0.9%
Park/Rec/Conservatin	85.4	1.2%
Trans/Comm/Utilities	905.6	12.2%
Undeveloped	471.9	6.4%
Vacant	11.1	0.1%
Unclassified	120.7	1.6%
ROW	1,893.9	25.6%
Total	7,404.5	100.0%



Residential Land Uses

The residential category is for single-family and multifamily dwelling units organized into general categories of net densities. This category was further broken down into single-family, mobile home, and multifamily residential

categories. About one third of the land in Waycross is used for residential purposes. There are over 2,000 acres of Single family homes in Waycross. These account for the vast majority residential uses.

Commercial Land Uses

This category is for land dedicated to non-industrial business uses, including retail sales, office, service, and entertainment facilities.

Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. About 10 % of Waycross is in commercial use. Most of the commercial uses



are along major highways and in the downtown area. The largest commercial properties are located in the southern reaches of the city on US Hwy 1.

Industry

This category is for land dedicated to facilities involved in industrial and warehousing activities. Waycross has about 70 acres in industrial use, accounting for about 1% of total land uses. The majority of Ware County's industry is located in the County's industrial park northwest of Waycross next to the airport.



Parks/Recreation/Conservation

Accounting for about 85 acres, 1% of the land in Waycross is dedicated to Parks/Recreation/Conservation. This category is for permanently protected land dedicated to active or passive recreational uses. These areas are public and include playgrounds, public parks, golf courses, recreation centers and similar uses.



Agriculture/Forestry

Very little land in Waycross is devoted to agriculture or forestry.

Transportation/Communication/Utilities

This category includes such uses as major railroad facilities, radio towers, telephone switching stations, and other similar uses. 12.2% of Waycross is in this use. The largest of which is the Rice Yard.



Public/Institutional

This category includes certain state, federal or local government uses, and institutional land uses. Government uses include city halls and government building complexes, police and fire stations, libraries, post offices, schools, etc. Examples of institutional land uses include colleges, churches, hospitals, etc. About 10% of Waycross is Public/Institutional. The largest of these include Okefenokee Technical College and Waycross College in the northwestern areas of the City.

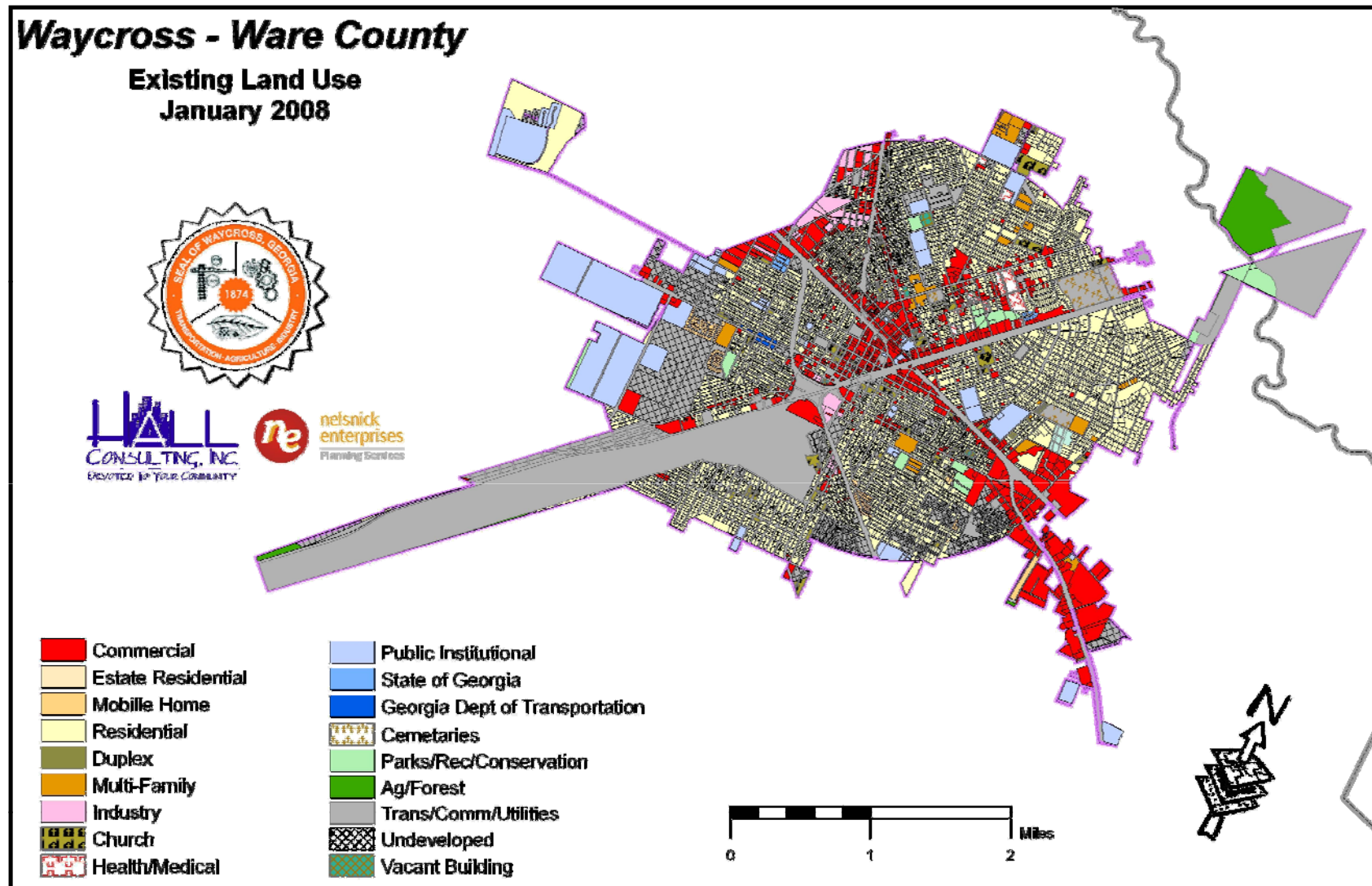


Undeveloped/Vacant

This category is for lots or tracts of land that are served by typical urban services (water, sewer, etc.) but have not been developed for a specific use or where developed for a specific use that has since then been abandoned. There are 483 acres of undeveloped/vacant land in Waycross.



Figure 1: Existing Land Use Map





Areas Requiring Special Attention

The City of Waycross is in a period of transition. Its population declined at a rate of about half of a percent per year from 1990 to 2005. At the same time, the City has experienced economic growth and an increase in employment. As a result, the daytime population has increased. It appears that the more affluent residents are choosing to move to unincorporated Ware County or to neighboring counties and commute into Waycross for work. This shift in population is having significant impacts on current residents, community services and facilities, and infrastructure. This section summarizes where some of the likely impacts of population change will occur. **Figure 2** is the Areas Requiring Special Attention map indicating the location of these areas.

Significant Natural Resources

Critical natural resources such as wetlands, streams, and floodplains are located throughout the City of Waycross. They are indicated on **Figure 2** as streams and Areas Prone to Flooding. New residential, commercial, and industrial development should be discouraged in these areas.

Conservation Areas as indicated on **Figure 2** are certain, land, swamp and/or water areas with poor drainage which serve as a wildlife refuge; possess great natural beauty; are utilized for outdoor recreational purposes and/or are subject to periodic flooding. These areas were designated by Ware County and are not within the city limits. The county is encouraging the gradual transformation of the areas into exclusive forestry, agricultural, and wildlife preserves.

Areas Where Development or Change in Landuse is Likely to Occur

As discussed above, the City is experiencing out-migration of population and an increase in employment. As a result, land uses throughout the city are changing.

- The area of Waycross that is in Pierce County, east of the Satilla River has a new **Residential Subdivision** as shown on the ARSA Map. Also, the Pierce County Comprehensive Plan indicates that there is significant residential growth occurring nearby in unincorporated Pierce County.
- There is significant commercial growth on the US 1 Corridor to the south of downtown. This growth is likely to continue into the future as the region's economy grows. Also, developers are looking in this area to create large developments that would create stronger housing in this area. The City recently completed a study of the US 1 Corridor. According to this study an additional 532,000 square feet of commercial floor space and 350 – 800 residential units will be developed. This area is labeled



“Commercial Corridor” and “Gated Development Proposed” on the ARSA Map. Much of the new development is expected in unincorporated Ware County.

- The **Waycross Corporate Park** is located in the western portion of the City. It is expected that the corporate park will drive economic development and new businesses will be established in the Corporate Park Area.

Significant Historic and Cultural Resources

Downtown - Downtown Waycross has undergone significant reinvestment in recent years. The removal of the railroad tracks, restoration of old buildings, the Jones Company revitalization project, and other economic development projects should result in the revitalization of historic downtown Waycross.



Historic District – The Historic District is shown on **Figure 2**. In 1976 the Waycross Historic District was listed on the National Register of Historic Places. In 1992 the Downtown Waycross Historic District was also listed.



Historic Sites - An inventory of historic resources was prepared in Waycross and Ware County in 1989. The survey identified 974 historic resources in Ware County. These resources include 897 residential structures, 50 commercial structures, 1 industrial complex, 4 agricultural structures, 7 governmental buildings, 2 schools, 6 churches, 1 cemetery, and historic sites. The majority of the resources are located in the City of Waycross. The Areas Requiring Special Attention Map identifies historic resources that are listed in the National Register of Historic Places. These include the Phoenix Hotel and the US Post Office and Courthouse located downtown and the First African Baptist Church and Parsonage located at Knight Street and Satilla Blvd.



Areas with Significant Infill Development Opportunities

The City of Waycross does not maintain a comprehensive list of infill opportunities. However the Downtown Development Authority maintains a list of infill sites in the downtown area. There are several infill and reinvestment/rehabilitation opportunities in Downtown Waycross. They include the Bowen Building, Ware Hotel, Bunn Building, and other unused buildings in downtown. All of these sites are located downtown. Individual sites are not labeled on the ARSA Map. Instead, the entire downtown area is identified because infill and redevelopment opportunities are scattered throughout downtown.



Brownfields

The City of Waycross does not maintain an inventory of brownfield sites. The “Old City Dump” on Blackwell Street has been identified by residents as a possible brownfield. Additional sites should be identified as a part of the Full Update to the Comprehensive Plan.

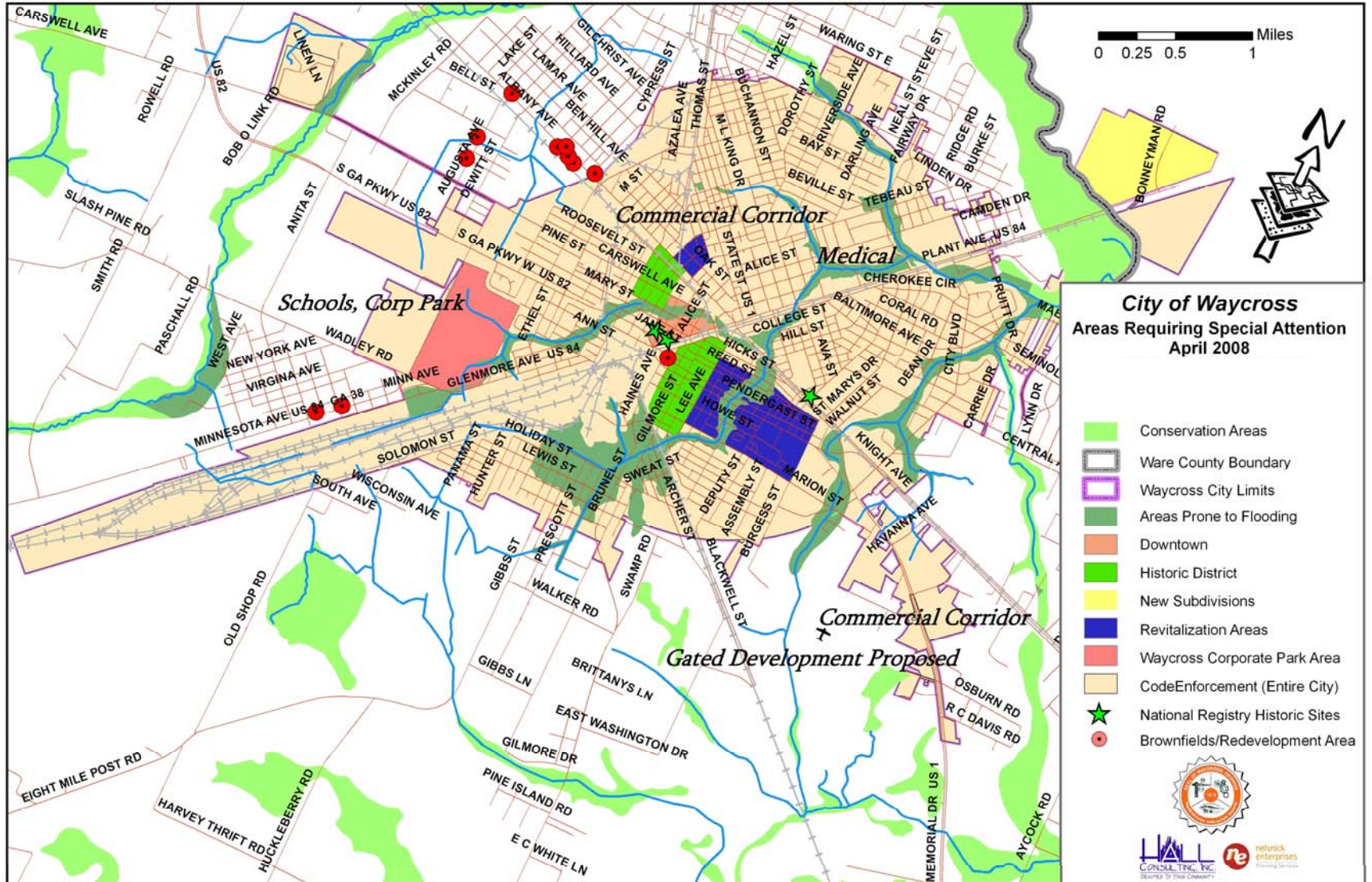
Areas of Disinvestment, Needing Redevelopment, or Improvements to Aesthetics or Attractiveness

The city has increased its code enforcement activities in order to address disinvestment, aesthetics, and attractiveness. There are no specific neighborhoods or areas that are the focus of these efforts. Instead, the entire city is targeted for increased code enforcement. **Figure 2** shows that the **Code Enforcement Area** covers the vast majority of the City.

A more specific location of a disinvestment area is the **Revitalization Area** adjacent to the City’s Historic District. The Revitalization Area is an older neighborhood with a mix of housing values and architectural styles, a neighborhood park, and sites of local historic interest. The neighborhood has enormous revitalization potential.



Figure 2: Preliminary Areas Requiring Special Attention Map





Preliminary Issues and Opportunities

The following Issues and Opportunities were identified using the Georgia Department of Community Affairs' *Quality Community Objectives Local Assessment Tool* and *Typical Issues and Opportunities*, and a survey of community leaders and stakeholders. The Short Term Work Program and Policies included in the Implementation Program address all of the Issues and Opportunities presented below.

The full Update to the Comprehensive Plan will use a detailed analysis of data on demographics, housing, economic development, land-use, community facilities, intergovernmental coordination, transportation, and natural and cultural resources to elaborate and expand this preliminary list. The full Update will also use an extensive Community Participation Program to choose which issues are the highest priorities to address.

Community Growth

- **Negative Population Growth** The population of Waycross has declined over the last 15 years as people migrate into the unincorporated county and adjacent counties. A strategy is needed to draw population back into the City.
- **Rapid Development Areas** The south side of town along and near US 1 is growing rapidly. This growth is largely commercial. However, there is a large Planned Unit Development expected west of US 1 that will add many residential units and additional commercial activity. This development is located in unincorporated Ware County, but will greatly impact traffic, development patterns, and public services and facilities in Waycross.
- **Daytime Population** The Daytime population of Waycross and Ware County is significantly higher than the nighttime population. Public facilities, infrastructure, and services need to be adequate for the larger daytime population. Since Waycross is the region's commercial hub, it is likely that the daytime population will continue to grow putting stress on public facilities, infrastructure, and services.

Economic Development

- **Small Town Pride** Waycross has a pleasant small town atmosphere and also serves as the retail, commercial, and industrial hub for the region. The city has the opportunity to build on its small town character and use it to market redevelopment.





- **Downtown Development Strategy** Waycross and Ware County serve as a regional hub for retail and commercial development. However, the downtown is not thriving. There is a need to develop a merchant base in downtown Waycross. There are several empty buildings downtown that are deteriorating but offer a great reinvestment opportunity. A vision for downtown is needed so that goals can be developed and strategies can be implemented.

- **Redevelopment Opportunities** The city has the opportunity to redevelop and reinvest in declining areas. Favoring new developments over redevelopment can increase service delivery costs and lead to further decline in existing commercial areas. Adaptive reuse of older buildings preserves small town character and encourages small business development.



- **Tourism** There is a great opportunity to market Waycross and Ware County as a tourism destination. Three golf courses, camping, hunting, boating, fishing, and the Okefenokee Swamp position the community to be a hub for tourism.



- **Education Opportunities** Advanced education opportunities should be improved. Waycross College and Okefenokee Technical College provide excellent opportunities for advanced education. However, neither school offers a four-year college

degree. Many, if not most, of the bright and motivated young people in the community must leave to pursue their education. As a result, the community experiences “Brain Drain” when these young adults do not return after they graduate. This is contributing to the shortage of young and minority representation in leadership positions.

- **Small Business Fund** A revolving loan fund has been established to assist small business development. This fund is an underutilized tool for economic development. The Small Business Revolving Loan Fund should be actively marketed to local entrepreneurs.
- **Jobs and Housing Balance** There is an imbalance between the location of available housing and major employment centers.



Natural & Cultural Resources

- **Historic Preservation** Waycross has several historic neighborhoods and landmarks. The city has the opportunity to target these historic resources for revitalization and economic development. The Historic Preservation Commission should be supported in its efforts to identify, preserve, and enhance historic landmarks and neighborhoods.
- **Abandoned and Potentially Contaminated Properties** Several opportunities for redevelopment have been identified as Areas Requiring Special Attention. These should become the focus of redevelopment efforts.



Facilities and Services

- **Facilities Maintenance** SPLOST is a major funding source for capital facilities in Waycross. Adequate staffing and maintenance should be included in the city's budget prior to SPLOST project completion. The City should consider that each department develop a strategic plan. The strategic plans should include facilities staffing needs for programs and facilities maintenance.



- **Service Delivery** There is a need to prepare for both daytime and nighttime population growth. With the new PUD in the south side of town and continued growth in commercial development, the City needs to proactively plan to provide facilities and services. Newcomers to the area may have higher expectations than existing

residents and desire a higher level of service for parks and other services. This includes addressing the current fire protection disparity between the City and the County. A low level of fire protection in the County affects safety and economic



development potential in Waycross. Consolidating some services with Ware County may make provision of services more efficient.

Housing

- **Mix of Housing Types** There is a diversity of housing types in Waycross, ranging from single-family detached to multi-family rental units in a wide range of housing costs. However, as demographics change it will be important to maintain a balanced mix of housing types.



- **Housing Stock** Waycross has the opportunity to improve housing stock through better code enforcement, increasing home ownership, and protecting neighborhoods from commercial encroachment.
- **Neighborhood Revitalization** Many areas have significant amounts of housing in poor or dilapidated condition. These neighborhoods are in need of housing revitalization and/or infrastructure upgrade.

Land Use

- **Downtown Reinvestment** Waycross has successfully started to redevelop its downtown. The downtown area can serve as a focal point for community and economic development. Continued support of downtown revitalization is essential to maintaining the small town atmosphere and quality of life of residents.



- **Gateways** There is no clear boundary where the city stops and countryside begins. Gateway signage, landscaping, and other measures would instill a sense of community and welcome visitors.
- **Revitalization of Commercial Areas** Waycross has several unattractive, declining commercial areas. The City has the opportunity to redevelop or reinvest in these areas to encourage job growth and community pride.
- **Zoning and Development** The City's zoning and development ordinances need to be updated. Sidewalk requirements, shared parking, conservation subdivisions, tree



preservation, and accessory units should all be considered for inclusion in the regulations.

Transportation

- **Regional Transportation Hub** Waycross-Ware County is the major transportation hub of highways, rail, and air in Southeast Georgia. These transportation resources are a major reason for the success of commercial and industrial job growth. There is great potential for transportation driven growth in Ware County.
- **Increasing Traffic Congestion** Waycross's transportation corridors are becoming congested. Traffic flow should be improved, especially at peak hours. Also, traffic from commercial areas is encroaching into residential neighborhoods.
- **Transportation Choices** People lack transportation choices for access to housing, jobs, services, goods, health care, and recreation. For most residents, the automobile is the only choice in Waycross.
- **Pedestrian Network** Waycross lacks a local trail network and streets are not designed to encourage pedestrian and bike activity. Waycross has the opportunity to ensure that streets and sidewalks in new developments are connected to adjacent developments and existing neighborhoods.
- **Insensitive Street Network** Street design in our community is not always sensitive to the context of areas, such as pedestrian activity centers, historic districts, environmentally sensitive areas, or quiet residential neighborhoods, where street traffic impacts need to be minimized.



Intergovernmental Coordination

- **City and County Cooperation** Better coordination on a number of issues between Waycross and Ware County is necessary to further the implementation of each local government's long-range goals. Developing strategies that enhance cooperation between the two governments would improve the delivery of services and improve economic development potential.



Quality Community Objectives

The following assessment was conducted to address the Quality Community Objectives (QCOs) requirement of Chapter 110-12-1 of the Georgia State Code: Standards and Procedures for Local Comprehensive Planning, “Local Planning Requirements”. The analysis below uses the *Quality Community Objectives Local Assessment Tool* created by the Office of Planning and Quality Growth. The completed Local Assessment Tool can be found in Appendix I of this report. In most cases, the City has already begun to address the QCOs, and will continue to work towards fully achieving the quality growth goals set forth by the Georgia Department of DCA.

Development Patterns

Traditional neighborhoods, infill development, sense of place, regional identity, and transportation alternatives are Quality Community Objectives relating to development patterns. The City has taken great strides over the last decade to promote traditional neighborhoods, sense of place, and regional identity. Waycross’s zoning ordinance has several districts which allow for multiple uses and traditional neighborhood development. There are many infill and redevelopment projects underway in Waycross and the City has designated historic districts and is working toward creating a Historic Preservation Commission. Also, the City contributes to the region as a source of local culture, commerce, entertainment, and education.

Although the City has made great strides toward reaching the Quality Community Objectives relating to development patterns, there are several areas where the City could improve. The City’s trees are not protected by a tree ordinance and there is no organized tree planting campaign in public areas. Pedestrian access is limited in many areas and the city does not require sidewalks in new developments. For a more complete assessment of development patterns see the completed *Quality Community Objectives Local Assessment* in the Technical Addendum to this report.

Resource Conservation

Heritage preservation, open space preservation, and environmental protection are Quality Community Objectives that relate to resource conservation. Waycross is developing a Historic Preservation Commission and has already designated a historic district. The community has a Greenspace Plan, but is not actively preserving greenspace. The City uses its natural resources inventory to steer development away from environmentally sensitive areas. For a more complete assessment of resource conservation see the completed *Quality Community Objectives Local Assessment* in the Technical Addendum to this report.



Social and Economic Development

Growth preparedness, appropriate businesses, employment options, housing choices, and educational opportunities are the key components to social and economic development. The City of Waycross is pro-actively preparing for change. They will be preparing their full Comprehensive Plan Update well in advance of the DCA required deadline. Waycross utilizes the Okefenokee Area Development Authority, Waycross-Ware County Chamber of Commerce, and Downtown Development Authority for developing economic development strategies. The community has jobs for skilled and unskilled labor, as well as professional and managerial jobs.

There are currently a variety of housing types within a large price range in Waycross. The City is working to maintain a healthy balance of housing for high, middle, and lower income families. Also, there are several educational opportunities readily available for improving job skills. Okefenokee Technical College and Waycross College offer work-force training and two year programs. For a more complete assessment of social and economic development see the completed *Quality Community Objectives Local Assessment* in the Technical Addendum to this report.

Governmental Relations

Local self-determination combines with regional cooperation to form the governmental relations objective. Waycross works with regional economic development organizations and shares services with other local governments. As a regional hub for commerce and employment, Waycross thinks regionally in terms of issues like land-use, transportation, and housing. Also, the City will working with Ware County on a Joint Comprehensive Plan after adoption of the Partial Update. For a more complete assessment of governmental relations see the completed *Quality Community Objectives Local Assessment* in the Technical Addendum to this report.



Implementation Program

As required by DCA, this Implementation Program includes a Short Term Work Program and Policies.

Short Term Work Program

The Short Term Work Program (STWP) identifies specific implementation actions the City intends to take during the first five-year time frame of the planning period. This includes any ordinances, administrative systems, community improvements or investments, financing arrangements, or other programs or initiatives to be put in place to implement the plan. The program is organized around the framework of planning elements including transportation, land-use, community facilities, natural and historic resources, economic development, and housing.

Each item in the Short Term Work Program includes a beginning and ending date, a responsible party, a cost estimate, and funding source. All goals, policies, and action strategies not listed in the short term work program are considered long term needs that do not require capital expenditures within the five-year cycle. The Short Term Work Program for Waycross-Ware County is presented in the table on the following pages.

A review of the City's previous STWP is included in order to assess the performance of previous planning efforts. The previous STWP spanned the years 2006-2010. The List of Accomplishments in Appendix II consists of a review of the items listed on the previous STWP that were programmed for the years 2006-2007.



Waycross-Ware County Short Term Work Program				
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility
TRANSPORTATION				
(1.6) Widen and extend Blackshear Avenue from Sunnyside Drive to Pinehurst Drive.	\$1,100,000	GA Department of Transportation	2008-2011	DOT, TPCC and Ware County
(1.8) Widen US 1 North for passing lanes from Airport Road to Scapa Road.	\$1.25 million	GA Department of Transportation	2005-2010	DOT, TPCC and Ware County
(1.8) Widen US 1 North to four lanes from Scapa Road to the Bacon County line.	\$30 million	GA Department of Transportation	2004-2008	City of Waycross, DOT, TPCC and Ware County
(1.8) Four lane Hatcher Point Rd. from US 1 South to Knight Avenue	\$1,000,000	GA DOT, City of Waycross, and Ware County	2006-2010	DOT, TPCC and Ware County
(1.8) Four-lane Minnesota Ave. (US 84) from the Ware County line at Manor to Wadley Road.	\$30 million	GA Department of Transportation	2005-2010	DOT, TPCC Ware County, and City of Waycross
(1.2) Continue the established program to pave dirt roads that are a large source of runoff and sedimentation into state and local waters.	\$2 million per year	SPLOST	2008-2012	Ware County Public Works Division and Road Department
(1.2) Contract 12 Paving.	\$1 million	SPLOST	2006-2010	City of Waycross
(1.1) Repair or replace, as needed, the remaining 4 wooden bridges in Ware County.	\$100,000	GA Department of Transportation and Ware County (SPLOST)	2008-2012	DOT, TPCC and Ware County
(1.7) Construct entire Perimeter Road beginning at Smith Road going south from US 82 West (Corridor Z) crossing US 84 South near Wahoma, thence easterly and northerly crossing US 1 South, US 82 east, Central Ave & intersecting US 84 north near Pierce County line and continuing to US 1 North.	\$30 million – (\$8 million for US 82 to US 84)	GA Department of Transportation	2008-2012	DOT, TPCC and Ware County



Waycross-Ware County Short Term Work Program				
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility
(1.7) Seek additional funding to construct Eastern Perimeter Road from Hwy US 84 East to Hwy US 1 South as Phase 1 of the entire perimeter road. (Per 2000 study this is the most needed section at this time). Other connections to be done in Phases as funds become available.	\$10 million	GA Department of Transportation	2007-2011	DOT, TPCC and Ware County
(1.13) CSX Improvements	\$1 million	SPLOST	2006-2009	City of Waycross per contract with Ware County
Pave ABC Avenue (South end) Wacona to Hebard	\$637,500	SPLOST, GADOT, FHWA	2007-2010	Ware County and CSX
(1.13) Pave ABC Avenue (Over Kettle Creek) Wacona to Blalock	\$2 million	SPLOST, GADOT, FHWA	2008-2012	Ware County and CSX
(1.14) Phase II – Construction of overpass at State Street (US 1) and CSX’s Atlanta Lead Line in conjunction with Project 13 above.	\$3 million	DOT, CSX, City of Waycross, Ware County, and State Funds	2006-2010	DOT, CSX, City of Waycross, and Ware County
(1.14) Phase III – Develop the abandoned rail corridor (contingent on above project #12 or until rail lines are re-located) between Albany Ave. & MLK Dr. as a Pedestrian/bike pathway.	\$500,000	Federal and State Grants	2008-2009	City of Waycross
(1.13) Pave Perham Street and improve rail crossing along the Perham Street corridor as part of the Rail Relocation.	\$350,000	CSX	2006-2010	CSX, GA DOT, City of Waycross, and FED
(1.13) Pave ABC Avenue as part of Railroad Relocation (North end) Ternest to Honeysuckle	\$192,500	SPLOST and GA DOT	2006-2010	Ware County and CSX
(1.16) Augment lighting on runway 13-31 at the airport.	\$75,000	GA DOT Aviation Division (75:25) 25% local share, SPLOST	2008-2010	Airport Manager and Ware County Commission
(1.16) Runway 5-23 and runway 13-31 PAPI’s (Precision Approach Pathway Indicator).	\$40,000	Georgia DOT, Ware County (75:25)	2009-2010	Airport Manager and Ware County



Waycross-Ware County Short Term Work Program				
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility
				Commission
(1.16) Augment lighting on Runway 5-23 at the Airport.	\$125,000	DOT,(Aviation 75%), (Ware County)	2008-2009	Airport Manager and Ware County Commission
(1.16) Full depth recycling on runways 13-31	\$628,000	DOT 75% and Ware County 25%	2007-2008	Airport Manager and Ware County Commission
(1.16) Remark runways 13-31 at the airport.	None	DOT (100%0	2007-2008	Airport Manager and Ware County Commission
(1.6) Augusta Avenue/ Blackshear Avenue (widening) from US 82 to US 1.	\$3.8 million	DOT, Ware County and SPLOST	2008-2010	Ware County Commission
(1.9) Traffic Study - US 82/Sycamore to US 1 south/Osbourne Road	\$20,000	Private/City	2008	City of Waycross
(1.1) Create additional access to the Jamestown area via an extension for ABC Ave or Red Oak Dr across Kettle Creek. (This project's focus has changed to complement the proposed RR re-routing project & is contingent on the routing of the proposed Perimeter Road as to whether it would be in conjunction with the Perimeter or a stand-alone in terms of funding.)	\$1.5 million	GA DOT, City of Waycross and Ware County	2007-2010	GA DOT, City of Waycross and Ware County
(1.8) Widen State Street (US 1 Business) from Blackshear Avenue to Airport Road.	\$6,548,000	GA DOT	2007-2010	GA DOT
(1.9) Reconfigure lanes on Memorial Drive and lower speed limit.	\$100,000	GA DOT	2008-2011	GA DOT
(1.4) DOT Priorities - Traffic Lights and Paving	\$300,000	GA DOT	2008-2012	City of Waycross and GA DOT
(1.5) TE Project FY '07	\$1,225,000 (\$300,000 grant received)	GA DOT	2008-2012	City of Waycross and GA DOT
(1.5) TE Project FY '07	\$1,225,000	GA DOT and Ware County	2008-2012	GA DOT and Ware County



Waycross-Ware County Short Term Work Program				
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility
(1.7) Study the feasibility to pursue funds for extending the East Perimeter from US 84 N to US 1 North/Scapa Road. This project is essential for use as a National defense (for hurricane evacuation and homeland security).	None	GA DOT and Federal Pilot	2009-2012	GA DOT and Ware County Commission
NATURAL AND HISTORIC RESOURCES ELEMENT				
(2.7) Maintain canoe route on Satilla River from Jamestown landing to Waycross-Blackshear Bridge with a raised boat ramp at Waycross-Blackshear bridge area.	\$20,000	LWCF Grants, (TEA 21) Grants and Department of Natural Resources	2008-2011	Ware County Recreation Department and Public Works Department
(2.17) Identify and protect prime agricultural soils in the county and protect with zoning and tax incentives.	None to Local Government	Natural Resources Conservation Service	2008-2011	Ware County Planning Department and Natural Resources Conservation Service
(2.26) Maintain and restore city parks and canals.	\$75,000	City of Waycross	2008-2012	Public Works Division
(2.25) Support Waycross Historic Preservation Commission in its efforts to attract public support, designate historic sites and districts in the city limits.	None	N/A	2008-2012	City of Waycross, Ware County Planning Department, and Waycross Department of Community Improvement
(2.5) Enhance and support existing efforts & groups working to clean and protect waterways.	\$20,000	Ware County, City of Waycross, and DNR	2008-2012	Ware County, City of Waycross, and DNR
(2.1) DNR – 319 (h) Grant for Historic Preservation	\$423,000	DNR and City of Waycross	2008-2012	City of Waycross
(2.2) Broaden HP activities	\$25,000	GA Trust – HP and City of Waycross	2008-2012	City of Waycross



Waycross-Ware County Short Term Work Program				
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility
(2.3) Complete Pre-Hazard Mitigation Plan	\$25,000	GEMA	2008	SE Ga RDC
(3.5) Continue the regular maintenance/beautification of highway corridors/gateways. (Gateway signage/berms are needed at county lines-US 1, US 82 and US 84)	\$50,000 per year	Departmental Budget, Federal and State	2008-2012	Ware Co. Public Works Dept., Garden Clubs and Chamber of Commerce
LAND USE ELEMENT				
(3.1) Protect land adjacent to or in close proximity to the airport from haphazard development by zoning for airport related industry.	None	Planning and Codes Department	2008-2011	Ware County Planning and Codes Department
(4.7) Develop county-wide zoning.	\$3,000 per year	Planning & Codes Dept. budget	2009-2011	Ware County Planning Department
(F.1) Update City and County zoning ordinances	\$5,000 per year	Planning & Codes Budget	2008-2012	Ware County Planning Department and Waycross Community Improvement Department
(3.6) Pursue “Keep Waycross-Ware County Beautiful” plan to enhance the attractiveness of the City of Waycross and Ware County.	None	n/a	2008-2012	City of Waycross, and Clean Community Committee
COMMUNITY FACILITIES				
(4.4) Construct and maintain a comprehensive training facility for police, fire and emergency medical services. Complete tower and “burn” building and paving/drainage.	\$300,000	SPLOST	2008-2012	Public Safety Departments, Fire and Emergency Medical Services, Ware County, and City of Waycross
(D.4) Construct Phase V of multi-purpose recreation center (Regional Park)	\$5,000,000	SPLOST	2008-2012	Recreation Department



Waycross-Ware County Short Term Work Program				
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility
(4.5) County-wide extension of adequate utilities for all new developments.	\$100,000 per year	State and Federal Grants	2008-2012	Satilla Regional Water and Sewer Authority, City of Waycross and Ware County.
(4.5) Satilla Regional Water and Sewer Authority to install sewer throughout designated urban areas in Ware County. (Emerson Park has been completed. Other areas have been bid.)	\$25 million	Federal and State grants and Department of Agriculture	2008-2012	Satilla Regional Water and Sewer Authority and Public Works Division
(4.5) Continue the established program to correct/improve drainage problems in Ware Co.	\$ 1 million	SPLOST and CDBG	2008-2012	Ware County Road Department and Public Works Division
(4.2) Study the feasibility of adding Tennis Courts to Parks.	\$10,000	Grants and Ware County	2008-2009	Ware County
(D.2) Assess, renovate, and improve Jasmine lift station in the City of Waycross	\$350,000	City of Waycross and Federal	2006-2010	City of Waycross
(3.3) Enhance Police Services	\$250,000	City and DOJ	2008-2012	City of Waycross
(3.1) Enhance Fire Services in Waycross.	\$450,000	FFASG and City of Waycross	2008-2012	City of Waycross
(3.1) Enhance Fire Services in Ware County	\$1,200,000	FFASG and Ware County	2008-2012	Ware County
(1.9) Study feasibility to add access to OTC from Corridor "Z" on right-of-way line.	\$200,000	City of Waycross and GA DOT	2009-2012	OTC, City of Waycross and GA DOT
(B.2) Encourage and support efforts to develop a 4-year degree program at Waycross College	None	n/a	2008-2012	City of Waycross and Ware County
(4.5) Assess Sewer and water systems in the City of Waycross to address system deteriorations and to program capital upgrades. Phases I – IV.	\$500,000	City of Waycross, and Federal	2006-2010	City of Waycross, and Federal



Waycross-Ware County Short Term Work Program				
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility
ECONOMIC DEVELOPMENT				
(5.5) Prepare a feasibility study for developing an additional retirement community in the Waycross urban area.	\$20,000	Department of Community Affairs (DCA)	2009-2012	City of Waycross, Ware County, OADA, and Waycross-Ware County
(5.4) Develop a collaborative group process for the reclamation of the old business district of Oak Street between Tebeau Street and Vernon Willis Drive beginning with aggressive code enforcement.	\$30,000	City Commission	2008-2012	Ware County Planning and Codes Department, Waycross Community Development
(5.4) Support current, on-going efforts of Southside and Carswell Avenue neighborhood.	\$20,000	Grants and City of Waycross	2008-2012	City of Waycross Community Improvement Department, Planning Department
(3.14) Develop a speculative building at the Waycross Corporate Park and Waycross-Ware County Industrial Park	\$2,000,000	SPLOST and EDA (One Georgia)	2008-2012	OADA, Waycross and Ware County Commission
(3.14) Assessment of vacant and existing buildings for industry.	\$5,000	Chamber of Commerce, OADA & WWDA	2008-2012	Chamber of Commerce,
(5.2) Develop a continuous program for the regular visitation of local businesses and industries.	None	Chamber of Commerce, OADA & WWDA	2008-2012	Chamber of Commerce, OADA and WWDA
(5.1) Continue to market use of Trembling Earth Recreational Complex for hosting regional, state and national Tournaments.	\$5,000	City of Waycross, Ware County, and Chamber of Commerce	2008-2012	City of Waycross, Ware County Recreation, and Tourism Bureau
(5.1) Hazzard Hill Branch Project	\$500,000	CDBG Grant	2007-2009	City of Waycross
(5.2) City Community Center (Auditorium)	\$1,000,000	ONEGA, EIP, SPLOST and GA Trust	2008-2011	City of Waycross



Waycross-Ware County Short Term Work Program				
Reference Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility
(5.3) Downtown Public-Private Partnership	\$75,000	Local Development Fund, UGA, SBA and Private Investment	2008-2010	City of Waycross
(5.4) Promote RLF Small Business Fund	\$50,000	DCA and City of Waycross	2008-2012	City of Waycross
HOUSING				
(6.3) Develop an aggressive program to pursue grants for housing rehabilitation/renewal for targeted areas of the City of Waycross and Ware County.	\$300,000	CHIP/CDBG, USDA, and HUD Grants	2008-2012	City of Waycross, Ware County Planning Department, and Community Development Division
(6.10) Continue programs for the maintenance and continued use of public housing projects.	\$75,000/year	Grants	2008-2012	Housing Authority
(6.10) Develop and implement a plan to reduce the density and/or decentralize housing at the Bailey and Garlington Heights Housing Projects.	\$60,000	HUD	2008-2012	Housing Authority
(6.12) Develop new housing duplexes on vacant sites to increase housing diversity.	\$500,000	CDBG, USDA, HUD, Housing Authority and other grant sources	2008-2012	City of Waycross and Waycross Department of Community Improvement
(6.3) Establish a multi-grant program to assist residents to rehabilitate housing assisted programs for historical preservation.	\$5,000	State and Federal	2008-2012	City of Waycross Community Improvement Department, and RDC
(6.5) Seek grant programs for development/improvement of housing and neighborhood facilities suitable for assisting residents in receiving multi-functional services provided to the public.	\$500,000	HUD	2008-2012	City of Waycross and Waycross Department of Community Improvement



Policies

The policies below are designed to help the City of Waycross in the decision-making process. They are based on the Georgia Department of Community Affairs State Planning Recommendations and address the issues and opportunities presented in this Partial Update to the Comprehensive Plan. The policies should apply to areas within the existing town limits and areas to be annexed in the future.

These policies will serve as a starting point for the policies that will be developed during the full Waycross/Ware County Joint Comprehensive Plan Update process that will begin in the summer of 2008.

Community Growth

- We will target reinvestment in declining neighborhoods to further encourage private sector redevelopment and encourage future growth.
- We will encourage development of housing opportunities that enable residents to live close to their places of employment.
- We will ensure that new development does not cause a decline in existing level of service for the community's residents and employers.
- We will ensure that capital improvements needed to accommodate future development are provided concurrent with new development.

Economic Development

- We will support programs for retention, expansion and creation of businesses that are a good fit for our City in terms of job skill requirements and linkages to existing businesses.
- We will consider impacts on Waycross' small town character in our decision-making.
- We will encourage the development of downtown as a vibrant center for culture, government, dining, residential, and retail diversity.
- We will establish an atmosphere in which entrepreneurial enterprise is nurtured in our community.
- Our community will accommodate new development while enhancing existing local assets.



- We will target reinvestment to declining, vacant, or underutilized sites or buildings in preference to new economic development projects in previously undeveloped areas of our community.
- Continue to encourage tourism by supporting the Okefenokee Trail Association

Natural and Cultural Resources

- The protection and conservation of our community's natural, cultural, and historic resources will play an important role in the decision-making process.

Facilities and Services

- We will consider that each City Department develop a strategic plan for staffing and maintenance needs.
- We will consider the cost of maintenance and staffing of new facilities before they are constructed.
- We will maximize the use of existing facilities and services.
- We will ensure that new development does not cause a decline in locally adopted level of service for facilities and services and that capital improvements or other strategies needed to accommodate the impacts of development are made or provided for, concurrently with new development.
- We will invest in parks and open space to encourage private reinvestment in urban centers.
- We will utilize existing infrastructure investments (i.e. already paid for) by encouraging infill, redevelopment, and compact development.

Housing

- We will not allow substandard or dilapidated housing in our community.
- We will stimulate infill housing development in existing neighborhoods.
- We will create affordable housing opportunities to ensure that all those who work in the community have a viable option to live in the community.
- Our neighborhoods will be interactive communities where people have easy access to schools, parks, residences and businesses through walkways, bike paths, and roads.



- We will accommodate our diverse population by encouraging a harmonious mixture of housing types and uses.
- We will promote walkable, safe neighborhoods.
- We will provide pleasant, accessible public gathering places.
- We will encourage parks and community facilities to be located as focal points in neighborhoods.

Land Use

- We will encourage the development of the downtown as a vibrant center of the community in order to improve overall attractiveness and local quality of life.
- Our decisions on new development will contribute to, not take away from, our community's character and sense of place.
- We will promote efficient use of land by promoting well-designed, more pedestrian friendly, development patterns with a mix of traditional and creative uses.
- We will encourage mixed-use development and design standards that are more human-oriented and less auto-oriented.
- We will make as a priority the development of mixed uses, redevelopment and revitalization of existing underutilized commercial and industrial areas over development of new land for commercial purposes.
- We will support opportunities for residential and non-residential in-fill development that positively impacts the character of existing neighborhoods.
- We will promote increases in residential densities in areas that meet community design standards, environmental constraints and available infrastructure capacities.
- We want development whose design, landscaping, lighting, signage, and scale to add value to our community.
- Our gateways and corridors will create a "sense of place" for our community.
- We will reduce the adverse visual impact of the automobile in both commercial and residential areas of our community.
- We will make neighborhoods and business areas more secure.



Transportation

- We will encourage transportation corridors that support multiple modes of transportation and enhance the aesthetics of the community.
- We will address the location, design, landscaping, and furnishing of streets as one of the community's most important components contributing to the character, structure and development pattern of the community.
- Transportation and greenway corridors will be supported by the community standards of aesthetics, urban design, and environmental stewardship.
- We will ensure that vehicular traffic will not harm the residential nature of our neighborhoods.
- Our new and reconstructed roadways will fully accommodate multiple functions, including pedestrian movements, parking, alternate modes of transportation and local vehicular circulation.
- We will ensure connectivity between road network and pedestrian/bike paths.
- We will encourage walking, biking, car-pooling, and sustainable transportation choices.

Intergovernmental Coordination

- We will share services and information with Ware County.
- We will pursue joint processes for collaborative planning and decision-making with Ware County.
- We will promote the concept of neighborhood schools in future development, as well as, promote the same concept regarding the use of schools that are currently located near or in close proximity to existing neighborhoods.



Appendix I: Quality Community Objectives Local Assessment

In 1999 the Board of the Department of Community Affairs adopted the Quality Community Objectives (QCOs) as a statement of the development patterns and options that will help Georgia preserve her unique cultural, natural and historic resources while looking to the future and developing to her fullest potential. The Office of Planning and Quality Growth has created the Quality Community Objectives Assessment to assist local governments in evaluating their progress towards sustainable and livable communities.

This assessment is meant to give a community an idea of how it is progressing toward reaching these objectives set by the Department. The assessment is a tool for use at the beginning of the comprehensive planning process, much like a demographic analysis or a land use map, showing a community “you are here.” Each of the fifteen QCOs has a set of yes/no questions, with additional space available for assessors’ comments. The questions focus on local ordinances, policies, and organizational strategies intended to create and expand quality growth principles.

A majority of “yes” answers for an objective may indicate that the community has in place many of the governmental options for managing development patterns. “No’s” may provide guidance as to how to focus planning and implementation efforts for those governments seeking to achieve these Quality Community Objectives.

Some assessors may be able to answer these questions without much research, particularly in communities with few or no land use controls. Others may need to review land use ordinances and zoning regulations to find the answers, but this initial assessment is meant to provide an overall view of the community’s policies, not an in-depth analysis. There are no right or wrong answers to this assessment. Its merit lies in completion of the document and the ensuing discussions regarding future development patterns as governments undergo the comprehensive planning process.

Should a community decide to pursue a particular objective, it may consider a “yes” to each statement a benchmark toward achievement. Please be aware, however, that this assessment is an initial step. Local governments striving for excellence in quality growth may consider additional measures to meet local goals.



Completed by Hall Consulting, Inc. January, 2008

<i>Development Patterns</i>			
Traditional Neighborhoods			
Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.			
Statement	Yes	No	Comments
1. If we have a zoning code, it does not separate commercial, residential and retail uses in every district.	✓		Mixed uses are allowed in the Historic Preservation (HP) District, Central Business District (CBD), and Planned Unit Development District (PUD).
2. Our community has ordinances in place that allow neo-traditional development “By right” so that developers do not have to go through a long variance process.	✓		Neo-traditional development is allowed by right in the CBD and HP Districts.
3. We have a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate.		✓	
4. Our community has an organized tree-planting campaign in public areas that will make walking more comfortable in summer.		✓	
5. We have a program to keep our public areas (commercial, retail districts, parks) clean and safe.	✓		Waycross has a Keep America Beautiful Program and Adopt-a-mile in addition to Police and Public Works Department activities.
6. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose.	✓		
7. In some areas, several errands can be made on foot, if so desired.		✓	Major roads make it too dangerous.
8. Some of our children can and do walk to school safely.	✓		
9. Some of our children can and do bike to school safely.	✓		
10. Schools are located in or near neighborhoods in our community.	✓		



Infill Development Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.			
Statement	Yes	No	Comments
1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/or infill development.		✓	The Development Authority has downtown vacant sites inventoried.
2. Our community is actively working to promote Brownfield redevelopment.		✓	
3. Our community is actively working to promote greyfield redevelopment.		✓	Market driven revitalization is occurring, but the City does not have a redevelopment program.
4. We have areas of our community that are planned for nodal development (compacted near intersections rather than spread along a major road.)	✓		
5. Our community allows small lot development (5000 SF or less) for some uses.	✓		Allowed as Zero-Lot Residential Uses in the R-45 Residential District. Currently, no areas are zoned R-45.
Sense of Place Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment			
Statement	Yes	No	Comments
1. If someone dropped from the sky into our community, he or she would know immediately where she was, based on our distinct characteristics.	✓		
2. We have delineated the areas of our community that are important to our history and heritage and have taken steps to protect those areas.	✓		Historic District has been identified and regulated
3. We have ordinances to regulate the aesthetics of development in our highly visible areas.	✓		Development in the SDD and CDD overlay districts are subject to additional landscaping and aesthetic requirements.
4. We have ordinances to regulate the size and type of signage in our community.	✓		
5. We offer a development guidebook that illustrates the kind of new development we want in our community.		✓	
6. If applicable, our community has a plan to protect designated farmland.		✓	



Transportation Alternatives Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.			
Statement	Yes	No	Comments
1. We have public transportation in our community.	✓		
2. We require that new development connects with existing development through a street network, not a single entry/exit.	✓		
3. We have a good network of sidewalks to allow people to walk to a variety of destinations.	✓		Existing sidewalks are underutilized due to lack of connectivity to activity areas. More sidewalks and connectivity are needed.
4. We have a sidewalk ordinance in our community that requires all new development to provide user-friendly sidewalks.		✓	
5. We require that newly built sidewalks connect to existing sidewalks wherever possible	✓		
6. We have a plan for bicycle routes through our community.	✓		
7. We allow commercial and retail development to share parking areas wherever possible.		✓	Section 608.4 of Waycross' Zoning Ordinance needs amendment to allow sharing



Regional Identity			
Each region should promote and preserve a regional "identity," or regional sense of place, defined in terms of traditional architecture, common economic linkages that bind the region together, or other shared characteristics.			
1. Our community is characteristic of the region in terms of architectural styles and heritage.	✓		
2. Our community is connected to the surrounding region for economic livelihood through businesses that process local agricultural products.	✓		Wood chip industry depends on surrounding timber lands.
3. Our community encourages businesses that create products that draw on our regional heritage (mountain, agricultural, metropolitan, coastal)	✓		
4. Our community participates in the Georgia Department of Economic Development's regional tourism partnership.	✓		
5. Our community promotes tourism opportunities based on the unique characteristics of our region.	✓		
6. Our community contributes to the region, and draws from the region, as a source of local culture, commerce, entertainment, education.	✓		Waycross Area Community Theater and private theatre presentations, regional fair, and college and high school community concerts
Resource Conservation			
Heritage Preservation			
The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character.			
Statement	Yes	No	Comments
1. We have designated historic districts in our community.	✓		
2. We have an active historic preservation commission.	✓		
3. We want new development to complement our historic development, and we have ordinances in place to ensure that happening.	✓		



Open Space Preservation New development should be designed to minimize the amount of land consumed, and open space should be set aside from development for use as public parks or as greenbelts/wildlife corridors. Compact development ordinances are one way of encouraging this type of open space preservation.			
1. Our community has a greenspace plan.	✓		Part of 1992-2012 Comprehensive Plan
2. Our community is actively preserving greenspace – either through direct purchase, or by encouraging set-asides in new development.		✓	
3. We have a local land conservation program, or, we work with state or national land conservation programs to preserve environmentally important areas in our community.		✓	
4. We have a conservation subdivision ordinance for residential development that is widely used and protects open space in perpetuity.		✓	
Environmental Protection Environmentally sensitive areas should be protected from negative impacts of development, particularly when they are important for maintaining traditional character or quality of life of the community or region. Whenever possible, the natural terrain, drainage, and vegetation of an area should be preserved.			
Statement	Yes	No	Comment
1. Our community has a comprehensive natural resources inventory.	✓		
2. We use this resource inventory to steer development away from environmentally sensitive areas.	✓		
3. We have identified our defining natural resources and have taken steps to protect them.	✓		
4. Our community has passed the necessary Part V Environmental Ordinances, and we enforce them.	✓		
5. Our community has and actively enforces a tree preservation ordinance.		✓	
6. Our community has a tree-replanting ordinance for new development.		✓	
7. We are using stormwater best management practices for all new development.	✓		
8. We have land use measures that will protect the natural resources in our community (steep slope regulations, floodplain or marsh protection, etc.)	✓		



<i>Social and Economic Development</i>			
Growth Preparedness			
Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, and sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.			
Statement	Yes	No	Comments
1. We have population projections for the next 20 years that we refer to when making infrastructure decisions.	✓		Use census projections that may not be as accurate as local projections would be. Projections should be improved.
2. Our local governments, the local school board, and other decision-making entities use the same population projections.	✓		
3. Our elected officials understand the land-development process in our community	✓		
4. We have reviewed our development regulations and/or zoning recently, and believe that our ordinances will help us achieve our QCO goals.	✓		Ongoing
5. We have a Capital Improvements Program that supports current and future growth.	✓		
6. We have designated areas of our community where we would like to see growth. These areas are based on the natural resources inventory of our community.	✓		The urban areas are zoned with natural resources protected under conservation zoning.
7. We have clearly understandable guidelines for new development	✓		“Guide for Development” is given to new applicants.
8. We have a citizen-education campaign to allow all interested parties to learn about development processes in our community.		✓	
9. We have procedures in place that make it easy for the public to stay informed about land use issues, zoning decisions, and proposed new development.		✓	We have public meetings and hearings, but they aren’t widely attended.
10. We have public-awareness element in our comprehensive planning process.	✓		



Appropriate Businesses			
The businesses and industries encouraged to develop or expand in a community should be suitable for the community in terms of job skills required, long-term sustainability, linkages to other economic activities in the region, impact on the resources of the area, and future prospects for expansion and creation of higher-skill job opportunities.			
Statement	Yes	No	Comments
1. Our economic development organization has considered our community's strengths, assets, and weaknesses and has created a business development strategy based on them.	✓		
2. Our ED organization has considered the types of businesses already in our community, and has a plan to recruit business/industry that will be compatible.	✓		
3. We recruit businesses that provide or create sustainable products.	✓		
4. We have a diverse jobs base, so that one employer leaving would not cripple us.	✓		CSX Railroad, State-Local-Federal Government Medical Hospital, mobile home manufacturing, Simmons bedding, GATX, MRCX, retail, professional, etc
Employment Options			
A range of job types should be provided in each community to meet the diverse needs of the local workforce.			
Statement	Yes	No	Comments
1. Our economic development program has an entrepreneur support program.	✓		
2. Our community has jobs for skilled labor.	✓		Industries, Government, Hospital, railroad
3. Our community has jobs for unskilled labor.	✓		Timber harvesting, homebuilding, landscaping
4. Our community has professional and managerial jobs.	✓		Lawyers offices, medical offices, hospitals, schools, college, technical college, video-professionals



Housing Choices			
A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.			
Statement	Yes	No	Comments
1. Our community allows accessory units like garage apartments or mother-in-law units.		✓	
2. People who work in our community can afford to live here, too.	✓		
3. Our community has enough housing for each income level (low, moderate, and above-average incomes)	✓		
4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and recommending smaller setbacks.	✓		
5. We have options available for loft living, downtown living, or “neo-traditional” development.	✓		Downtown zoning allows for residential use on second floor.
6. We have vacant and developable land available for multifamily housing.	✓		Residential zoning districts other than R-S all allow for multi-family housing.
7. We allow multifamily housing to be developed in our community.	✓		
8. We support community development corporations building housing for lower-income households.	✓		
9. We have housing programs that focus on households with special needs.	✓		
10. We allow small houses built on small lots (less than 5,000 square feet) in appropriate areas.	✓		R-45 district allows zero-lot line development where rezoned for such use. Currently, no areas are zoned R-45.



Educational Opportunities			
Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.			
Statement	Yes	No	Comments
1. Our community provides work-force training options for our citizens.	✓		OTC provides classes for training as needed by local businesses.
2. Our workforce training programs provide citizens with skills for jobs that are available in our community.	✓		OTC provides classes for training as needed by local businesses.
3. Our community has higher education opportunities, or is close to a community that does.	✓		Waycross College has 2-year classes and selected 4-year class curricula.
4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose.	✓		Waycross serves as regional hub for medical, governmental, professional, and other fields.



Governmental Relations			
Regional Solutions			
Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.			
Statement	Yes	No	Comments
1. We participate in regional economic development organizations.	✓		SEGa RDC and OADA board members are local citizens
2. We participate in regional environmental organizations and initiatives, especially regarding water quality and quantity issues.	✓		
3. We work with other local governments to provide or share appropriate services, such as public transit, libraries, special education, tourism, parks and recreation, emergency response, E-911, homeland security, etc	✓		DOT 5311, Okefenokee Regional Library, High School Special Education Classes, Waycross Tourism Bureau, Selected Parks, E911, EMS, etc.
4. Our community thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these go beyond local governmental borders.	✓		Commercial expansion on US 1 South, US 84 West, all highways are 4-laned, public housing, Waycross-Ware County Industrial Park, Solid Waste transported to Wayne County.
Regional Cooperation			
Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.			
Statement	Yes	No	Comments
1. We plan jointly with our cities and county for Comprehensive Planning purposes	✓		Waycross-Ware County Planning Commission, Transportation Planning and Comprehensive Planning with County
2. We are satisfied with our Service Delivery Strategies		✓	Duplication of services. Especially water and sewer.
3. We initiate contact with other local governments and institutions in our region in order to find solutions to common problems, or to craft region wide strategies.	✓		SEGa RDC programs
4. We meet regularly with neighboring jurisdictions to maintain contact, build connections, and discuss issues of regional concern.	✓		SEGa RDC Monthly Meetings.



Appendix II: List of Accomplishments

Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
TRANSPORTATION						
1 (1.2) Improve safety and traffic flow on Morningside Drive from Plant Avenue to the canal.	\$275,000	GA DOT and SPLOST	2004-2010	DOT, Ware County, CSX and City of Waycross	Completed	
2 (1.6) Widen and extend Blackshear Avenue from Sunnyside Drive to Pinehurst Drive.	\$1,100,000	GA Department of Transportation	2006-2009	DOT, TPCC and Ware County	Postponed	The Project was not a high priority. The start time will be postponed to 2008.
3 (1.8) Widen US 1 North for passing lanes from Airport Road to Scapa Road.	\$1.25 million	GA Department of Transportation	2005-2010	DOT, TPCC and Ware County	Underway	
4 (1.8) Widen US 1 North to four lanes from Scapa Road to the Bacon County line.	\$30 million	GA Department of Transportation	2004-2008	DOT, TPCC and Ware County	Underway	
5 (1.8) Four lane Hatcher Point Rd. from US 1 South to Knight Avenue	\$1,000,000	GA DOT, City of Waycross, and Ware County	2006-2010	DOT, TPCC and Ware County	Underway - preliminary engineering	
6 (1.8) Four-lane Minnesota Ave. (US 84) from the Ware County line at Manor to Wadley Road.	\$30 million	GA Department of Transportation	2005-2010	DOT, TPCC Ware County, and City of Waycross	Underway - purchasing ROW	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
7 (1.2) Continue the established program to pave dirt roads that are a large source of runoff and sedimentation into state and local waters.	\$2 million per year	SPLOST	2004-2010	Ware County Public Works Division and Road Department	Underway	
8 (1.2) Contract 12 Paving.	\$1 million	SPLOST	2006-2009	City of Waycross	Underway	
9 (1.1) Repair or replace, as needed, the remaining 4 wooden bridges in Ware County.	\$100,000	GA Department of Transportation and Ware County (SPLOST)	2005-2010	DOT, TPCC and Ware County	Underway	
10 (1.7) Construct entire Perimeter Road beginning at Smith Road going south from US 82 West (Corridor Z) crossing US 84 South near Wahoma, thence easterly and northerly crossing US 1 South, US 82 east, Central Ave & intersecting US 84 north near Pierce County line and continuing to US 1 North.	\$30 million – (\$8 million for US 82 to US 84)	GA Department of Transportation	2005-2010	DOT, TPCC and Ware County	Underway - Eastern Portion	
11 (1.7) Seek additional funding to construct Eastern Perimeter Road from Hwy US 84 East to Hwy US 1 South as Phase 1 of the entire perimeter road. (Per 2000 study this is the most needed section at this time). Other connections to be done in Phases as funds become available.	\$10 million	GA Department of Transportation	2005-2010	DOT, TPCC and Ware County	Underway - Environmental	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
12 (1.13) CSX Improvements	\$1 million	SPLOST	2006-2009	City of Waycross per contract with Ware County	Underway	
13 (1.13) Pave ABC Avenue (South end) Wacona to Hebard	\$637,500	SPLOST, GADOT, FHWA	2007-2010	Ware County and CSX	Underway	
14 (1.13) Pave ABC Avenue (Over Kettle Creek) Wacona to Blalock	\$2 million	SPLOST, GADOT, FHWA	2006-2010	Ware County and CSX	Postponed	Working out financing
15 (1.13) Phase I-Relocate the rail line running along Albany Ave. through downtown Waycross with elimination of the Plant Ave. through-crossing at Isabella Street by constructing a hard crossing from the Atlanta line to the double “Y” across Nicholls Street south of Francis Street and through “Lang” to Atlanta line.	\$20 million	GA DOT, City of Waycross, Ware County, CSX, and Federal Grants	2005-2010	DOT, CSX Railroad, TPCC, City of Waycross, and Ware County	Completed	
16 (1.14) Phase II – Construction of overpass at State Street (US 1) and CSX’s Atlanta Lead Line in conjunction with Project 13 above.	\$3 million	DOT, CSX, City of Waycross, Ware County, and State Funds	2006-2010	DOT, CSX, City of Waycross, and Ware County	Underway	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
17 (1.14) Phase III – Develop the abandoned rail corridor (contingent on above project #12 or until rail lines are re-located) between Albany Ave. & MLK Dr. as a Pedestrian/bike pathway.	\$500,000	Federal and State Grants	2009	Ware County Recreation Department	Underway - Advertising and track removal	
18 (1.13) Pave Perham Street and improve rail crossing along the Perham Street corridor as part of the Rail Relocation.	\$350,000	CSX	2006-2010	CSX, GA DOT, City of Waycross, and FED	Underway	
19 (1.13) Pave ABC Avenue as part of Railroad Relocation (North end) Terrest to Honeysuckle.	\$192,500	SPLOST and GA DOT	2006-2010	Ware County and CSX	Underway	
20 (1.16) Construct new T-Hangers, new Taxiways and new access roads at Waycross-Ware County Airport-Industrial development area.	\$1.5 million	FAA 90%, State 5%, Local 5% for taxiways/roads and T-Hangers	2005-2009	Airport Manager, Planning Director, and Ware County Commission	Completed	
21 (1.16) Augment lighting on runway 13-31 at the airport.	\$75,000	GA DOT Aviation Division (75:25) 25% local share, SPLOST	2008-2010	Airport Manager and Ware County Commission	Postponed	Completion date extended to allow time for all airport improvements and funding.
22 (1.16) Full depth recycling on runways 13-31 and 05-23.	\$698,000	DOT 75% and Ware County 25%	2006-2007	Airport Manager and Ware County Commission	05-23 Completed/13-31 underway	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
23 (1.16) Remark runways 13-31 and taxiways 5-23 at the airport.	None	DOT (100%)	2008-2010	Airport Manager and Ware County Commission	05-23 Completed/13-31 underway	
24 (1.16) Runway 5-23 and runway 13-31 PAPI's (Precision Approach Pathway Indicator).	\$40,000	Georgia DOT, Ware County (75:25)	2009-2010	Airport Manager and Ware County Commission		
25 (1.19) Expand the membership of the Transportation Planning Coordination Committee to include voting members from Pierce County. (Voting members representing Pierce County is a requisite factor in achieving cooperative planning between counties that share mutual transportation and land use problems.)	None	N/A	2006	City of Waycross, Ware County, Pierce County Commissions, and GA DOT	Not Accomplished	Lack of interest on the part of the Transportation Planning Coordination Committee
26 (1.16) Augment lighting on Runway 5-23 at the Airport.	\$125,000	DOT,(Aviation 75%), (Ware County)	2008-2009	Airport Manager and Ware County Commission	Postponed	Lack of funding
27 (1.6) Augusta Avenue/ Blackshear Avenue (widening) from US 82 to US 1.	\$3.8 million	DOT, Ware County and SPLOST	2008-2010	Ware County Commission	Postponed	Lack of funding



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
28 (1.1) Create additional access to the Jamestown area via an extension for ABC Ave or Red Oak Dr across Kettle Creek. (This project's focus has changed to complement the proposed RR re-routing project & is contingent on the routing of the proposed Perimeter Road as to whether it would be in conjunction with the Perimeter or a stand-alone in terms of funding.)	\$1.5 million	GA DOT, City of Waycross and Ware County	2007-2010	GA DOT, City of Waycross and Ware County	Postponed	Looking for ROW and funding
29 (1.8) Widen State Street (US 1 Business) from Blackshear Avenue to Airport Road.	\$6,548,000	GA DOT	2007-2010	GA DOT	Underway - preliminary engineering	
30 (1.9) Reconfigure lanes on Memorial Drive and lower speed limit.	\$100,000	GA DOT	2006-2010	GA DOT	Postponed	Has been lowered on the list of priorities
31 (1.9) Update study for installing traffic light at Memorial Drive and Ambrose Street to assist school traffic.	None	GA DOT	2006-2010	GA DOT and Board of Education	Completed	
32 (1.9) Feasibility study for a traffic light at Knight Ave. and Harrison St.	None	GA DOT	2004-2008	City of Waycross and GA DOT	Completed	
33 (1.4) DOT Priorities	\$300,000	GA DOT	2007-2010	City of Waycross and GA DOT	Underway	
34 (1.5) TE Project FY '07	\$1,225,000	GA DOT	2008-2010	City of Waycross and GA DOT	Underway - Grant has been applied for	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
35 (1.5) TE Project FY '07	\$1,225,000	GA DOT and Ware County	2008-2010	GA DOT and Ware County	Underway - Grant has been applied for	
36 (1.7) Study the feasibility to pursue funds for extending the East Perimeter from US 84 N to US 1 North/Scapa Road. This project is essential for use as a National defense (for hurricane evacuation and homeland security).	None	GA DOT and Federal Pilot	2005-2010	GA DOT and Care County Commission	postponed	Has been lowered on the list of priorities. This project should have been a more "long-range" project when originally listed in 2005.
37 (4.6) Study the feasibility of expanding and/or developing a public, private or non-profit transit system. (Including the use of Hydrogen powered vehicles.)	\$30,000	City of Waycross, Ware County, Federal Pilot, and Georgia DOT 5311 Program	2006-2009	TPCC, City of Waycross, Ware County and Georgia DOT	Completed - 4 vans have been purchased and transit program initiated	
NATURAL AND HISTORIC RESOURCES ELEMENT						
38 (2.7) Maintain canoe route on Satilla River from Jamestown landing to Waycross-Blackshear Bridge with a raised boat ramp at Waycross-Blackshear bridge area.	\$20,000	LWCF Grants, (TEA 21) Grants and Department of Natural Resources	2006-2010	Ware County Recreation Department and Public Works Department	Underway - Working on Grant to secure funding. Time frame will be extended	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
39 (2.17) Identify and protect prime agricultural soils in the county and protect with zoning and tax incentives.	None to Local Government	Natural Resources Conservation Service	2005-2010	Ware County Planning Department and Natural Resources Conservation Service	Postponed	Postponed for reevaluation during 2009 Comprehensive Plan Update
40 (2.26) Maintain and restore city parks and canals.	\$75,000	City of Waycross	2005-2010	Public Works Division	Underway	
41 (2.25) Support Waycross Historic Preservation Commission in its efforts to attract public support, designate historic sites and districts in the city limits.	None	N/A	2005-2010	City of Waycross, Ware County Planning Department, and Waycross Department of Community Improvement	Underway - Commission is working toward becoming official	
42 (2.5) Enhance and support existing efforts & groups working to clean and protect waterways.	\$20,000	Ware County, City of Waycross, and DNR	2006-2010	Ware County, City of Waycross, and DNR	Underway	
43 (2.1) DNR – 319 (h) Grant for Historic Preservation	\$423,000	DNR and City of Waycross	2007-2009	City of Waycross	Underway	
44 (2.2) Broaden HP activities	\$25,000	GA Trust – HP and City of Waycross	2007-2010	City of Waycross	Underway	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
45 (2.3) Complete Pre-Hazard Mitigation Plan	\$25,000	GEMA	2007	SE Ga RDC	Underway - Document complete and sent to GEMA for approval	
46 (3.5) Continue the regular maintenance/beautification of highway corridors/gateways. (Gateway signage/berms are needed at county lines-US 1, US 82 and US 84)	\$50,000 per year	Departmental Budget, Federal and State	2005-2010	Ware Co. Public Works Dept., Garden Clubs and Chamber of Commerce	Underway	
LAND USE ELEMENT						
47 (3.1) Protect land adjacent to or in close proximity to the airport from haphazard development by zoning for airport related industry.	None	Planning and Codes Department	2005-2010	Ware County Planning and Codes Department	Postponed	Postponed for completion of 2009 Comprehensive Plan Update
48 (3.6) Pursue “Keep Waycross-Ware County Beautiful” plan to enhance the attractiveness of the City of Waycross and Ware County.	None	Weed and Seed Program and Ware County	2005-2010	City of Waycross, and Clean Community Committee	Underway - Preliminary Research phase	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
49 (3.6) Georgia Institute for Community Housing. Three-year program to develop programs and support for improving quality of housing and neighborhoods in Waycross.	\$300.00	Georgia Institute for Community Housing	2005-2009	City of Waycross, Waycross Planning Department and Community Improvement Division	Completed	
COMMUNITY FACILITIES						
50 (3.23) Construct Phases III and IV of multi-purpose recreation center (Regional Park). Phase III has been completed.	\$6,000,000	Grants, LWCF, SPLOST	2006-2010	Recreation Department and Department of Natural Resources	Completed	
51 (4.4) Construct and maintain a comprehensive training facility for police, fire and emergency medical services. Complete tower and “burn” building and paving/drainage.	\$300,000	SPLOST	2005-2010	Public Safety Departments, Fire and Emergency Medical Services, Ware County, and City of Waycross	Postponed	Lack of funding



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
52 (4.4) Expand the existing health care transit system for the elderly and infirmed to include private as well as nonprofit resources. (Several private and non-profit van service agencies have taken over implementation of this project).	\$100,000	Private, Grants and GA DOT 5311 Program will accomplish this need.	2005-2010	Satilla Regional Medical Center and Area Agency on Aging	Completed - 4 vans have been purchased and transit program implemented	
53 (4.5) County-wide extension of adequate utilities for all new developments.	\$100,000 per year	State and Federal Grants	2005-2010	Satilla Regional Water and Sewer Authority, City of Waycross and Ware County.	Underway	
54 (4.7) Develop county-wide zoning.	\$3,000 per year	Planning & Codes Dept. budget	2005-2010	Ware County Planning Department	Postponed	Postponed for completion of 2009 Comprehensive Plan Update. (This item will be moved to the Land Use section of the 2008 STWP)
55 (4.5) Satilla Regional Water and Sewer Authority to install sewer throughout designated urban areas in Ware County. (Emerson Park has been completed. Other areas have been bid.)	\$25 million	Federal and State grants and Department of Agriculture	2005-2010	Satilla Regional Water and Sewer Authority and Public Works	Underway	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
				Division		
56 (4.5) Continue the established program to correct/improve drainage problems in Ware Co.	\$ 1 million	SPLOST and CDBG	2005-2010	Ware County Road Department and Public Works Division	Underway	
57 (4.2) Study the feasibility of adding Tennis Courts to Parks.	\$10,000	Grants and Ware County	2006-2010	Ware County	Postponed	Need will be re-assessed as part of the 2009 Comprehensive Plan Update
58 (4.5) Assess, renovate and improve Jasmine lift station in the City of Waycross.	\$350,000	City of Waycross and Federal	2006-2010	City of Waycross and Federal	Underway - design phase	
59 (3.3) Enhance Police Services	\$250,000	City and DOJ	2007-2010	City of Waycross	Underway	
60 (3.1) Enhance Fire Services in Waycross.	\$450,000	FFASG and City of Waycross	2007-2010	City of Waycross	Underway	
61 (3.1) Enhance Fire Services in Ware County	\$1,200,000	FFASG and Ware County	2007-2010	Ware County	Underway - SPLOST funds for equipment	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
62 (1.9) Study feasibility to add decel lane at entrance to Okefenokee Technical College Truck driving range off Carswell Avenue.	\$50,000	City of Waycross and GA DOT	2007-2010	OTC, City of Waycross and GA DOT	Completed - Decel lane has been completed	
63 (1.9) Study feasibility to add access to OTC from Corridor “Z” on right-of-way line.	\$200,000	City of Waycross and GA DOT	2007-2010	OTC, City of Waycross and GA DOT	Postponed	Not as high of a priority because traffic flow has improved because of new decel lanes at entrance to Okefenokee Tech
64 (4.5) Assess Sewer and water systems in the City of Waycross to address system deteriorations and to program capital upgrades. Phases I – IV.	\$500,000	City of Waycross, and Federal	2006-2010	City of Waycross, and Federal	Underway	
ECONOMIC DEVELOPMENT						
65 (5.5) Prepare a feasibility study for developing an additional retirement community in the Waycross urban area.	\$20,000	Department of Community Affairs (DCA)	2005-2010	City of Waycross, Ware County, OADA, and Waycross-Ware County	Postponed	Postponed for reassessment as part of the 2009 Comprehensive Plan Update



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
66 (5.4) Develop a collaborative group process for the reclamation of the old business district of Oak Street between Tebeau Street and Vernon Willis Drive beginning with aggressive code enforcement.	\$30,000	City Commission (Weed and Seed)	2005-2008	Ware County Planning and Codes Department, Waycross Community Development and Weed and Seed Program	Underway (Weed and Seed funding will run out in 2007, but the programs will continue)	
67 (5.4) Support current, on-going efforts of Southside and Carswell Avenue neighborhood and Weed and Seed Program.	\$20,000	Grants and City of Waycross	2005-2007	City of Waycross Community Improvement Department, Planning Department and Weed and Seed Program.	Underway (Weed and Seed funding will run out in 2007, but the programs will continue)	
68 (3.14) Develop a speculative building in the Waycross-Ware County Industrial Park	\$800,000	SPLOST and EDA (One Georgia)	2005-2010	OADA, Waycross and Ware County Commission	Underway	
69 (3.14) Assessment of vacant and existing buildings for industry.	\$5,000	Chamber of Commerce, OADA & WWDA	2006-2010	Chamber of Commerce,	Underway	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
70 (5.2) Develop a continuous program for the regular visitation of local businesses and industries.	None	Chamber of Commerce, OADA & WWDA	2005-2010	Chamber of Commerce, OADA and WWDA	Underway	
71 (5.1) Continue to market use of Trembling Earth Recreational Complex for hosting regional, state and national Tournaments.	\$5,000	City of Waycross, Ware County, and Chamber of Commerce	2006-2010	City of Waycross, Ware County Recreation, and Tourism Burea	Underway	
72 (5.1) Hazzard Hill Branch Project	\$740,000	CDBG Grant	2007-2009	City of Waycross	Funded and Underway	
73 (5.2) City Community Center	\$550,000	ONEGA, EIP and GA Trust	2007-2010	City of Waycross	Underway - Looking for funding	
75 (5.4) RLF Small Business Fund	\$50,000	DCA and City of Waycross	2006-2010	City of Waycross	Underway (program exists, but is underutilized)	



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
HOUSING						
76 (6.3) Develop an aggressive program to pursue grants for housing rehabilitation/renewal for targeted areas of the City of Waycross and Ware County.	None	CHIP/CDBG, USDA, and HUD Grants	2005-2010	City of Waycross, Ware County Planning Department, and Community Development Division	Underway	
77 (6.10) Continue programs for the maintenance and continued use of public housing projects.	\$75,000/year	Grants	2005-2010	Housing Authority	Underway	
78 (6.10) Develop and implement a plan to reduce the density and/or decentralize housing at the Bailey and Garlington Heights Housing Projects.	\$60,000	HUD	2005-2010	Housing Authority	Underway	
79 (6.12) Develop new housing duplexes on vacant sites to increase housing diversity.	\$500,000	CDBG, USDA, HUD, Housing Authority and other grant sources	2005-2010	City of Waycross and Waycross Department of Community Improvement	Underway	
80 (6.3) Establish a multi-grant program to assist residents to rehabilitate housing assisted programs for historical preservation.	\$5,000	State and Federal	2005-2010	City of Waycross Community Improvement Department, and RDC	Postponed	Postponed until HPC is fully functioning



Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
81 (6.5) Seek grant programs for development/improvement of housing and neighborhood facilities suitable for assisting residents in receiving multi-functional services provided to the public.	\$500,000	HUD	2005-2010	City of Waycross and Waycross Department of Community Improvement	Underway (will be re-worded for clarification in 2008 STWP)	