

**RESOLUTION TO ADOPT  
THE 2018-2038 CAMDEN COUNTY JOINT COMPREHENSIVE PLAN**

**WHEREAS**, Camden County is subject to the State of Georgia Planning Act of 1989 which calls for a certified Comprehensive Plan in order to obtain and maintain the status of Qualified Local Government; and,

**WHEREAS**, Camden County is a member of the Coastal Regional Commission, an agency created to provide regional planning and intergovernmental coordination among certain county and city governments in the coastal area of Georgia; and,

**WHEREAS**, the Camden County Joint Comprehensive Plan 2018-2038 was prepared according to the Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989 and was found compliant in meeting minimum standards by the Georgia Department of Community Affairs; and,

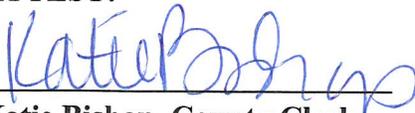
**NOW, THEREFORE, BE IT RESOLVED THAT THE CAMDEN COUNTY BOARD OF COMMISSIONERS** adopts the Camden County Joint Comprehensive Plan 2018-2038.

**BE IT FURTHER RESOLVED**, that the resolution herein authorizes adoption as prescribed effective this 26 day of June, 2018.

**APPROVED FOR ADOPTION**

  
\_\_\_\_\_  
Jimmy Starline, Chairman

**ATTEST:**

  
\_\_\_\_\_  
Katie Bishop, County Clerk

**RESOLUTION 2018-13**

**A RESOLUTION TO ADOPT  
THE 2018-2038 CAMDEN COUNTY JOINT COMPREHENSIVE PLAN**

**WHEREAS**, the City of Kingsland, Georgia is an incorporated jurisdiction within Camden County.

**WHEREAS**, the City of Kingsland is subject to the State of Georgia Planning Act of 1989 which calls for a certified Comprehensive Plan in order to obtain and maintain the status of Qualified Local Government; and,

**WHEREAS**, the City of Kingsland is a member of the Coastal Regional Commission, an agency created to provide regional planning and intergovernmental coordination among certain county and city governments in the coastal area of Georgia; and,

**WHEREAS**, the Camden County Joint Comprehensive Plan 2018-2038 was prepared according to the Standards and Procedures for Local Comprehensive Planning established by the Georgia Planning Act of 1989 and was found compliant in meeting minimum standards by the Georgia Department of Community Affairs; and,

**NOW, THEREFORE, BE IT RESOLVED THE MAYOR AND CITY COUNCIL OF THE CITY OF KINGSLAND, GEORGIA** adopts the Camden County Joint Comprehensive Plan 2018-2038.

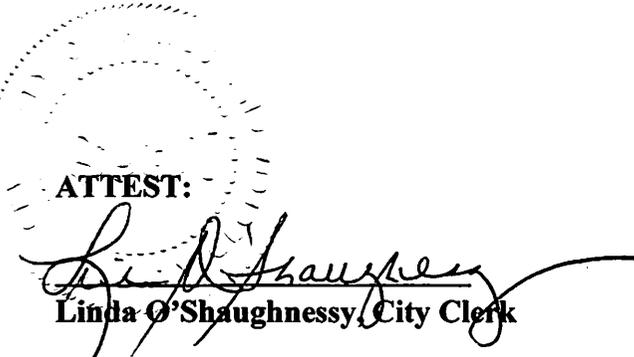
**BE IT FURTHER RESOLVED**, that the resolution herein authorizes adoption as prescribed effective this 25<sup>th</sup> day of June, 2018.

**APPROVED FOR ADOPTION**



**Kenneth E. Smith, Sr., Mayor**

**ATTEST:**



**Linda O'Shaughnessy, City Clerk**

THE UNIVERSITY OF CHICAGO  
DEPARTMENT OF CHEMISTRY  
57 SOUTH EAST ASIAN AVENUE  
CHICAGO, ILLINOIS 60607

TO: [Name]  
FROM: [Name]

RE: [Subject]

[Body text]

[Body text]

[Body text]

[Signature]

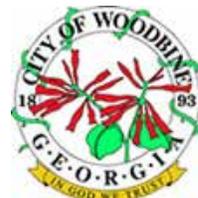




# Camden County

2018-2038 Joint Comprehensive Plan

Camden County . City of Kingsland . City of St. Marys . City of Woodbine



## Camden County 2018-2038 Joint Comprehensive Plan

### **Acknowledgments**

We thank all those who participated in the development of Camden County's Joint Comprehensive Plan. The content in this Plan reflects the ongoing collaboration between Camden County, the cities of Kingsland, St. Marys, and Woodbine as well as those who served on the Planning Commission, Steering Committee, and Advisory Groups. The Plan was further shaped by residents that provided input either online or at one of the events, meetings, or workshops. We recognize that the level of participation is extraordinary and exemplary, especially since this comprehensive plan involves four local governments.

### **Camden County Board of Commissioners**

James Starline, Chairman  
Charles Clark, Vice-Chairman  
Gary Blount  
Lannie Brant  
Ben Casey

### **Kingsland City Council**

Kenneth E. Smith, Mayor  
Grayson Day, Mayor Pro Tem  
James Galloway  
Jim McClain  
Michael McClain

### **St. Marys City Council**

John Morrissey, Mayor  
Elaine Powierski, Mayor Pro Tem  
Jim Gant  
Robert Nutter  
David Reilly  
Allen Rassi  
Linda Williams

### **Woodbine City Council**

Steven Parrott, Mayor  
Louise Mitchell, Mayor Pro Tem  
Dr. Rob Baird  
Donald Harrelson  
C.C. Higginbotham, Jr.

**Steering Committee Members**

Ben Casey	Camden County Board of Commissioners
Daren Pocernik	Camden County Planning Commissioner
Don Koski	Camden County Planning Commissioner
Terry Landreth	Chairman of the Board, Camden County Chamber of Commerce
Rachel Baldwin	Immediate Past Chair of the Board, Camden County High School-Career Instructional Specialist
Amy Hendricks	Camden County Chamber of Commerce President
Steven Sainz	Executive Director, Camden Family Connection
James Coughlin	Director, Camden County Joint Development Authority
Tiera Cole	Office Manager, Camden County Joint Development Authority
Judy Buchanan	Director, Bryan-Lang Historical Library
Eric Landon	Camden County Director of Planning & Development
John Peterson	Camden County Planning
Jim McClain	Kingsland City Council
Judy Smith-Burris	Chairperson, Kingsland Planning Commission
Wesley Brewer	Kingsland Planning Commission
Farran Fullilove	Kingsland Planning Commission
Fryth Morris	Kingsland Planning Commission
Bryant Shepard	Kingsland Planning Commission
Daniel Wheeler	Kingsland Planning Commission
C.B. Yadav	Kingsland Planning Commission
Paul Speich	Kingsland City Planning Manager
Tonya Harvey	Kingsland Convention and Visitors Bureau Executive Director
Filiz Morrow	Kingsland Finance Director
Lee Spell	Kingsland City Manager
Steve Parrott	Mayor, City of Woodbine
Rick Baird	Woodbine Downtown Development Authority
Anne Blakely	
Sabra Maddox	
Laura Early	Satilla River Keeper
Everett Sapp	Woodbine Citizen
Rhetta Sutton	Woodbine's Woman's Club
Ken Walker	Woodbine City Administrator
Jeff Adams	St. Marys Community Development Director
Joe Holler	President, St. Marys United Methodist Boys Home
Elaine Powierski	St. Marys Councilwoman
Ashby Worley	The Nature Conservancy

## Coastal Regional Commission

Allen Burns, Executive Director

### **Planning and Government Services Team**

Lupita McClenning, Director of Planning & Government Services

Russell Oliver, Senior Planner II

Quentin T. McPhatter, Senior Planner

Hunter Key, GIS/IT Director

Lisa Fulton, Planner / GIS Analyst

Tara Lopez, GIS Analyst

Meizi Wolven, Grant Specialist

Teresa Townsend, Administrative Assistant

### **Special Thanks to:**

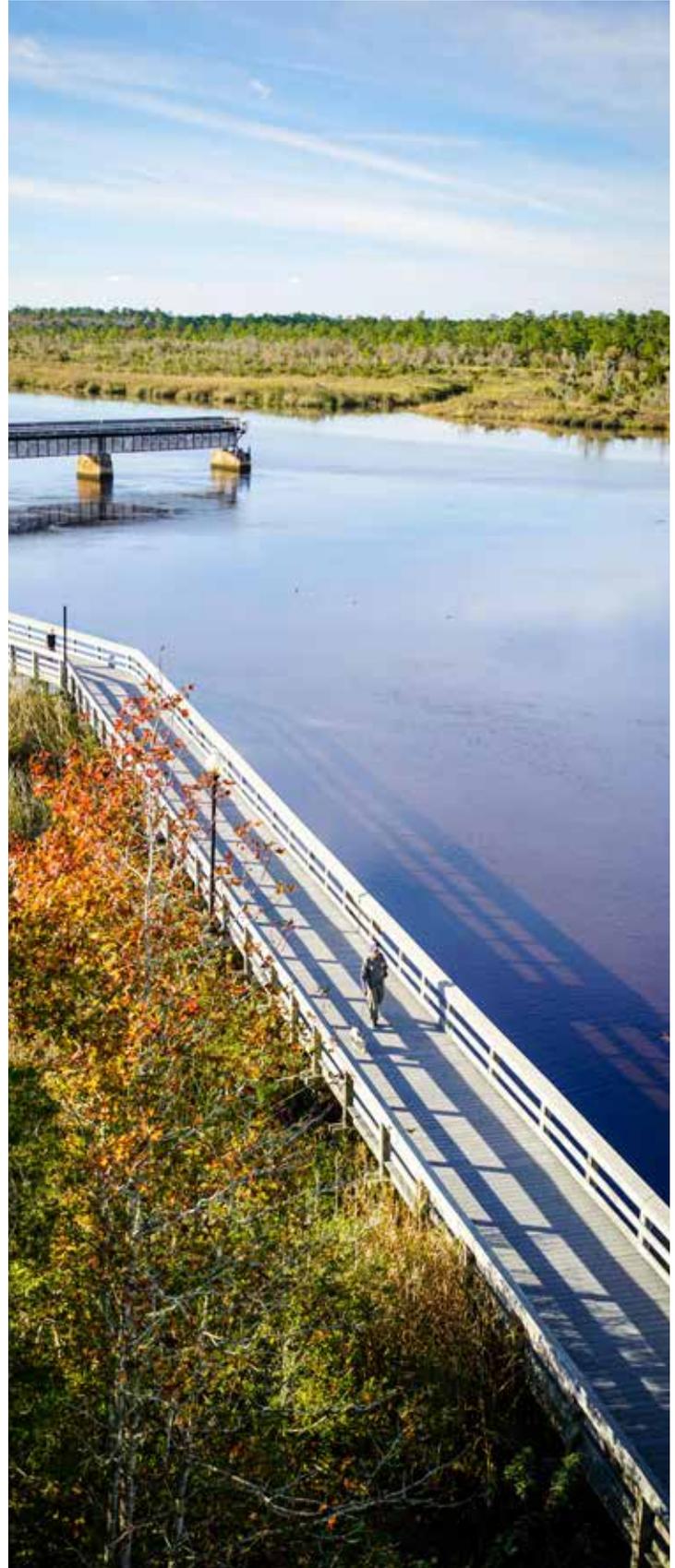
Charles McMillan, Coastal Director, Georgia Conservancy

Katherine Moore, AICP, Senior Director-Sustainable Growth, Georgia Conservancy

## EXECUTIVE SUMMARY

The Georgia Department of Community Affairs (DCA) requires Comprehensive Plans in Georgia to be revised and updated. This update reassesses where Camden County, the City of Kingsland, the City of St. Marys, and the City of Woodbine are today, and how they intend to develop. This plan organizes the document to meet the state's minimum standards. It presents a community vision, corresponding goals and how Camden County, the City of Kingsland, the City of St. Marys, and the City of Woodbine are to address working towards a vision. The update includes a work program designed as its implementation strategy to make its vision a reality.

Camden County and its three cities of Kingsland, St. Marys, and Woodbine have prepared a Joint Comprehensive Plan Update document to guide the County and each of the City's collective growth and development decisions. The Plan serves Camden County, the City of Kingsland, the City of St. Marys, and the City of Woodbine in identifying actions to be undertaken, policies to be observed, and agreed upon goals to be reached related to economic development, land use, transportation, housing, and quality of life.



## COMMUNITY VISION



### Camden County Vision

Camden County developed a community vision through a stakeholder involvement process during meetings held this year.

The group reviewed the vision statement from Camden County that was established during the 2007 comprehensive planning process and has crafted a new vision based upon changing trends as well as accomplishments within the County. Based upon feedback as obtained at the August 2017 meeting, the following vision was produced:

### Camden County is:

**“a welcoming and growing community with a commitment to purposely planning for future growth, promoting economic opportunity and preserving its natural amenities and historical heritage. ”**

## Community Goals

Camden County is committed to achieving this vision through:



**Promoting Dynamic Growth Opportunities for All Residents.**



**Preparing for Future Economic Development While Maintaining Sense of Place and Community.**



**Considering current and future flooding scenarios (30-50 years) with the siting and design of development, including residential and commercial as well as infrastructure such as roads, sewer, wastewater treatment, etc.**



**Continuing to preserve natural infrastructure such as marshes, dune systems, floodplains, oyster reefs that aid in protecting the county from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc.**

Camden County's vision is further defined by the Character Area Map. Camden County is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in line with the County's vision.



## City of Kingsland Vision

The City of Kingsland developed a community vision through a stakeholder involvement process through meetings held earlier this year. The group reviewed the vision statement from the City of Kingsland that was established during the 2007 comprehensive planning process and crafted a new vision based upon changing trends as well as accomplishments within the City. Based upon feedback at the August 2017 meeting, the following vision was produced:

### The City of Kingsland is:

**“a dynamic and growing, coastal community that promotes family-friendly values and offers balanced economic opportunities for all citizens.”**

**Our goals are to enhance quality growth principles while providing adequate services and facilities that will ensure a healthy, vibrant and livable community for future generations.**

**Our priorities include encouraging economic opportunities while continuing to manage growth and plan for appropriate development that enhances quality of life.**

## Community Goals

This vision is supported by the following overarching goals created to help shape Kingsland's future development.



**Enhance Quality Growth Principles.**



**Provide adequate services and facilities.**



**Ensure a healthy, vibrant and livable community for future generations.**

The City of Kingsland's vision is further defined by the Character Area Map. The City of Kingsland is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in line with the City's vision.



## City of St. Marys Vision

In regard to the development of the vision as found in the City of St. Marys Master Plan, an interactive community engagement program was developed to inform the public about the Master Plan and provide an opportunity for citizens to be involved in the planning process. The City of St. Marys believes that significant and effective engagement is essential in developing a plan that has buy-in and leads to better support for implementation efforts that will assist the community in achieving long-term goals. The public involvement strategies involved measures such as the appointment of a Master Plan Steering Committee, a Community Survey, Stakeholder Interviews, Public Presentations, the use of a Mardi Gras Festival Booth, Public Workshops, Children’s Art Contest, a Smart Phone Mapping App, and an extensive Media Campaign.

The following vision statement was developed as through the work of the City of St. Marys Master Plan:

### The City of St. Marys is:

**“One St. Marys. One Vision. One Future.**

**We are a vibrant, welcoming and friendly coastal community where our residents play an essential role in our success;**

**We cherish our environment, our heritage and our role as the Gateway to Cumberland Island National Park;**

**We proudly support our nation’s security by maintaining a strong relationship with the military forces who are our neighbors;**

**We believe that all residents should have access to a safe neighborhood, job opportunities, quality education, and community services;**

**We envision a resilient community with a thriving and diverse economy, mobility, and recreational and cultural activities for all citizens;**

**We are One St. Marys.”**



The City of St. Marys vision is further defined by the Character Area Map. The City of St. Marys is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in line with the City's vision.



### City of Woodbine Vision

The City of Woodbine developed a community vision through a stakeholder involvement process through meetings held earlier this year. The group reviewed the vision statement from the City of Woodbine that was established during the 2007 comprehensive planning process and the 2015 comprehensive plan update process and crafted a new vision based upon changing trends as well as accomplishments within the City. Based upon feedback at the August 2017 meeting, the following vision was produced:

### The City of Woodbine is:

**“a family-friendly, safe community with a welcoming small-town appeal; it strives to be a vibrant community committed to preserving its natural amenities and rural character.”**

## Community Goals

This vision is supported by the following overarching goals created to help shape Woodbine's future development.



**Promote access and improvements to the Satilla River.**



**Identify and promote areas for diverse economic development.**



**Preserve neighborhoods, and prepare for future growth.**



**Increase connectivity and enhance transportation options for all forms of travel.**



**Grow the arts as part of what makes Woodbine special.**



**Protect, preserve, and promote natural resources.**

The City of Woodbine's vision is further defined by the Character Area Map. The City of Woodbine is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in keeping with the City's vision.

## NEEDS AND OPPORTUNITIES

The recommendations of the Camden County Joint Comprehensive Plan were created to address the Needs and Opportunities identified through the public outreach effort and the existing conditions analysis.

Among the recommendations of Camden County Joint Comprehensive plan, the following four items are key in achieving the County’s vision for the future. These help the County to achieve multiple goals and its long term vision.

### KEY RECOMMENDATIONS CAMDEN COUNTY

Promote Dynamic Growth Opportunities for All Residents.

Prepare for Future Economic Development While Maintaining Sense of Place and Community.

Consider current and future flooding scenarios (30-50 years) with the siting and design of development, including residential and commercial as well as infrastructure such as roads, sewer, wastewater treatment, etc.

Continue to preserve natural infrastructure such as marshes, dune systems, floodplains, oyster reefs that aid in protecting the county from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc.

The following items are key to achieving Kingsland’s vision for the future.

### KEY RECOMMENDATIONS CITY OF KINGSLAND

Enhance Quality Growth Principles.

Provide adequate services and facilities.

Ensure a healthy, vibrant and livable community for future generations.

The following items are key to achieving Woodbine’s vision for the future.

## **KEY RECOMMENDATIONS** **CITY OF WOODBINE**

- Promote access and improvements to the Satilla River.**
- Identify and promote areas for diverse economic development.**
- Preserve neighborhoods, and prepare for future growth.**
- Increase connectivity and enhance transportation options for all forms of travel.**
- Grow the arts as part of what makes Woodbine special.**
- Protect, preserve, and promote natural resources.**

The following items are key to achieving the City of St. Marys vision for the future.

## **KEY RECOMMENDATIONS** **CITY OF ST. MARYS**

- Support the development and expansion of businesses and industries that are suitable for the community, generate employment opportunities, and contribute to the vitality of the local, regional and national economy.**
- Promote public policies that enable all community residents, regardless of age, ability, or income, to have access to quality goods and services for a healthy and vital lifestyle.**
- Protect, enhance, and promote the City’s signature qualities, including the marshes and waterfront, access to Cumberland Island, and the warm, hospitable and friendly nature of the people of St. Marys.**
- Protect and promote the efficient and effective use of our community’s natural, cultural and human resources.**
- Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community.**
- Identify and implement the necessary improvements and programs to achieve St. Marys’ Vision, including infrastructure maintenance, regulations to appropriately manage growth, resiliency planning and leadership training for City Council and staff.**
- Foster an atmosphere of cooperation with neighboring jurisdictions as well as regional, State and federal agencies to address shared needs through adequate funding, legislation and technical assistance.**
- Promote a healthy range of safe, affordable, inclusive, and resource efficient housing that meets the needs of all residents of the City.**
- Promote multi-modal transportation methodology; safe, reliable, and accessible sidewalks; and public vehicular and nautical transit options that can safely and efficiently accommodate the variety of vehicles and vessels in use by residents and visitors.**

## Table of Contents

<b>1 Plan Overview</b> .....	14
1.1 Purpose .....	15
1.2 Scope .....	16
1.3 Methodology .....	22
<b>2 Needs and Opportunities</b> .....	24
2.1 Public Input .....	26
2.2 Analyzing the External Environment.....	32
2.3 Analyzing the Internal Environment.....	33
2.4 SWOT.....	34
2.5 Needs and Opportunities .....	39
<b>3 Community Vision and Goals</b> .....	46
3.1 Vision Statement and Goals.....	47
3.2 Community Policies.....	51
3.3 Quality Community Objectives.....	59
<b>4 Land Use</b> .....	62
4.1 Camden County Character Areas .....	63
4.2 Camden County Future Land Use .....	75
4.3 City of Kingsland Character Areas.....	79
4.4 City of Kingsland Future Land Use.....	88
4.5 City of St. Marys Character Areas .....	92
4.6 City of St. Marys Future Land Use .....	105
4.7 City of Woodbine Character Areas.....	109
4.8 City of Woodbine Future Land Use.....	122
<b>5 Housing</b> .....	125
5.1 Housing Types .....	127
5.2 Housing Costs .....	130
5.3 Cost Burdened Housing .....	131
5.4 Condition of Housing .....	132
5.5 Jobs / Housing Balance.....	133
<b>6 Transportation</b> .....	136
6.1 Roads and Highways.....	138
6.2 Road Network Hierarchy .....	139
6.3 Alternative Modes of Transportation.....	140
Transportation Projects .....	144

<b>7 Coastal Vulnerability and Resilience</b> .....	145
7.1 Natural Hazards.....	148
7.2 Storm Surge and Development.....	148
7.3 Vegetation/Open Water Buffers.....	150
7.4 Vulnerable Populations.....	150
7.5 Income and Poverty Level.....	159
7.6 Means of Transportation.....	160
7.7 Housing Type.....	160
<b>8 Economic Development</b> .....	159
8.1 Economic Base.....	160
8.2 Unemployment Rate.....	161
8.3 Occupation.....	161
8.4 Class of Labor Force and Places of Employment.....	162
8.5 Workforce Development Issues.....	163
<b>9 Community Work Program</b> .....	182
9.1 Implementation Program.....	183
9.2 Short Term Work Program.....	183
9.3 Report of Accomplishments.....	199
<b>Appendix A: Community Participation Documentation</b> .....	218
Public Hearing Notices, Sign In Sheets, Agendas, News Articles	

# 1

# PLAN OVERVIEW

- 1.1 Purpose
- 1.2 Scope
- 1.3 Methodology

## PURPOSE 1.1



The Camden County Joint Comprehensive Plan is a living document that is updated and shaped by its leadership, staff, and citizens. It is a policy guide for making zoning and land use decisions and it sets policies for county and city officials as well as staff concerning the future development of the county and its three cities.

The Comprehensive Plan is a long-range land use plan to guide future growth and the physical development of the County and its three cities. The goals and policies within the Comprehensive Plan are designed to help make Camden County and the cities of Kingsland, St. Marys, and Woodbine become prosperous, healthy, equitable, and resilient.

The Joint Camden County Comprehensive Plan is a five year update as required by the “The Minimum Standards and Procedures for Local Comprehensive Planning,” (Minimum Standards) adopted by the Georgia Department of Community Affairs (DCA). The latest version of these standards can be found in O.C.G.A Chapter 110-12-1, effective March 2014.

In meeting these standards, this Plan enables the Camden County and the cities of Kingsland, St. Marys, and Woodbine to maintain their Qualified Local Government (QLG) status, making them eligible to receive certain types of state funding. This plan update reassesses where Camden County and its three cities are today, and how they intend to grow in the future. Following the Minimum Standards, the Plan presents a community vision, goals and a work program designed to make the vision a reality.

# SCOPE 1.2

In keeping with the Minimum Standards, this plan is presented in three components:

- 1 COMMUNITY VISION** - which lays out the future vision and goals that the community wants to achieve in text and maps;
- 2 NEEDS AND OPPORTUNITIES** – which provides a list of the various needs and opportunities that the community will address; and
- 3 COMMUNITY WORK PROGRAM** – which provides a 5-year Short Term Work Program designed to address the needs and opportunities. This program include activities, initiatives, programs, ordinances and administrative systems to be put into place or maintained to implement the plan.

In addition, the plan incorporates planning elements as defined by the DCA Minimum Standards that are important to shaping the future of Camden County and its three cities of Kingsland, St. Marys, and Woodbine.

A Record of Accomplishments highlighting the success of the previous Short-Term Work Program, a description of the public involvement process, and a report on how this plan is consistent with the Regional Water Plan and Environmental Planning Criteria is a part of this report.



## Boundary and Description



### Camden County

The Camden County is one of the six coastal counties in Georgia. The county was incorporated in February 1777 and is one of the original counties of Georgia. Camden County is the 41st most populated county in Georgia. The adjacent counties include Glynn County to the north, Nassau County, Florida to the south, Charlton County on its western corner, and the Atlantic Ocean borders the county to the east.

The County has a total area of 689 square miles making it the 11th largest county in the state by area. The population in the 2010 Census was 50,513 and represented an increase of 16 percent over the 2000 census.

Camden County is rich in history, cultural and environmental resources. The aesthetics of the area, including, live oak canopies, expansive marshland vista and barrier island such as Cumberland Island, create a distinctive atmosphere that defines Camden County as a coastal area of unmatched beauty.



## Kingsland

The City of Kingsland was incorporated in 1908 by the State of Georgia on land that included property owned by William Henry King who also served as the first Mayor of the City. The area was referred to as Kings Land by the railroad company in 1893 when the first passenger trains traveled through the property. Due to the location of the railroad upon William Henry King's property, stores and businesses opened because of the strategic location. The city had a population of 15,946 in 2010 Census and now has an estimated population of 16,720.

Kingsland is located in southwestern part of Camden County, Georgia. The City is bordered by the City of St. Marys to the east. The city has direct access to Interstate 95 from Exit 1, Exit 3, Exit 6, and Exit 7. In addition, US Highway 17 and GA Highway 40 also provide access to the city.

The City has a total area of approximately 45 sq. miles in land mass and it is among the top 15 cities in the state of Georgia based upon size.

The City prides itself on providing a high quality of life for all citizens and has many amenities and significant resources to offer.



## St. Marys

The City of St. Marys, Georgia was incorporated by the state of Georgia in December 1792. As stated in the previously approved St. Marys Master Vision Plan, the City of St. Marys, in Camden County, Georgia, is situated along the St. Marys River, which marks the boundary between Georgia and Florida. St. Marys was originally founded as a Spanish colony in the mid-16th century and served as a seaport during the pre and post-colonial days. The City also served as the county seat from 1869 until 1923.

St. Marys was once the home of the Gilman Paper Company that manufactured paper products for consumer and industrial markets. It is now the home of the U.S. Naval Base Kings Bay (SUBASE Kings Bay), as well as the gateway to Cumberland Island National Seashore. It has a historic district as well as many newly-built homes fronting on creeks and rivers that lead to the St. Marys River and the Intracoastal Waterway.

The City of St. Marys had a population of 17,121 in the 2010 Census and had an estimated population of 18,088 (2016). The City has a total area of approximately 24.9 miles, of which approximately 22.5 square miles is land and 2.4 square miles is water, with the City of Jacksonville, Florida being located 38 miles south. The City's is accessed by Georgia Highway 40 and has direct access to Interstate 95 at Exit 1.

St. Marys has significant historical, cultural, and recreational amenities for the enjoyment of their citizens.

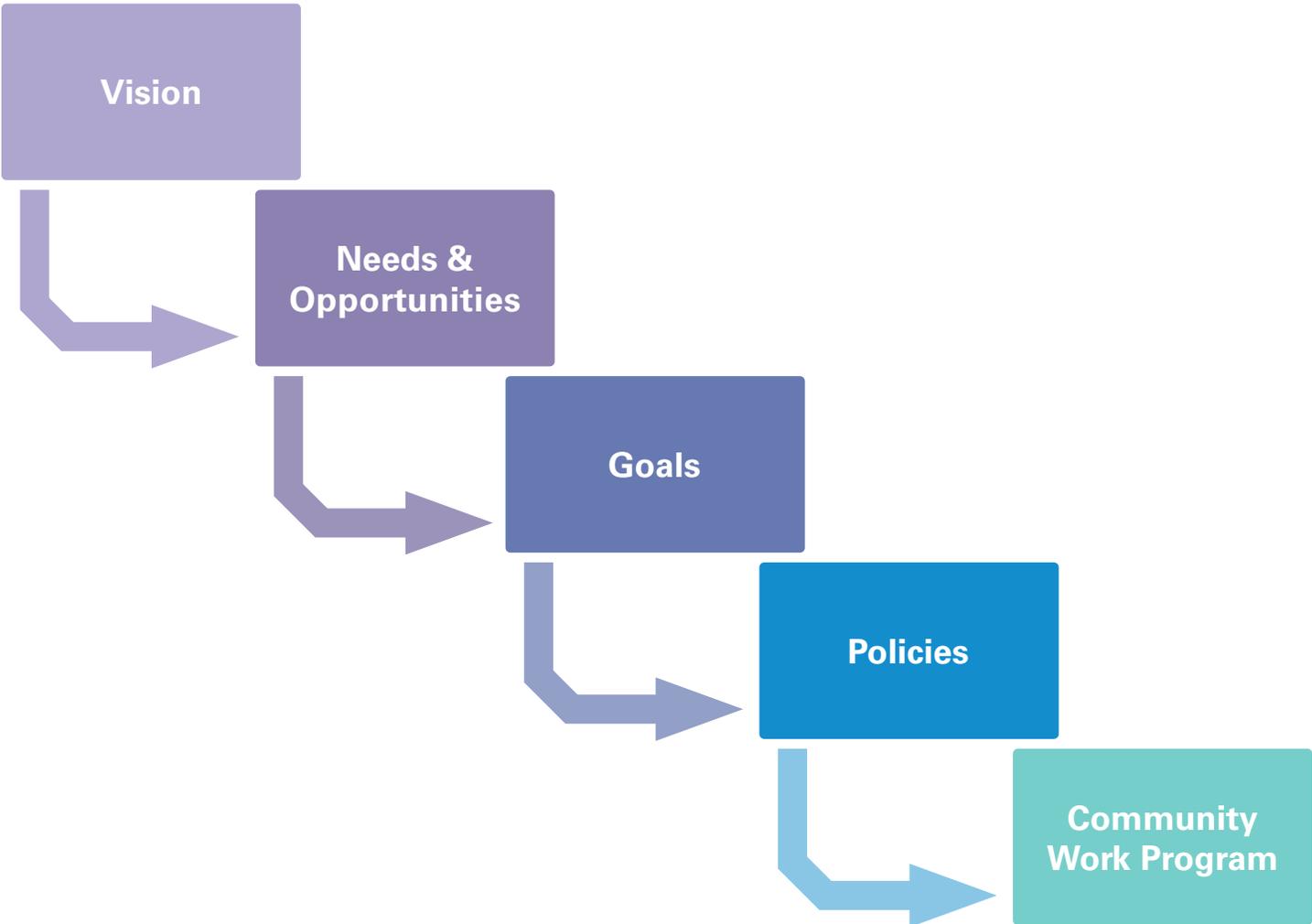


## Woodbine

The City of Woodbine was incorporated in August 1908 and received its name when James Bedell sold right-of-way access across his land and required that the first rail community be named Woodbine. Bedell acquired the property from Luke John Bialy as it was held during the Civil War.

The City serves as the county seat of Camden County and is located on the south bank of the Satilla River. U.S. Route 17 passes through the center of the city. The City has a total area of approximately 2.6 square miles. Camden County is bounded to the north by Glynn County and to the south by Nassau County in the State of Florida.

The City of Woodbine had a population 1,412 in the 2010 Census and had an estimated population of 1,322 in 2016. The City of Woodbine is a family friendly, safe friendly with a welcoming small town appeal. The City also has significant cultural and recreational assets such as the Woodbine Riverwalk.



# METHODOLOGY 1.3



The public outreach effort launched for this plan update included two public hearings, a kick-off meeting, a community workshop, and Steering Committee meetings.

Announcements and notifications of these meetings were included on the Coastal Regional Commission's website throughout the development of the Joint Comprehensive Plan.

The Steering Committee for the Joint Comprehensive Plan for Camden County, City of Kingsland, City of St. Marys, and City of Woodbine was formed and comprised of members representing a cross-section of the community including elected officials, key staff, members of the planning and zoning boards, business owners, environmental groups, and local residents.

## Goals of the Steering Committee

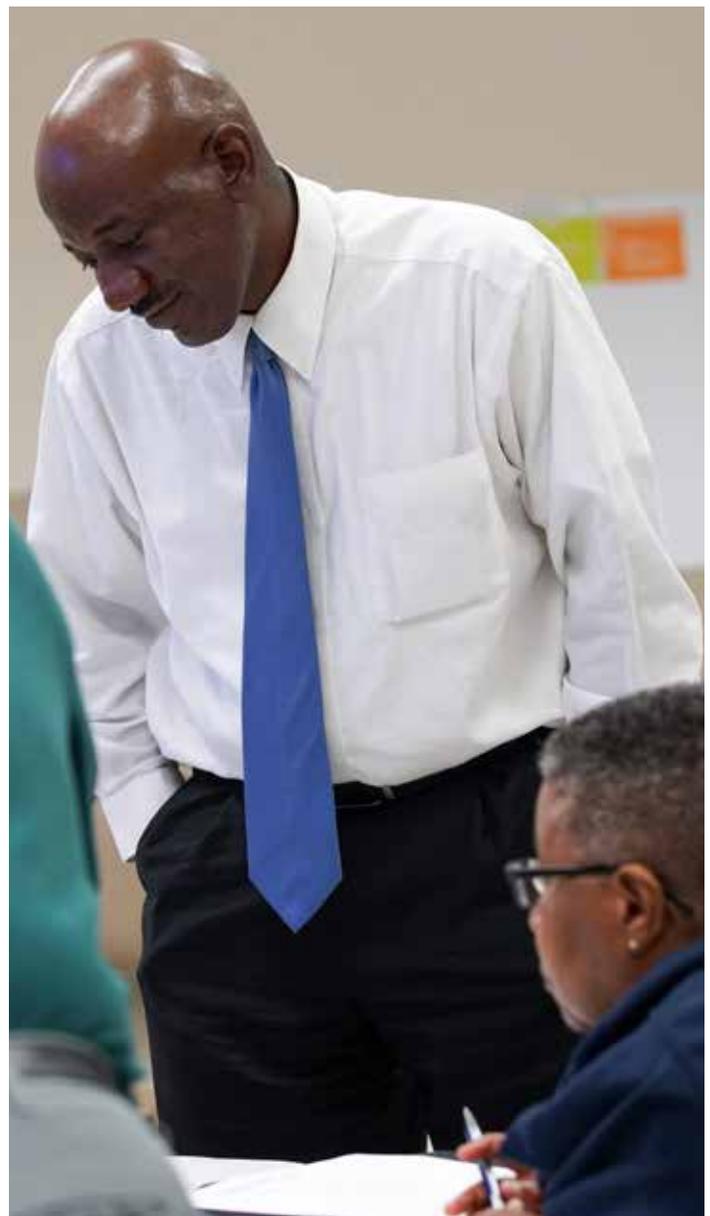
- Seek agreement on key issues.
- Help craft a common vision for the future.
- Provide guidance on action needed to achieve that vision.
- Affirm public input.

Members of the Stakeholder Committee included various members of the community in order to obtain feedback and input on the plan for different segments of the population.

During the initial kick-off meeting held on March 7, 2017, the members of the committee were introduced and discussed the role of the committee. The kick-off meeting also provided an overview of the planning process, and the purpose of the Minimum Standards and Procedures as set forth by the GA DCA.

The initial public hearings were held by Camden County and the City of Kingsland, City of St. Marys, and the City of Woodbine in March 2017, May 2017, and June 2017 to brief the community on the Plan Update process, and to provide members of the public with the opportunity for participation.

A community-wide workshop was held from Noon-2 p.m. on May 15, 2017 at the Camden County Public Service Authority building on Wildcat Drive in Kingsland, GA. Community stakeholders participated in carrying out a SWOT (strengths, weaknesses, opportunities, threats) analysis of the government entities and helped to identify Needs and Opportunities for Camden County, City of Kingsland, City of St. Marys, and City of Woodbine.



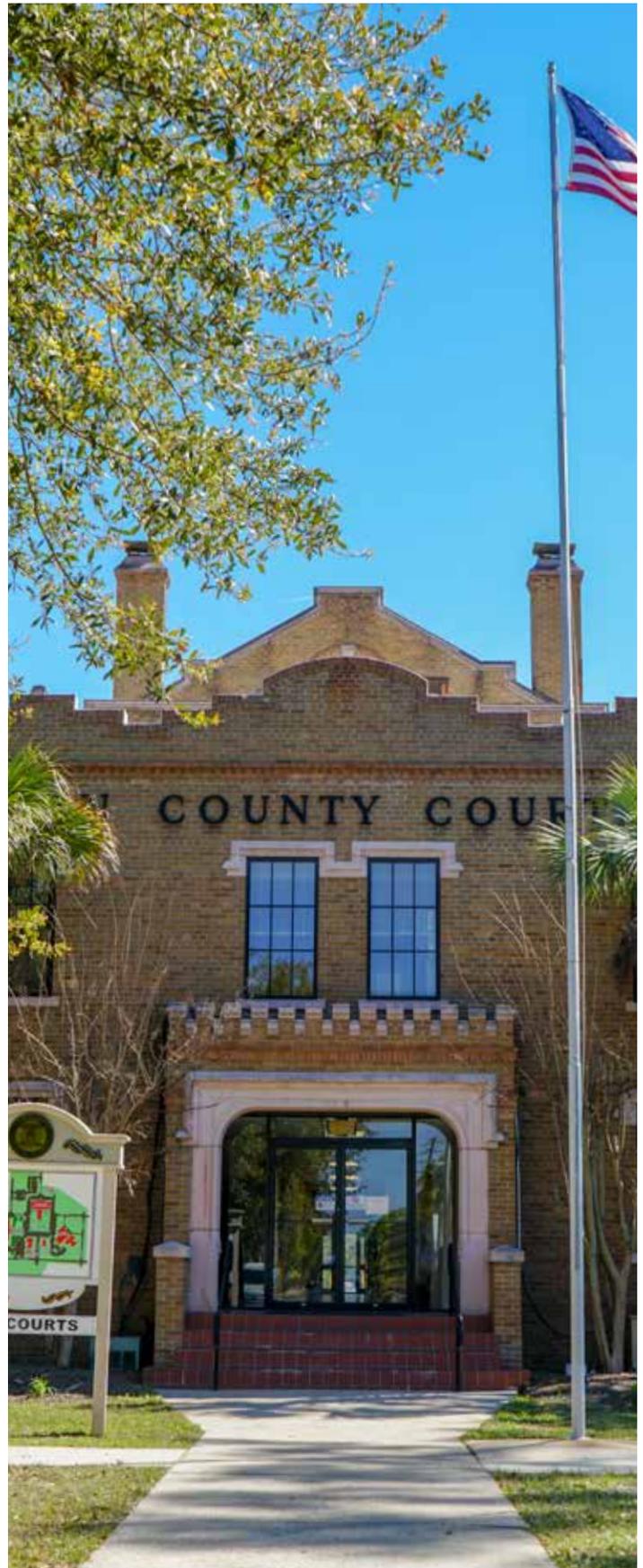
# NEEDS AND OPPORTUNITIES

- 2.1 Public Input
- 2.2 Analyzing the External Environment
- 2.3 Analyzing the Internal Environment
- 2.4 Strengths, Weaknesses, Opportunities, and Threats (SWOT)
- 2.5 Needs and Opportunities Matrix

## Needs and Opportunities

The process which identified the Needs and Opportunities unique to the Camden County and the three cities was based on indicators from the technical assessment and input collected as part of the engagement process.

A need can be defined as a condition of something that is required or wanted, while an opportunity is a chance for progress or advancement. In order to achieve the County and the three cities vision and goals for the future, a number of Needs and Opportunities that the County and three cities must address were identified.



# PUBLIC INPUT 2.1



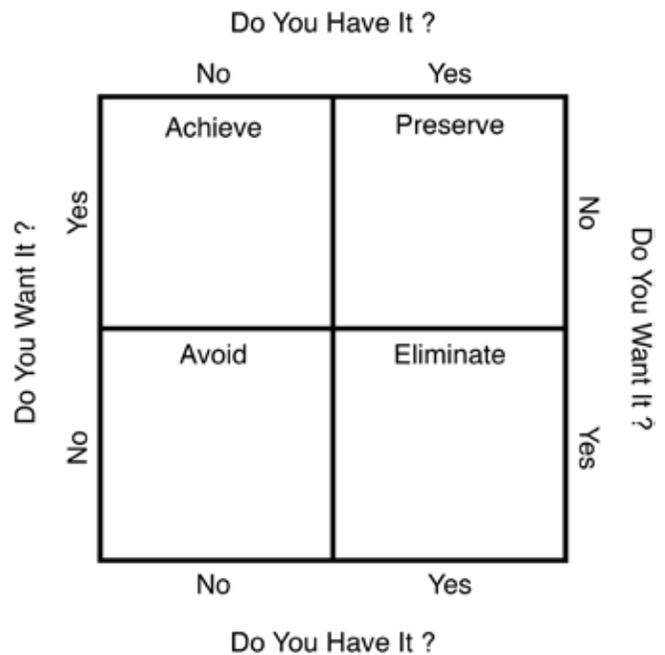
On March 7, 2017, members of the Steering Committee participated in the kick-off workshop held for the Joint Camden County Comprehensive Plan which includes Camden County and the cities of Kingsland, St. Marys, and Woodbine.

In order to collectively steer the process, a 2x2 matrix was constructed to examine the Yes and No answers to two very basic questions:

1. Do you have it?
2. Do you want it?

This analysis is designed to identify priorities conducted through this matrix that included an exercise with the interplay of 'yes' and 'no.'

The interplay of Yes and No answer to these questions defines four basic categories: Achieve, Preserve, Avoid, or Eliminate.



The SWOT Analysis was designed to identify priorities for the County and was conducted through a “Matrix” that included an exercise with the interplay of ‘yes’ and ‘no’.

The interplay of Yes and No answers to these questions define four basic categories, Achieve, Preserve, Avoid, or Eliminate.

## CAMDEN COUNTY

### ACHIEVE

- Space Port
- Industrial development
- Property value increase
- Technical college
- Limited residential development
- Government center property

### PRESERVE

- Quality of life
- Natural resources
- Military presence
- Waterways
- Tourism
- Viewscapes

### ELIMINATE

- Blight

## CITY OF ST. MARYS

### ACHIEVE

- Reinvigorated waterfront
- Reuse of airport site
- Reuse of mill site
- Connectivity between subdivisions and across city
- More development and activity downtown
- Build out and infill platted subdivisions
- Better or more diverse transportation for workforce
- Reopening south gate/St. Peter
- Exit 1 and transportation improvements
- Expand park properties
- Gateway development
- Reuse zoning ordinances and improve code enforcement activities
- Better utilize electronic permitting and project management
- Starter homes and rental housing
- Diverse industry/job base
- Funding for stormwater management
- Higher CRS rating through flood outreach
- Prepare for long-range sea level rise impacts through zoning and planning

### PRESERVE

- Historic District and character
- 'Small town' feel
- Waterfront and marshlands
- Live, work play
- Existing businesses and industries
- School and education system
- 'Low crime' environment
- Navy and Coast Guard relationships
- Cumberland Island partnerships
- Parks

### AVOID

- Uncontrolled development
- More committees – redundancies
- Development of flood areas, sea rise and surge zones

## ELIMINATE

- Airport
- Redundant committees
- Blight, especially in midtown and downtown areas

## CITY OF KINGSLAND

## ACHIEVE

- Retail
- Convention center
- Highway beautification
- Industrial development
- Residential redevelopment
- US 17 recreation development
- Traffic flow improvement
- Fire aerial equipment
- Downtown clean-up

## PRESERVE

- Historic structures
- Balanced growth
- Small town atmosphere

## AVOID

- Oversized businesses in downtown
- More pawn shops

## ELIMINATE

- Blight

## CITY OF WOODBINE

### ACHIEVE

- Complete Streets (methodology and principle that has now been mandated for new capital improvement/infrastructure that is being expanded has to include multi-accessible making room for not only automobiles, but also pedestrians and cyclists).
- Accessible boat ramp
- Expanding dock/Marina (for transient boat access so people can be brought to
- Woodbine by boat and be able to get to rest of City)
- Connect Waterfront to City (even though the PSA has just invested more than \$20,000 in park, additional improvements are needed such as pavilion screens).
- Screened pavilions (have bare minimum pavilions now and in summer, especially, need screens)
- Educational signage for plants, bio-diversity along Boardwalk (telling people about the plants they are looking at; environmental preservation)
- Boost amenities
- Marketing Woodbine assets
- Using river as economic driver (kayak tours, restaurants, etc. to pull people off Interstate to Woodbine)
- Set up a water trail
- Market Satilla River (Woodbine is major last stop on Satilla River)
- Design Guidelines (nothing has been formerly adopted)
- Network connectivity parks
- Eco-friendly
- Downtown

### PRESERVE

- Sense of community
- Natural assets (beauty, plants, etc.)
- Financial stability (has been stable for many years; small city – overhead costs not much; never had to borrow; no huge pension obligations)
- Aesthetic quality of city
- Woodbine River Walk
- Historic quality of Woodbine (sizable nice parks; nice old houses)
- Music/Opry

## AVOID

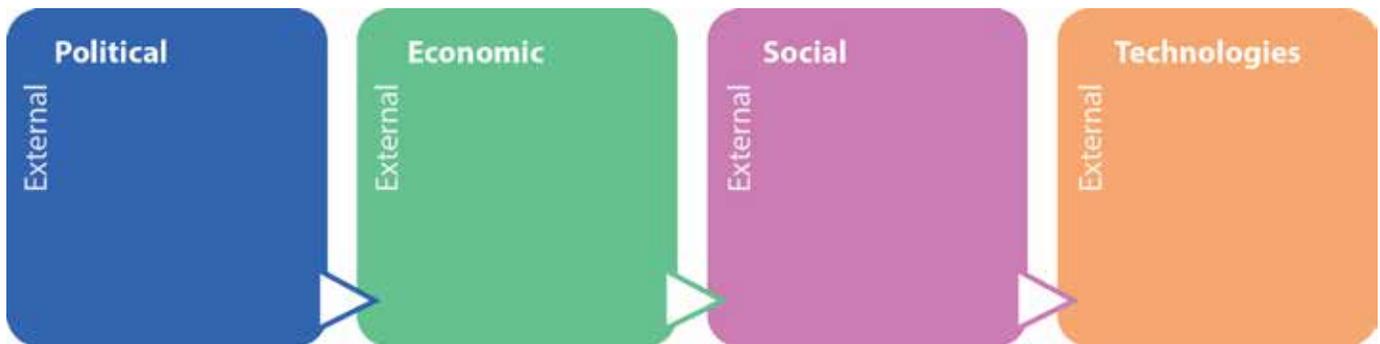
- Spur looking like Hwy. 40 (aesthetics)
- Unplanned growth
- Losing traditional downtown Woodbine
- Big Box (if Spaceport comes and Exit 14 traffic increases, a Walmart may come in and Woodbine would be a ghost town)

## ELIMINATE

- Uninviting waterfront entrance
- Blight (abandoned houses)

# ANALYZING THE EXTERNAL ENVIRONMENT 2.2

Once the four categories were identified, the analyses of the **external environment** such as social changes, new technologies, political environments to determine how, if at all might affect Camden County and its three cities. A chart for analyzing the external environment is the **PEST** chart, an acronym for Political, Economic, Social and Technologies analysis that encompass the process.



## External Analysis Political

- Elected officials/agencies
- Florida/Georgia Border
- Environmental Regulations
- Funding Streams

## External Analysis Economic

- Military Base
- Cycles and Market
- Funding Streams
- Cumberland Island
- Hurricane Perception
- General Perception
- Economic Growth

## External Analysis Social

- Elderly Population
- Homelessness/Poverty/Jobless
- Skills/lack of Workforce Skills

## External Analysis Technologies

- Broadband
- Rate of Technological Change
- County Water and Sewer
- Internet Competition

A critical component in the planning process is also documenting what Camden County and its three cities know about itself, analyzing the internal environment. What defines the culture? What is its image in the eyes of its stakeholders and others?

# ANALYZING THE INTERNAL ENVIRONMENT

## 2.3

A critical component in the planning process is also documenting what Camden County, and the cities of Kingsland, St. Marys and Woodbine knows about itself, analyzing the internal environment. An internal analysis is an exploration of the organization. What defines Camden County, Kingsland, St. Marys and Woodbine's culture? What is its image in the eyes of its stakeholders and others? Are clear lines of communicating present? Is there skilled and experienced staff?

### INTERNAL ANALYSIS

- County and cities work in silos and do not plan together
- Distinct communities and identities
- Competent, skilled and experienced staff
- Management skills
- Attributes that define the culture include:
  - Reliable
  - Effective
  - Innovative
  - Creative

# STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS (SWOT)

2.4



The information derived from the external analysis feeds into the Opportunities and Threats segments of the SWOT analysis.

The information derived from the internal analysis drives the Strengths and Weaknesses components of the SWOT.

Citizen input helped determine the Camden County and its three cities needs and opportunities as part of the comprehensive planning process. The results are incorporated into the body of the plan.



# CAMDEN COUNTY

## STRENGTHS

- Quality of life
- Natural resources
- Military presence
- Waterways
- Tourism
- Viewscapes

## WEAKNESSES

- Blight/underutilized parcels
- Unplanned growth
- Broadband
- Rate of technological change
- County water and sewer
- Internet competition

## OPPORTUNITIES

- Space Port
- Industrial development
- Property value increase
- Technical college
- Limited residential development
- Government center property

## THREATS

- Lack of industry diversity
- Blight
- Elderly population
- Homelessness/poverty/jobless
- Skills/lack of Workforce Skills
- Environmental regulations
- FL/GA border leakage
- Funding streams

# CITY OF ST. MARYS

## STRENGTHS

- Historic District and character
- 'Small town' feel
- Waterfront and marshlands
- Live, work play
- Existing businesses and industries
- School and education system
- 'Low crime' environment
- Navy and Coast Guard relationships
- Cumberland Island partnerships
- Parks

## OPPORTUNITIES

- Reinvigorated waterfront
- Reuse of airport site
- Reuse of mill site
- Connectivity between subdivisions and across city
- More development and activity downtown
- Build out and infill platted subdivisions
- Better or more diverse transportation for workforce
- Reopening south gate/St. Peter
- Exit 1 and transportation improvements
- Expand park properties
- Gateway development
- Reuse zoning ordinances and improve code enforcement activities
- Better utilize electronic permitting and project management
- Starter homes and rental housing
- Diverse industry/job base
- Funding for stormwater management
- Higher CRS rating through flood outreach
- Prepare for long-range sea level rise impacts through zoning and planning

## WEAKNESSES

- Airport
- Redundant committees
- Blight, especially in midtown and downtown areas
- Vacant and underutilized properties
- Stormwater and flooding

## THREATS

- Lack of industry diversity
- Uncontrolled development
- More committees – redundancies
- Development of flood areas, sea rise and surge zones
- Elderly population
- Homelessness/poverty/jobless
- Skills/lack of Workforce Skills
- Environmental regulations
- FL/GA border leakage
- Funding streams

# CITY OF KINGSLAND

## STRENGTHS

- Historic structures
- Balanced growth
- Small town atmosphere

## OPPORTUNITIES

- Retail
- Convention center
- Highway beautification
- Industrial development
- Residential redevelopment
- US 17 recreation development
- Traffic flow improvement
- Fire aerial equipment
- Downtown clean-up

## WEAKNESSES

- Lack of retail opportunity
- Lack of transportation choices

## THREATS

- Lack of industry diversity
- Blight

# CITY OF WOODBINE

## STRENGTHS

- Sense of Community
- Natural Assets
- Financial Stability
- Aesthetic quality of City
- Woodbine River Walk
- Historic Quality of City
- Music/Opry
- Woodbine residents proud/protective way of life
- Social Open and Welcoming
- Great Capacity for water/sewer
- Good elected officials
- Eco-Friendly
- ADA Compliant Sidewalks
- Streets Resurfaced
- Senior Housing

## WEAKNESSES

- Don't have accessible boat ramp
- Waterfront is not connected to City
- Pavilions are not screened in
- No Educational Signage
- No current marketing for Woodbine assets
- Land Use Plan needs updating
- No Design Guidelines
- Uninviting Waterfront entrance
- Blight
- Elderly-Limited Income
- Broadband Missing
- Not Enough Skilled Workforce
- Most Travel Out of town for jobs
- Need skilled workforce

## OPPORTUNITIES

- Complete Streets
- Accessible Boat Ramp
- Expanding Door/Marina
- Connecting Waterfront to City
- Screen in Pavilions
- Education Signage
- Boost Amenities
- Market Woodbine Assets
- Use River As Economic Driver
- Set up a Water Trail
- Design Guidelines
- Network Connectivity Parks
- EcoFriendly
- Spaceport
- Update Land Use Plan
- Technical School Proposal
- Small "Mom and Pop" business

## THREATS

- Spaceport
- Spur looking like Georgia Highway 40 (Aesthetics)
- Unplanned Growth
- Losing traditional downtown Woodbine
- Pipeline
- Sometime Woodbine is an afterthought (politically)
- Internet not fast enough for people to work from home
- Big Box Businesses

## NEEDS AND OPPORTUNITIES 2.5

A need is identified as a condition of something that is required or wanted, while an opportunity is a chance for progress or advancement.

More specifically, a “need” refers to the gap or discrepancy between a present state (what is) and a desired state (what should be). The need is neither the present nor the future state; it is the gap between them. An “opportunity” refers to something that the County and its three cities have that should be maintained, promoted or that the County and its three cities can capitalize on that improves the community.

Input from the Steering and Stakeholder Committees, the technical assessment and citizen input helped determine Needs and Opportunities for Camden County and the cities of Kingsland, St. Marys, and Woodbine as part of the comprehensive planning process. On April 6, 2017, the members of the Steering Committee met to further refine the area’s strengths, weaknesses, opportunities and threats which were first derived at the March meeting. This methodology was undertaken to further identify potential needs and opportunities, help establish goals and policies and to ultimately help articulate the community work program.



## CAMDEN COUNTY

### ISSUES

- There is blight and underutilized parcels
- There is unplanned growth
- There are areas still not served by broadband internet services
- There is no county water and sewer
- There is very little internet competition
- There is a lack of industry diversity
- There is an aging/elderly population
- There is homelessness/poverty/jobless
- There is a deficiency in work related skills
- There is an issue with FL/GA border leakage
- Lack of Funding Streams for Government Operations

### OPPORTUNITIES

- Spaceport
- Industrial Development
- Property Value Increase
- Technical College
- Limited Residential Development

## CITY OF KINGSLAND

### ISSUES

- There is a lack of retail opportunity
- Lack of transportation choices exist
- There is an issue with a lack of diversity
- Blight structures need to be addressed.

### OPPORTUNITIES

- Retail
- Convention Center
- Highway Beautification
- Industrial Development
- Residential Development
- US 17 Recreation Department
- Traffic Flow Improvement
- Fire Aerial Equipment
- Downtown Clean-Up

## CITY OF ST. MARYS

As stated in the recently adopted St. Marys Master Plan, the list of issues and opportunities was developed by the St. Marys Master Plan Steering Committee through a SWOT (strengths, weaknesses, opportunities, threats) analysis, evaluation of demographic and economic information summarized in the Data Assessment Addendum, and review of the public input received through numerous public workshops and a community survey, summarized in the Public Participation Program Addendum. In addition, the MPSC also reviewed the supplemental planning recommendations provided by the Georgia Department of Community Affairs, and included relevant ideas and information.

### ECONOMIC DEVELOPMENT

#### ISSUES

- Waterfront area of St. Marys needs revitalization and investment.
- Living-wage employment opportunities are needed.
- The airport has been closed and the property will revert to the City of St. Marys and be available for redevelopment.
- The closure of the South Gate of the Navy Subbase has negatively impacted commercial traffic for St. Marys' businesses.
- There is a perception that additional hotel rooms and other types of tourist housing are needed.
- The City is not benefiting as much as it could from the tourist traffic generated by visitors to Cumberland Island.
- Residents have expressed a need for more restaurant/retail opportunities.
- The City is not perceived by some to be a "business-friendly" city.
- Overall appearance of the Midtown area, including closed buildings and vacancy, is having a negative impact on economic development.
- The Midtown area and corridor to downtown needs revitalization.
- There is a need for more diversification of the economic base (top employers are governmental, hospital, and education)
- The City's permit fee structure is not perceived to be accommodating to new restaurants and other service related businesses.
- Gateway & signage improvements are needed to direct people to and around St. Marys.

#### OPPORTUNITIES

- Continue to work with the Navy to explore opportunities to open the South Gate.
- Foster improved relations with the JDA and work with the JDA to recruit clean industries and/or marina-based businesses.
- Develop the Gateway Intracoastal property.
- Attract intracoastal boating traffic by constructing docks with overnight slips and support services like marine supplies.
- Capitalize on the population that visits Cumberland Island daily.
- Create a business-friendly permitting and licensing process.
- Develop a city-wide beautification program.
- The Mill Site and airport properties offer opportunities for jobs and economic development.
- Initiate a mutually beneficial connection with Fernandina Beach.
- Leverage ecological and historical assets to foster economic growth.
- Crooked River and other waterways provide ample locations for commercial aquaculture and fisheries.
- Wedding, boating and marine activities can bring more tourists to the City.

## LAND USE

### ISSUES

- The City needs to revise or replace its outdated zoning code.
- Residents want to maintain the “small-town ambiance” while allowing for future development and economic growth.
- The aesthetics of the City’s commercial corridors need improvement.
- Vacant commercial buildings and undeveloped land along the City’s major commercial corridors are available for development.
- There is a lack of connectivity of residential areas to neighborhood and regional commercial centers.
- Family-oriented activities and attractions are lacking.
- There is a lack of service related businesses in different areas of the City.
- There is a demonstrated need for opportunities for temporary housing (furnished rooms, cottages, RVs, etc.).
- Residential density in the downtown area is needed to support desired commercial development.

### OPPORTUNITIES

- Use the adoption of a new Master Plan as the impetus to adopt a modern zoning code that includes form-based standards for commercial corridors in Midtown, Downtown, and appropriate areas.
- The airport closing provides a complementary commercial/industrial space for development.
- Create incentives to encourage additional neighborhood commercial services, such as grocery stores and pharmacies, in areas in need of these services.
- Protection of local cultural, historic and natural resources are necessary to create tourist destination opportunities.
- A new zoning ordinance can attract appropriate businesses.
- Explore ways to better address vacant and underutilized structures.
- Use a new zoning code as an opportunity to create and increase residential living space in downtown St. Marys.

## HOUSING

### ISSUES

- More affordable/workforce housing is needed, both for rental and owner-occupied units.
- Housing is needed for special populations, including the elderly and special needs.
- A wider variety of housing options besides detached, single-family is needed.
- Safe neighborhoods should be enjoyed by all residents of St. Marys’ residents.
- There is a lack of housing opportunities for first-time home buyers, young couples, and military families.

### OPPORTUNITIES

- Consider assisted living and tax credit housing for aging populations.
- Consider marketing St. Marys as an ideal housing opportunity for the growing workforce in North Florida.
- Consider zoning changes to develop mixed use and higher density living opportunities in downtown along with middle class and affordable housing development.

## NATURAL & CULTURAL RESOURCES

### ISSUES

- Unique and sensitive environmental, historic and cultural resources within the City could potentially be adversely impacted by development.
- Any loss of these resources could potentially have an adverse impact on the tourism industry and local economy.

### OPPORTUNITIES

- Partner with the U.S. Park Service to expand tourism for Cumberland Island.
- Ensuring the preservation of the marsh environment and waterways is necessary to provide a major attraction for residents and visitors.
- Thoughtful and practical preservation and adaptive reuse of significant historic structures should be considered as appropriate.
- Seek to include design standards for the Downtown in the new zoning code that are consistent with the historic character of this area.
- Protection of the Rookery and other critical wildlife habitats is desirable to preserve the City's natural resources.
- The City could better capitalize on the history of the City that currently remains undocumented /uncelebrated.
- Consider a program to install historic markers to highlight the historic nature of St. Marys.
- Seek to balance the City's need to encourage business and residential development with the preservation of natural, historic and cultural resources.

## EDUCATION

### ISSUES

- Job training related to local employment options (current and future) is lacking.
- Life-skills training for the City's youth is not available for many of the young residents in the City.

### OPPORTUNITIES

- Encourage local employers to work with the Board of Education and College of Coastal Georgia, Camden Center, to tailor classes and programs to their needs.
- Encourage nonprofit organizations, churches, foundations, etc., and the Board of Education to develop life skills and future job training for high school students.

## TRANSPORTATION

### ISSUES

- Unsafe and confusing golf cart accessible designations on local roads cause safety issues.
- Bicycle paths along the rail corridors are desirable.
- Improved pedestrian and bicycle connectivity to coastal marshlands is desirable.
- Resurfacing projects should, where feasible, include provisions to bicycles and golf carts, e.g. striping for bicycle lanes.
- Complete bicycle network with adequate lighting is needed.
- Multi-modal access from residential areas to community facilities is not adequate.
- Safer crossings for access to schools are needed.
- Coastal Regional Commission demand response bus service and taxi cab services are not sufficient.
- Public transportation is needed from downtown St. Marys along Osborne Road to Kingsland to access services, shopping and employment centers.
- Ferry service to Fernandina should be considered.
- Event traffic and parking is an issue for the community and visitors.
- Congestion around the schools at peak times is an issue.
- Traffic speed and cut through traffic is an issue on some neighborhood roadways.
- The City has several intersections with operational issues that need to be addressed as outlined in the Multi-Modal Transportation Study.
- Safety at intersections, particularly near schools, is a primary focus.
- Gateway signage into St. Marys along SR 40/ Osborne Road needs to be enhanced.
- There is limited dock space at the Waterfront and it is not boater friendly. Improvements are needed.

### OPPORTUNITIES

- Identify appropriate golf cart routes and modify existing ordinances regarding golf cart operations.
- Consider public and private ways to install charging stations for golf carts and electric vehicles.
- Implement priority recommendations from the Camden County Bicycle and Pedestrian Study.
- Create trails that link downtown with surrounding neighborhoods.
- Consider using abandoned rail corridors and utility easements for recreational trails.
- Consider ways to maximize the attractiveness of waterway trails for tourist and residents.
- Consider remote parking and shuttle services to address event parking issues.
- Encourage multi-modal interconnectivity for all new developments.
- Identify opportunities to provide transit service to underserved populations.
- Coordinate with rail companies to promote accessibility and safe crossing opportunities while ensuring efficient mobility for all modes.
- Continue to coordinate with GDOT on roadway improvements, including improvements to Exit 1, and to address operational and safety issues.
- Local safety projects along the Federal Highway system should be identified, coordinated with city and county officials, and submitted to the GDOT and FHA for consideration in the lump sum safety funding program.
- Where City funds are available, use them as leverage to conduct feasibility studies, perform preliminary engineering/design and conduct right of way acquisition to incentivize State and federal funding participation in local safety projects.
- There are school crossing safety issues that should be addressed as outlined in the Multi-Modal Transportation Study.
- Assess feasibility and potential locations for additional boat dock facilities and associated improvements.
- Protect evacuation routes in general, and specifically those that connect to SUBASE Kings Bay and peripheral residential areas.

## CITY OF WOODBINE

### Brand the City of Woodbine

Good answers to the right questions make all the difference for brand strategy. Coastal cities have essentially the same goals, needs and challenges. How can Woodbine share its assets to draw families, businesses, and communicate its dedication to improve the quality of life for its citizens? To make the point about a brand strategy, a question is posed.

*“Why has Burger King never been able to come close to McDonalds in sales?”*

Answer: “Burger King sells a product and McDonald’s sells an experience.” The bottom line difference between both brands selling essentially the same short list of products to hungry customers was 27 billion dollars. (Heaton, 2015)

A key question for the City to answer as it relates to its brand strategy: Among all your current and possible audiences, who is your single most important consumer? Who can be activated by you without requiring any change in their behavior? Knowing the answer to this seemingly simple questions is very important if to use limited marketing dollars effectively.

Look at this from the marketing strategy side: If you were your chosen target, why would you care? What’s in it for you? Genuine answers to the above questions lead to a brand strategy, and brand strategy applied through marketing tactics can prevent the City from spending a lot of time and money.

### Create a Transportation Master Plan

Camden County and its municipalities conducted a Comprehensive Transportation Plan (CTP) in 2004. Carried out in four phases, the CTP provided an assessment of existing transportation conditions, public comment, project determination and prioritization. The CTP included a five-year short-term transportation program as well as a long-range, 20-year transportation plan. A Camden County Pedestrian and Bicycle Plan was completed in 2005. The plan was designed to facilitate and encourage safe and convenient transportation options. The Bike and Pedestrian Plan considered current conditions, planning, design and safety standards as well as a recommended implementation program. Participants recognize the need for ongoing transportation planning to address changing conditions and the need for updated plans.

### Create Traditional Neighborhood Development Areas

Participants expressed concern that as the community grows and changes that it does not lose its sense of place or historic charm that helps to set it apart. To maintain the character of the neighborhood, design guidelines can be adopted that reflect the neighborhood’s identity.

### Create Design Guidelines for the Commercial District

Participants expressed concern that as the community grows and changes that it does not lose its sense of place or historic charm that helps to set it apart. To maintain the character of the neighborhood, design guidelines can be adopted that reflect the neighborhood’s identity.

### Promote Eco-Tourism, Provide Access, and Amenities and Promote the Satilla River

Eco-tourism is a form of tourism centered on learning experiences with ecological diversity that involves activities, environmental and cultural conservation measures, and community participation providing benefits for the local people. Efforts to maintain what many consider Woodbine’s strongest asset, the Satilla River, involves a broad approach that encompasses all aspects of the community; allowing for an appropriate balance between environmentally sound practices and the combined economic and health benefits derived from utilizing the river.

# COMMUNITY VISION AND GOALS

- 3.1 Vision Statement and Goals
- 3.2 Community Policies
- 3.3 Quality Community Objectives

## COMMUNITY VISION AND GOALS

### 3

The Community Vision and Goals identify the direction for the future of Camden County, City of Kingsland, City of St. Marys, and the City of Woodbine. This comprehensive plan is intended to serve as a guide to local officials in day-to-day decision making. This document is the product of public involvement and includes the following components.

- Vision Statement
- Overarching Community Goals
- General Policies
- Character Areas Map and Narrative
- Future Land Use Map

## VISION STATEMENT AND GOALS

### 3.1

### CAMDEN COUNTY

The Community Vision paints a picture of what Camden County desires to become. The vision statement offered below was refined through discussion with the Steering Committee.

**“Camden County is a welcoming and growing community with a commitment to purposely planning for future growth, promoting economic opportunity and preserving its natural amenities and historical heritage.”**

Camden County has identified a number of goals to achieve in order to make the County’s vision a continuing reality. The following goals represent the recurring themes, and received the highest rankings among community stakeholders. Like the vision statement, the goals were derived from a vetting process involving County staff, the steering and stakeholder committees, and members of the public.

- Promote Dynamic Growth Opportunities for All Residents.
- Prepare for Future Economic Development While Maintaining Sense of Place and Community
- Consider current and future flooding scenarios (30-50 years) with the siting and design of development, including residential and commercial as well as infrastructure such as roads, sewer, wastewater treatment, etc.
- Continue to preserve natural infrastructure such as marshes, dune systems, floodplains, oyster reefs that aid in protecting the county from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc.

The vision addresses the community’s desire to maintain a small town feel with commercial, employment, and economic development opportunities. The vision is supported by overarching goals created to help shape the County’s future development.

## CITY OF ST. MARYS

The Community Vision paints a picture of what St. Marys desires to become and this was refined through the Steering Committee based upon the City of St. Marys Master Plan.

In regard to the development of the vision as found in the City of St. Marys Master Plan, an interactive community engagement program was developed to inform the public about the Master Plan and provide an opportunity for citizens to be involved in the planning process. The City of St. Marys believes that significant and effective engagement is essential in developing a plan that has buy-in and leads to better support for implementation efforts that will assist the community in achieving long-term goals. The public involvement strategies involved measures such as the appointment of a Master Plan Steering Committee, a Community Survey, Stakeholder Interviews, Public Presentations, the use of a Mardi Gras Festival Booth, Public Workshops, Children's Art Contest, a Smart Phone Mapping App, and an extensive Media Campaign.

The following vision statement was developed as through the work of the City of St. Marys Master Plan:

**"One St. Marys. One Vision. One Future.**

**We are a vibrant, welcoming and friendly coastal community where our residents play an essential role in our success;**

**We cherish our environment, our heritage and our role as the Gateway to Cumberland Island National Park;**

**We proudly support our nation's security by maintaining a strong relationship with the military forces who are our neighbors;**

**We believe that all residents should have access to a safe neighborhood, job opportunities, quality education, and community services;**

**We envision a resilient community with a thriving and diverse economy, mobility, and recreational and cultural activities for all citizens;**

**We are One St. Marys."**

The vision is supported by following overarching goals created to help shape the City of St. Marys future development.

## CITY OF KINGSLAND

The Community Vision paints a picture of what the City of Kingsland desires to become. The vision statement offered below was refined through discussion with the Steering Committee.

**“The City of Kingsland is a dynamic and growing, coastal community that promotes family-friendly values and offers balanced economic opportunities for all citizens.”**

The City of Kingsland’s goals are to enhance quality growth principles while providing adequate services and facilities that will ensure a healthy, vibrant and livable community for future generations.

The City of Kingsland’s priorities include encouraging economic opportunities while continuing to manage growth and plan for appropriate development that enhances quality of life.

The City identified a number of goals to achieve in order to make the City’s vision a continuing reality. The following goals represent the recurring themes, and received the highest rankings among community stakeholders. Like the vision statement, the goals were derived from a vetting process involving City staff, the steering and stakeholder committees, and members of the public.

- Enhance Quality Growth Principles.
- Provide adequate services and facilities.
- Ensure a healthy, vibrant and livable community for future generations.

The vision addresses the community’s desire to maintain a small town feel with commercial, employment, and economic development opportunities. The vision is supported by overarching goals created to help shape the City of Kingsland’s future development.

## CITY OF WOODBINE

The Community Vision paints a picture of what the City of Woodbine desires to become. The vision statement offered below was refined through discussion with the Steering Committee.

**“The City of Woodbine is a family-friendly, safe community with a welcoming small-town appeal; it strives to be a vibrant community committed to preserving its natural amenities and rural character.”**

The vision is supported by the following overarching goals created to help shape Woodbine’s future development.

Woodbine has identified a number of goals to achieve in order to make the City vision a continuing reality. The following goals represent the recurring themes, and received the highest rankings among community stakeholders. Like the vision statement, the goals were derived from a vetting process involving City staff, the steering and stakeholder committees, and members of the public.

- Promote access and improvements to the Satilla River.
- Identify and promote areas for diverse economic development.
- Preserve neighborhoods, and prepare for future growth.
- Increase connectivity and enhance transportation options for all forms of travel.
- Grow the arts as part of what makes Woodbine special.
- Protect, preserve, and promote natural resources.

The City of Woodbine’s vision is further defined by the Character Area Map. The City of Woodbine is made up of smaller areas that have their own set of defining characteristics. The Department of Community Affairs (DCA) Local Planning Requirements calls for identification of character areas, and for a vision and description for future development of each character area. Character areas are defined as specific geographic areas that meet the following criteria:

- Have unique or special characteristics;
- Have potential to evolve into a unique area when provided specific guidance; or
- Require special attention due to unique development issues.

The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land uses that is in keeping with the City’s vision.

# COMMUNITY POLICIES 3.2

Policies set preferred direction and describe what must be done to achieve goals. They are specific enough to help determine whether a proposed project would advance the values expressed in the goals. The following policies are intended to provide on-going guidance and direction to officials with Camden County, City of Kingsland, City of St. Marys, and City of Woodbine for making decisions consistent with achieving Community Goals and in implementing the Comprehensive Plan. The policies are organized by goals, although individual policies will achieve multiple goals expressed by the community.



## CAMDEN COUNTY

### DEVELOPMENT PATTERNS

### CAMDEN COUNTY

- Consider implementing community appearance ordinances
- Investigate innovative ways to encourage reinvestment in older neighborhoods
- Consider service provision and safety concerns when evaluating new developments for connectivity, etc.
- Explore co-locating facilities to improve service delivery to residents.
- Consider service provision and safety concerns when evaluating staffing levels, facilities, system, etc.
- Encourage and guide growth and new development to occur in consideration of existing infrastructure and impact to the environment.
- Consider recommendations in the Economic Diversification of Camden County (2005) and Housing Inventory of Unincorporated Camden County (2006) studies, among others.
- Explore opportunities for development to pay for itself.
- Encourage development to occur with consideration of existing infrastructure and impact on the environment.
- Preserve natural resource infrastructure (marshes, dune systems, floodplains, oyster reefs, etc) that aid in protecting the county citizens and facilities from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc).
- Consider current and future flooding scenarios with the siting and design of development (residential and commercial) and infrastructure (roads, sewer, wastewater treatment, etc).
- Consider adopting a conservation subdivision ordinance to promote greenspace, etc.
- Discourage development within designated flood zones or Special Flood Hazard Areas.

**RESOURCE CONSERVATION**

**CAMDEN COUNTY**

- Consider adopting corridor overlay district and/or management plans to mitigate impact of streets/ highways, etc. on natural, historic and cultural resources.
- Encourage partnership with the PSA to promote recreation opportunities throughout the County.
- Consider adopting Greenprint Plan (2008) recommendations, where appropriate.
- Protect historic culture throughout the county.
- Preserve natural resource infrastructure (marshes, dune systems, floodplains, oyster reefs, etc) that aid in protecting the county citizens and facilities from current and future coastal hazards (hurricanes, riverine flooding, storm surge, sea level rise, etc.).
- Consider current and future flooding scenarios with the siting and design of development (residential and commercial) and infrastructure (roads, sewer, wastewater treatment, etc).
- Continue to encourage developers to set aside greenspace for the parks and recreational use.
- Continue to plan for multi-use paths as designated in the Rails-To-Trails Feasibility Study (2007), as well as the Coastal Greenway Initiative.
- Encourage low impact development that preserves riparian buffer, the floodplain, natural topography, and existing vegetation of development sites.

**SOCIAL AND ECONOMIC DEVELOPMENT**

**CAMDEN COUNTY**

- Identify and create recreational opportunities for youth.
- Follow guidelines and recommendations as outlined in the Camden County Economic Diversification (2005) study.
- Encourage affordable housing based on the findings from the housing inventory study.
- Encourage home ownership among residents.
- Encourage appropriate finance mechanisms to support home ownership.
- Encourage economic development that meets the needs of the growing active adult community.

**GOVERNMENTAL RELATIONS**

**CAMDEN COUNTY**

- Continue to cooperate, communicate and coordinate with local governments, adjacent jurisdictions, and citizen, nonprofit and social service organizations.
- Consider coordinating with Brantley County for fire protection, especially in Timberland Estates, Camden Preserve, and other developments.
- Consider coordinating infrastructure and communication improvements with surrounding counties- Charlton, Brantley, Glynn, Wayne, etc. as needed or desired.
- Promote economic development by considering appropriate and necessary ordinances to maintain consistent community appearances—landscaping guidelines, litter and design controls, corridor management, etc.
- Coordinate with the Chamber of Commerce and other relevant entities as the County transitions into a Metropolitan Statistical Area (MSA).
- Cooperate and coordinate on region wide issues; such as transportation, jail services, the airport, etc.



## DEVELOPMENT PATTERNS

## CITY OF KINGSLAND

- To review existing codes and ordinances for consistency with the community vision.
- Evaluate zoning and developing ordinances, incorporating design guidelines, use-based restrictions, and performance-based regulations, where applicable.
- Reconsider compatibility of adjacent zoning and the transition of zoning.
- Allow compatible uses as infill development takes place.
- Continue to monitor growth and development trends and address services needed in specific areas.
- Plan for future safety needs, such as fire and police protection, as the population grows.
- Plan for upgrades and expansion to water and sewer capacity, as needed.
- Consider implementing impact fees.

## RESOURCE CONSERVATION

## CITY OF KINGSLAND

- Consider adopting a conservation subdivision ordinance to promote greenspace, etc.
- Continue to encourage developers to set aside greenspace for parks and recreational use.
- Continue to plan for multi-use paths as designated in the Rails-To-Trails Feasibility Study (2007), as well as the Coastal Greenway Initiative.
- Encourage bike and pedestrian activity.
- Wherever possible, connect to the regional network of greenspace and trails available to pedestrians and bicyclists for both tourism and recreational use.
- Discourage billboards, portable signs, and other types of undesired signage.
- Preserve, protect and promote natural, cultural, and historic resources within the community.
- Enhance heritage and eco-tourism opportunities.

**SOCIAL AND ECONOMIC DEVELOPMENT**

**CITY OF KINGSLAND**

- Continue proactive planning for population growth, marketing to reach the active adult population.
- Explore opportunities created by area ports in Jacksonville and Brunswick.
- Develop implementation strategies for findings from Economic Diversification of Camden County, Georgia prepared by Georgia Tech.
- Pursue efforts to attract business of all sizes.
- Consider the impact of Jacksonville MSA-related growth.
- Expand cooperative leadership and partnership opportunities for economic development.
- Promote pocket parks for future developments and enhance the features of existing parks.
- Encourage the development of new parks and recreational areas in relation to new development.
- Consider adopting recommendations to encourage walkability in the downtown area.
- Promote a comprehensive sidewalk network, connecting churches, and schools to neighborhoods.

**GOVERNMENTAL RELATIONS**

**CITY OF KINGSLAND**

- Continue to cooperate, communicate, and coordinate with surrounding local governments, adjacent jurisdictions, and citizen, non-profit, and social service organizations.
- Continue to support the practice of voluntary annexations.
- Encourage cooperation with state agencies, as needed, as population growth continues.



**CITY OF WOODBINE**

**DEVELOPMENT PATTERNS**

**CITY OF WOODBINE**

- Explore strategies to pay for infrastructure improvements and expansions.
- Ensure that vehicular traffic does not harm the residential nature of neighborhoods.
- Encourage annexations that further the City’s vision for the future.

**RESOURCE CONSERVATION**

**CITY OF WOODBINE**

- Promote public access to the waterfront.
- Discourage view encroaching high rise development.
- Promote the preservation and protection of the community’s natural resources.

**SOCIAL AND ECONOMIC DEVELOPMENT**

**CITY OF WOODBINE**

- Encourage community support for police festivals.
- Explore opportunities to provide additional amenities, such as a dog park, etc. where appropriate and as needed.

**GOVERNMENTAL RELATIONS**

**CITY OF WOODBINE**

- Continue to maintain good working relationships with the County and surrounding municipalities.
- Cooperate and coordinate with adjacent jurisdictions on region wide issues, such as the expansion of the County building complex, jail services, etc.
- Explore additional opportunities to provide efficient delivery of services.
- Explore opportunities to coordinate with state agencies to provide efficient and effective service delivery to citizens.



## CITY OF ST. MARYS

### DEVELOPMENT PATTERNS

### CITY OF ST. MARYS

- Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community.
- Extend infrastructure or provide City services to development outside of City limits only when a customer base would support such extension.
- Annex all areas currently served or potentially served by City water and sewer, and ensure policies are in place that will promote return on investment for current and future facilities.
- Protect existing infrastructure investments by encouraging infill redevelopment, and compact development patterns.
- New land uses should protect the environment, preserve historical and cultural resources, and conserve meaningful open space.
- Assure that City-owned land and buildings are used for the optimal benefit of the community from both a service and financial aspect.
- Transportation Options that promote multi-modal transportation methodology; safe, reliable, and accessible sidewalks; and public vehicular and nautical transit options that can safely and efficiently accommodate the variety of vehicles and vessels in use by residents and visitors.
- Improve and maintain a transportation system that will implement the “Complete Streets” policy and minimize detrimental environmental impacts.
- Promote connectivity of the City’s road network by fostering a grid network of streets and multiple connections between subdivisions and commercial developments.
- Develop golf cart rules and regulations to ensure their safe use on City streets.
- Support and invest in opportunities to provide alternative modes of transportation, including public transit, for the City’s residents.
- Ensure safe and secure dockage and facilities for intracoastal and water trail transportation in partnership with nautical related businesses and other governmental authorities.
- Consider the impact on traffic flow for all new development or business, neighborhood expansions.
- Protect, enhance, and promote the City’s sense of place signature qualities, including the marshes and waterfront, access to Cumberland Island, and the warm, hospitable and friendly nature of the people of St. Marys.
- Encourage the revitalization of downtown and the waterfront as a vibrant gathering location for the community and its visitors that adds to the quality of life for all.
- Encourage the aesthetic improvement of the City’s commercial corridors.
- Encourage redevelopment of the Midtown area as a vibrant commercial center.

**RESOURCE CONSERVATION****CITY OF ST. MARYS**

- Protect and promote the efficient and effective use of our community's natural, cultural and human resources.
- Consider impacts on infrastructure, environmentally sensitive areas and valuable historic, archaeological or cultural resources when making decisions regarding improvements for existing buildings as well as for new economic development projects.
- Encourage low impact development that preserves riparian buffers, the floodplain, natural topography, and existing vegetation of development sites.
- Ensure that residents, businesses and developers undertake improvements or new projects that are physically and visually consistent with the City's commitment to protection from floods or other natural disasters.
- Improve use of technology and technological upgrades for the provision of City services and the security of City records.
- Improve City processes to achieve efficiency, simplification and a sense of customer service.
- Support programs for the training and development of City staff in order to reduce the expense incurred through the use of external consultants.

**SOCIAL AND ECONOMIC DEVELOPMENT****CITY OF ST. MARYS**

- Economic Development in St. Marys are indicated by supporting the development and expansion of businesses and industries that are suitable for the community, generate employment opportunities, and contribute to the vitality of the local, regional and national economy.
- Use economic incentives to both attract new businesses and industry and to encourage the expansion of existing business and industry.
- Encourage the redevelopment and enhancement of existing commercial and industrial areas within our community, including vacant or underutilized sites or buildings.
- Support increases in residential density in downtown St. Marys and adjacent to the Osborne commercial corridor in order to create a neighborhood residential base to support local retail businesses.
- Promote continued improvement in the efficiency and effectiveness of processes for permits and licenses.
- Undertake the annexation of unincorporated land both inside the City as well as land to the east of the City to extend and complete the natural uninterrupted boundaries of the City.
- Seek housing opportunities that promote a healthy range of safe, affordable, inclusive, and resource efficient housing that meets the needs of all residents of the City.
- Encourage development of housing options that include affordable housing, assisted living and aging in place living.
- Incentivize infill housing development in neighborhoods where appropriate.
- Consider access to alternative modes of transportation when considering new residential development.
- Accommodate a diverse population by encouraging a compatible mixture of housing types, densities and costs in new neighborhoods.
- Encourage innovative yet visually consistent building options such as attached, semi-attached and detached buildings, as well as mixed-use buildings.

**GOVERNMENTAL RELATIONS / REGIONAL COOPERATION**

**CITY OF ST. MARYS**

- Foster an atmosphere of cooperation with neighboring jurisdictions as well as regional, State and federal agencies to address shared needs through adequate funding, legislation and technical assistance.
- Seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.
- Work jointly with neighboring jurisdictions to develop solutions for shared regional issues.
- Pursue joint processes for collaborative planning and decision-making with neighboring jurisdictions.
- Consult with the Navy and other public entities in our area when making decisions that are likely to impact them.
- Provide input to other public entities in our area when they are making decision that are likely to have an impact on our community or our plans for future development.

# QUALITY COMMUNITY OBJECTIVES

## 3.3

DCA's Vision: Every Georgia community offers a quality of life where people and businesses can grow and prosper. This section is used as a guide to determine which Quality Community Objectives that Camden County and the cities of Kingsland, St. Marys, and Woodbine will seek to accomplish with future planning efforts and developments.

### 1. Economic Prosperity

Encourage development or expansion of businesses and industries suitable for the community.

Camden County and the cities of Kingsland, St. Marys, and Woodbine are located in the coastal region of the State of Georgia. The county is located just south of the Port of Brunswick, north of the Jacksonville ports, and is serviced by Interstate 95 and US Highway 17. The County is also the home of Naval Submarine Base Kings Bay, which is the economic engine of the county. The County and its three cities are working to diversify the local economy by recruiting more industrial and retail business to strengthen the tax base.

### 2. Resource Management

Promote efficient use of natural resources and identify and protect environmentally sensitive areas.

Camden County and its three cities contain coastal marshlands, waterways, and a variety of plants and animals that rely on these resources; thus it promotes efficient use of natural resources. The County and its three cities seek to further identify and protect significant cultural and natural areas.

### 3. Local Preparedness

Identify and put in place prerequisites for the type of future the community seeks to achieve.

The County and the cities of Kingsland, St. Marys, and Woodbine have identified Character Areas to provide guidance on the type of development and communities that they seek to achieve. The County and the three cities intend to update its zoning ordinances and subdivision regulations to manage development and redevelopment. The leadership and staff of the County and the three cities desire to maintain their capability of responding to opportunities and managing new challenges.

#### **4. Efficient Land Use**

Maximize use of existing infrastructure by encouraging redevelopment; designing new development to minimize the amount of land consumed; and, carefully planning expansion of public infrastructure.

The County and the three cities have identified potential areas in their respective jurisdictions for redevelopment. Camden County and its three cities have identified areas as having potential opportunity for commercial and/or industrial infill development. Additionally, the county and the three cities established goals for housing within their redevelopment areas which include eliminating substandard housing; encouraging quality infill development within established neighborhoods; creating affordable housing opportunities within the community; and, creating a diverse housing stock in terms of housing types and densities.

#### **5. Sense of Place**

Protect and enhance the community's unique qualities that are important to defining the community's character.

Camden County and the cities of Kingsland, St. Marys, and Woodbine contain unique features that add to a sense of place. The historic structures, surrounding wetlands, waterfront, marshland, and small town charm contribute to the identity of the area and should be embraced as part of what makes Camden County and its three cities vibrant, industrious, and healthy. To add to its sense of place, the County and its three cities continue their efforts toward the development of the area for tourism, business, retail, and commercial development.

#### **6. Regional Cooperation**

Cooperate with neighboring jurisdictions to address shared needs by actively participating in regional organizations.

The County and three cities of Kingsland, St. Marys, and Woodbine are connected with each other and are working together on many initiatives, including but not limited to, the development of this comprehensive plan. The shared history of the Georgia Coast has left a wealth of facts, events, and landmarks that help identify Camden County as a whole. The county and its three cities seek to further develop cooperative solutions for issues such as protection of shared natural resources and the development of a region wide bicycle network.

#### **7. Housing Options**

Promote an adequate range of safe, affordable, inclusive, and efficient housing in the community.

Camden County seeks to promote an adequate range of safe and affordable housing by encouraging development of a variety of housing types, sizes, and costs, and densities through the development of livable communities.

## 8. Transportation Options

The County and its three cities seek to address the transportation needs, challenges and opportunities of all community residents.

Camden County and its three cities of Kingsland, St. Marys, and Woodbine are committed to providing and improving mobility options through projects such as the East Coast Greenway and the proposed Three Rivers Trail project, which would connect Woodbine, Crooked River State Park, and the City of St. Marys. In addition, the construction of the Kingsland Bypass will assist greatly in evacuating residents outside of the County in the event of a natural disaster while also providing additional multi-use path opportunities.

## 9. Educational Opportunities

Camden County and the three cities seek to coordinate with local economic development programs to ensure an adequately trained and skilled workforce. The county and three cities have access to a number of colleges, including the Camden Campus of College of Coastal Georgia, as well as other universities, and technical training opportunities offered within the county. The county and the three cities seek to encourage the creation of more jobs for educated and skilled workers by working with these partners.

## 10. Community Health

Ensure community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and excellent work opportunities.

The World Health Organization defines a healthy city or community as “one that is safe with affordable housing and accessible transportation systems, work for all who want to work, a healthy and safe environment with a sustainable ecosystem, and offers access to healthcare services which focus on prevention and staying healthy.” A healthy community is also defined as one in which a diverse group of stakeholders collaborate to use their expertise and local knowledge to create a community that is socially and physical conducive to health.

# 4

## LAND USE

- 4.1 Camden County Character Areas
- 4.2 Camden County Future Land Use
- 4.3 City of Kingsland Character Areas
- 4.4 City of Kingsland Future Land Use
- 4.5 City of St. Marys Character Areas
- 4.6 City of St. Marys Future Land Use
- 4.7 City of Woodbine Character Areas
- 4.8 City of Woodbine Future Land Use

# CAMDEN COUNTY CHARACTER AREAS

## 4.1



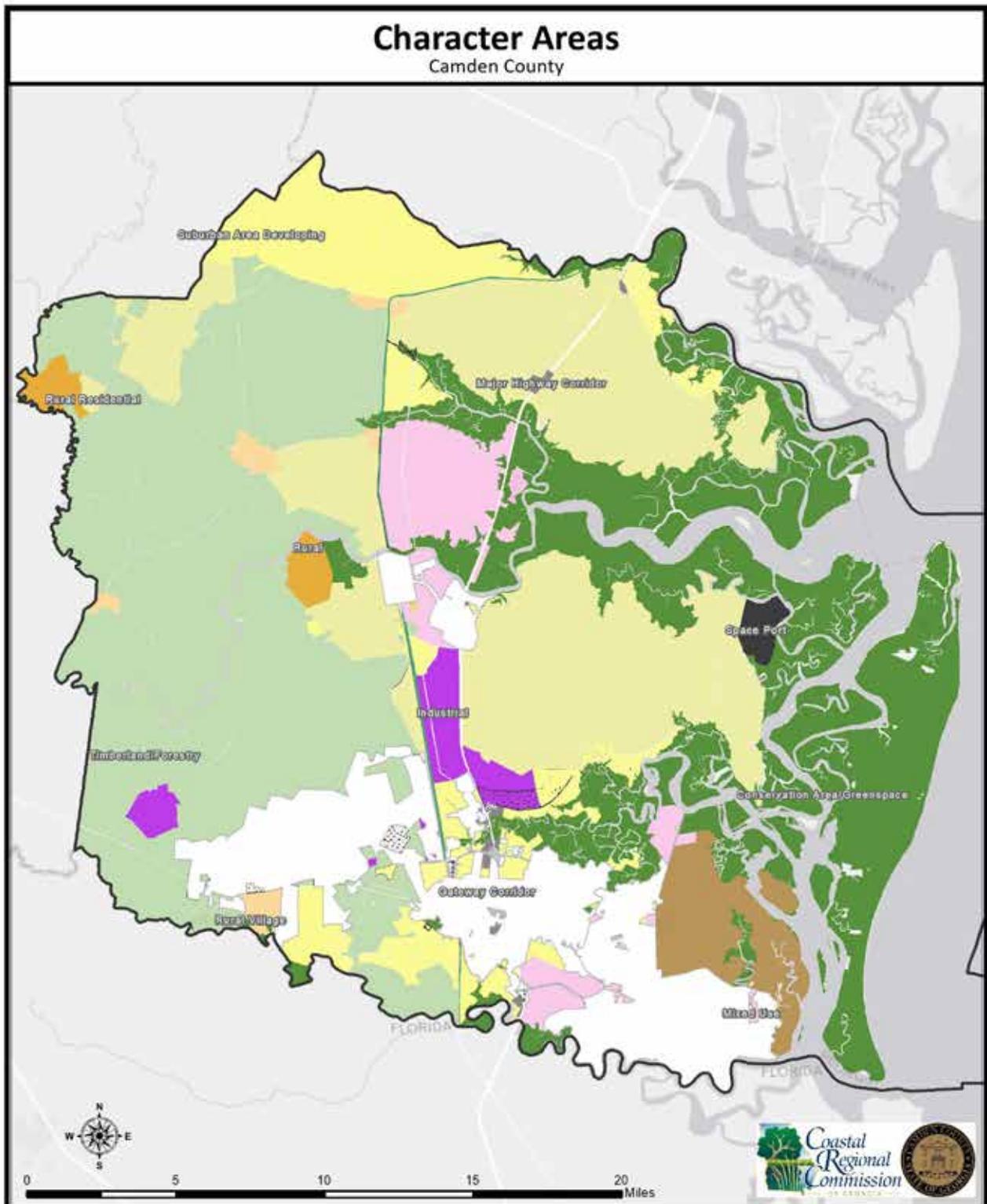
The Character Area Map, along with the character area narratives that follow, lay out a vision, specific goals, appropriate land uses, and implementation strategies for Camden’s unique sub-areas, districts, and neighborhoods. There are nine character areas in total.

Interpretation of the Character Area Map is provided in the supporting text to be considered along with the County’s zoning, the Future Land Use map, and other local policies when decision-makers consider land development questions or requests. The supporting text provides written description of the patterns of development that the County will encourage in each area.

The supporting narrative provides policy direction for regulating development with the goal of furthering consistent character within each area as defined by the County’s vision. Where appropriate, statements for policy and goals are also established.

### CAMDEN COUNTY CHARACTER AREAS

- Rural Residential
- Conservation/Greenspace
- Timberland/Forestry
- Rural Village
- Spaceport
- Industrial
- Major Highway Corridor
- Military
- Scenic Corridor/Bike Route



**1 : 320,000**

County	City Limits	Industrial	Timberland/Forestry	Mixed Use	Rural
Gateway Corridor	Conservation Area/Greenspace	Major Highway Corridor	Greenway Corridor	Traditional Area	Rural Village
Space Port	Regional Activity Center	Military	Scenic Corridor/Bike Route	Suburban Area Developing	Rural Residential
				Traditional Neighborhood	Mobile Home Park
				Redevelopment Area	Other

Published: 5/14/2018

Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

## RURAL RESIDENTIAL

### Character Area Description

The Rural Residential areas consists of undeveloped land likely to face development pressures for low density (one unit per two+ acres) residential development. Typically, these areas have low pedestrian orientation and accessibility, very large lot sizes, open space, and a high degree of building separation. In addition, these areas are often used for timber and forestlands. Timber/forestlands are located in the western part of the County, west of U.S. Highway 17.

### Community Vision

The intent of this character area is to preserve and protect the County's rural character, accommodating limited development with consideration to local practices of forestry and silviculture.

### Future Zoning Considerations

- AR** Residential Agriculture District
- R1** Single Family Residential District
- AF** General Agriculture Forestry District

### Implementation Strategies

- Adopt a conservation subdivision ordinance.
- Modify subdivision regulations to require the preservation and protection of natural resources, including streams, wetlands, rivers, marshlands and timberlands.
- Provide incentives to developers to conserve open and greenspace in developments, linking together open space networks.
- Require landscaped buffers to separate uses where necessary to protect rural character.
- Conduct a feasibility study to consider the expansion or development of public facilities on County-owned property as needed.



## CONSERVATION AREA / GREENSPACE

### Character Area Description

The Conservation Area/Greenspace consists of natural features, views, coastal areas, floodplains, wetlands, watersheds, wildlife management areas, barrier islands, and other environmentally sensitive areas located throughout the County, including Cumberland and Little Cumberland Islands. Also, the areas along U.S. Highway 17 that have significant natural, cultural or historic features as well as areas designated as State Bike Route 95.

### Community Vision

The vision for conservation areas is to preserve and protect the County's natural and cultural resources, native wildlife, scenic views, and coastal features; to ensure that the natural character of Camden County can be enjoyed now and in the future, encouraging recreational use and promoting the County's sense of place.

### Future Zoning Considerations

CP Conservation Preservation District  
LCI Little Cumberland Island District

### Implementation Strategies

- Continue to identify niche economic opportunities, such as heritage and eco-tourism, creating strategies for market development.
- Continue to identify and survey natural and cultural resources.
- Continue to enforce relevant local and state protection laws.
- Create a zoning classification with standards to protect hammocks and marsh ecosystems.
- Continue to protect barrier islands through conservation easements or other restrictive covenants.
- Connect regional networks of greenspace and trails available to pedestrians and bicyclists.
- Adopt historic preservation ordinance to protect historic structures.
- Continue to coordinate with GDOT to provide 4-foot wide paved shoulders for bicyclists.



## TIMBERLAND / FORESTRY

### Character Area Description

Timberland and forestry are part of the County's natural area and contribute to the County's rural character and rich culture. These lands also provide secondary benefits such as open spaces, land, and cover for wildlife, maintaining air quality and providing for groundwater recharge.

### Community Vision

The rural character and scenery found in timberland and forestry land represents an intrinsic quality of Camden County. It is the vision of the community to maintain viable agriculture as the backbone of a functioning network of working lands, open spaces, and natural areas.

### Future Zoning Considerations

- AR** Residential Agriculture District
- AF** General Agriculture Forestry District

### Implementation Strategies

- Limit potential conflicts between farms and residential subdivisions.
- Preserve large contiguous blocks of open space and natural resource areas such as recharge areas and wildlife habitat.
- Preserve areas for agricultural production by designating areas for rural residential development.



## RURAL VILLAGE

### Character Area Description

This character description is for areas located on U.S. Highway 17 or in the western part of the County along Georgia State Routes, including Burnt Fort, Kings Ferry, Tarboro, Waverly and White Oak. Primarily, these are commercial activity areas located at the intersection of highways with buildings in the center surrounded by open spaces.

### Community Vision

The vision for this character area is to maintain the character of the County's rural villages as development pressures continue, protecting these commercial crossroads and promoting heritage tourism opportunities.

### Future Zoning Considerations

- R1** Single Family Residential District
- CG** General Commercial District
- AR** Residential Agriculture District
- MHP** Manufactured Home Park District
- RVD** Recreational Vehicle & Travel Trailer Parks District
- AF** General Agriculture Forestry District

### Implementation Strategies

- Identify potential niche economic activities, such as heritage tourism, and create appropriate strategies for local market development.
- Develop a marketing and promotional campaign to bring greater awareness of the County's abundant natural and cultural resources to a larger audience, including municipalities and local residents.
- Adopt a historic preservation ordinance.
- Adopt architectural and design guidelines to maintain and preserve rural character.
- Preserve, protect and promote properties of historic significance by seeking National Register designation.
- Adopt corridor overlay districts for prominent roads in the County to require the preservation of natural and resources.



## SPACEPORT

### Character Area Description

This character area encompasses land that is for the proposed Camden Spaceport project. This area is designed for companies/operations that seek to manufacture rocket related materials as well as launch rockets from the property. This area is for space travel related industries that wish to locate in Camden County.

### Community Vision

The vision for this character area is that the property serves as the location for companies that wish to either manufacture rocket related materials and/or launch spacecraft. The site is intended to maximize Camden County's opportunities for obtaining business development in relation to the space industry within the state of Georgia.

### Future Zoning Considerations

- IG** I-G/General Industrial District
- IR** I-R/Restricted Industrial District

### Implementation Strategies

- Aggressively recruit spaceport related industries that have moderate to high growth potential and are a good fit for Spaceport Camden.
- Partner with local colleges to develop training programs based on employer input and needs.
- Continue to utilize all available tools and resources to enhance job opportunities, business recruitment and retention, and small business development.



## INDUSTRIAL

### Character Area Description

This character area encompasses the present and future industrial area of the county. This area is intended to provide for industrial, manufacturing, and warehousing operations.

### Community Vision

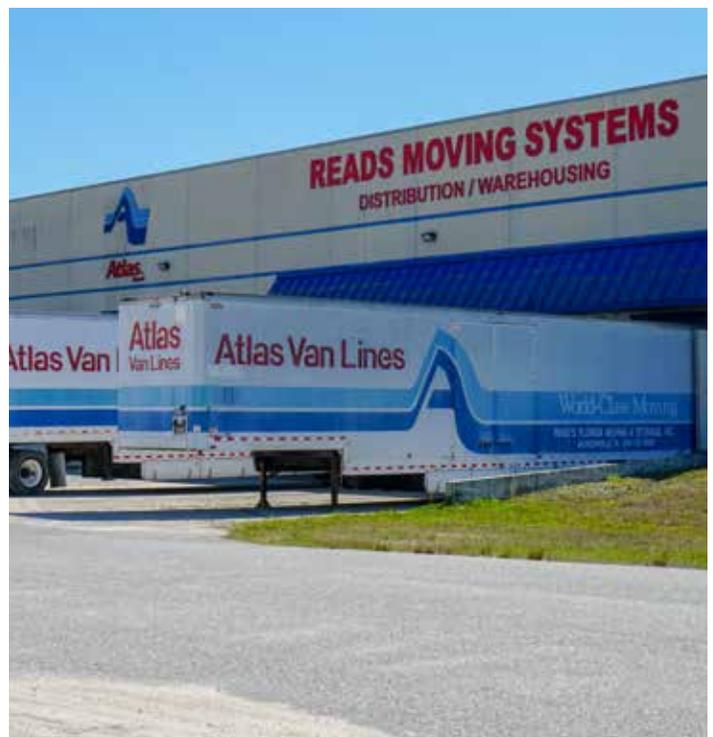
To promote economic development and encourage job opportunities in the County; while maintaining appropriate buffers and environmental protections.

### Future Zoning Considerations

- IG** I-G/General Industrial District
- IR** I-R/Restricted Industrial District

### Implementation Strategies

- Continue to utilize all available tools and resources to enhance job opportunities, business recruitment and retention, and small business development.
- Coordinate with and continue support of local development organizations, such as the Chamber of Commerce and the Camden County Joint Development Authority.



## MAJOR HIGHWAY CORRIDOR

### Character Area Description

This area serves as the entrance or access point to Camden County and has areas that consist of developed and undeveloped land on both sides of the roadway. The land in this area consists of exit numbers 1, 3, 6, 7, 14, 22, and 26.

### Community Vision

The physical and visual relationship of the roadway to its surroundings is a key factor in the aesthetics of the roadway. Without compromising safety, the vision is to maintain the visual rural character in a way that blends and complements since the view to and from this highway contributes to the perception of Camden County. This corridor also connects destinations in Camden County with high tourism potential.

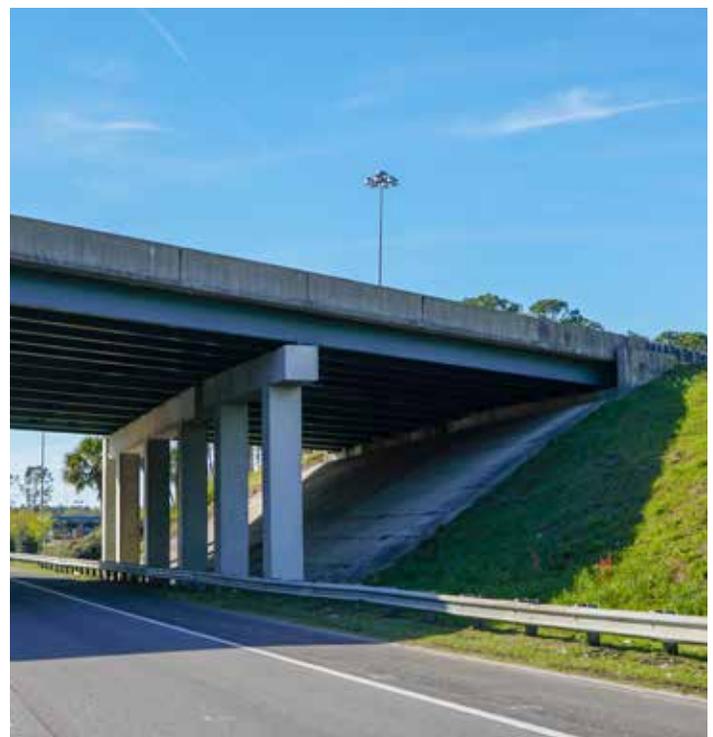
### Future Zoning Considerations

**CI** Interchange Commercial District

**IR** Restricted Industrial District

### Implementation Strategies

- Encourage a variety of businesses which benefit from close proximity and serve the surrounding area.
- Adopt architectural and design overlay ordinances for important gateways and corridors into the community.
- Require the preservation of existing trees in landscaped buffers.
- Adopt and implement community appearance ordinances—landscaping guidelines, litter and design controls, corridor management, etc.
- Promote areas around exists for services and as gateway to the County.
- Link City centers to the highway corridor to encourage tourism to local downtown districts and waterfront areas.
- Concentrate new development around commercial nodes at major intersections.



## MAJOR HIGHWAY CORRIDOR

### Character Area Description

This character includes property that is owned and operated by Naval Submarine Base Kings Bay. A significant number of the County's workforce is employed with companies that are affiliated with operations at the base.

### Community Vision

Promote partnership and cooperation with the Kings Bay SUBASE, plan for compatible land uses, and for the needs of transitioning military families.

### Future Zoning Considerations

AF General Agriculture Forestry District

### Implementation Strategies

- Develop and monitor compatible land uses around the Submarine Base.
- Coordinate with Naval Submarine Base Kings Bay on efforts to provide privatized housing for military families.
- Continue coordinated emergency planning efforts with the Submarine Base.



## SCENIC CORRIDOR / BIKE ROUTE

### Character Area Description

This area in Camden County's designated scenic highway consists of US 17 and the path of this byway lets visitors explore the diverse and marsh ecosystems found within the county.

### Community Vision

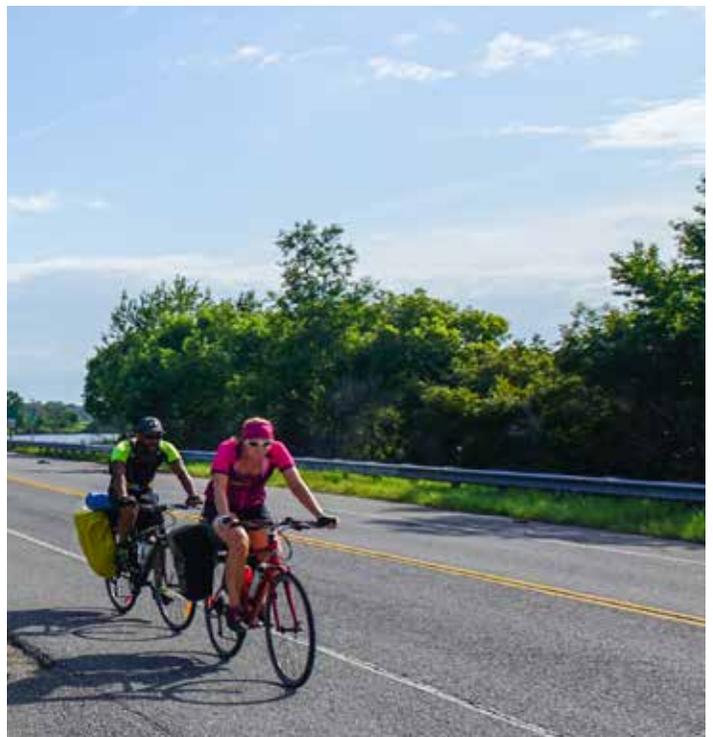
The scenic byway designations offer opportunities to highlight outstanding assets and attract visitors to increase economic activity and benefits from tourism and recreation. The vistas from US Highway 17 boast sweeping marsh views, and majestic live oaks draped with Spanish moss.

### Future Zoning Considerations

- CP** Conservation Preservation District
- R1** Single Family Residential District
- CN** Neighborhood Commercial District

### Implementation Strategies

- Work closely with GDOT to ensure that the designated state route will include bike lanes, bike-able shoulders and wayfinding signage whenever possible.
- Encourage a variety of businesses which benefit from close proximity and serve the surrounding area.
- Create an interpretive map outlining areas of interest and the intrinsic qualities along the scenic route.



## SUBURBAN AREA DEVELOPING

### Character Area Description

This is where pressures for the typical types of suburban residential development are the greatest. These areas are likely to involve low pedestrian orientation, low traffic volume, and large open spaces.

### Community Vision

The promotion of livable communities where residential and commercial uses coexist yet maintain a level of density that is appropriate and desired unincorporated parts of the community.

### Future Zoning Considerations

- R1** Single Family Residential District
- PD** Planned Development District
- R2** Medium Density Residential District

### Implementation Strategies

- Require developments to be master planned with mixed uses and pedestrian friendly design.
- Continue the use of architectural and design guidelines to maintain and preserve the County's character.
- Continue the use of overlay districts to improve landscape and design standards, with consideration to appropriate signage, etc.



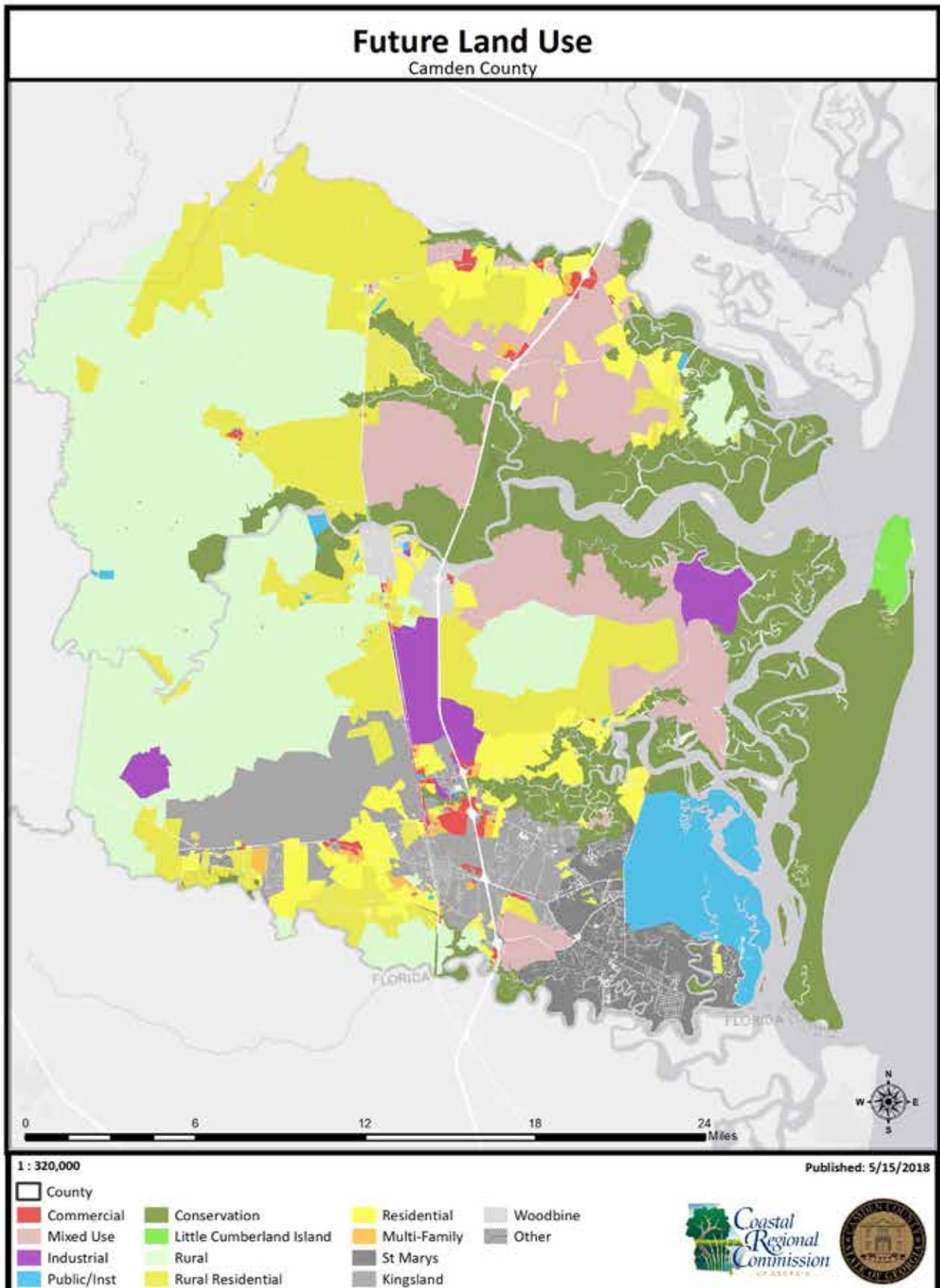
# CAMDEN COUNTY FUTURE LAND USE 4.2

## Future Land Use Map

The Future Land Use Map is a visual representation of the County's future land use.

Interpretation of the Future Land Use Map is provided in the supporting Future Land Use table.





Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

## CAMDEN COUNTY LAND USE

DESCRIPTION	LAND USE
<b>Commercial</b>	
This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.	General Commercial District
	Interchange Commercial District
	Neighborhood Commercial District
<b>Industrial</b>	
This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.	General Industrial District
	Restricted Industrial District
<b>Mixed Use</b>	
This category is applied at the discretion of the community. If used, mixed land categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses (or other objective measure of the combination), and the allowable density of the use.	Planned Development District
<b>Public / Institutional</b>	
This category includes certain state, federal, or local government uses, and Institutional land uses. Government uses include government building complexes, police and fire stations, libraries, prisons, post offices, schools, military installations, etc.	
<b>Conservation / Preservation</b>	
This category is for nature preserves, wildlife management areas, forests, marshland, and water areas, which possesses great natural beauty, of historical or ecological significance, and can be utilized for outdoor recreational purposes.	Conservation / Preservation
<b>Little Cumberland Island</b>	
This category is intended to preserve the natural beauty of the area which possesses significant ecological significance.	Little Cumberland Island District

### CAMDEN COUNTY LAND USE

DESCRIPTION	LAND USE
<b>Residential</b>	
<p>The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities. This land use is protected from encroachment of industrial or other uses capable of adversely affecting the residential character.</p>	Residential Agriculture District
	Single Family Residential District
	Medium Density Residential District
	Density Multifamily Residential Family District
	Manufactured Home Park District
	Recreational Vehicle & Travel
<b>Agriculture</b>	
<p>This category is for land dedicated to farming (fields, lots, pastures, farm-steads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.</p>	Residential Agriculture District
<p>This category is also for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.</p>	General Agriculture Forestry District

# CITY OF KINGSLAND CHARACTER AREAS 4.3



The Character Area Map, along with the character area narratives that follow, lay out a vision, specific goals, appropriate land uses, and implementation strategies for Kingsland’s subareas, districts, and neighborhoods. There are nine character areas in total.

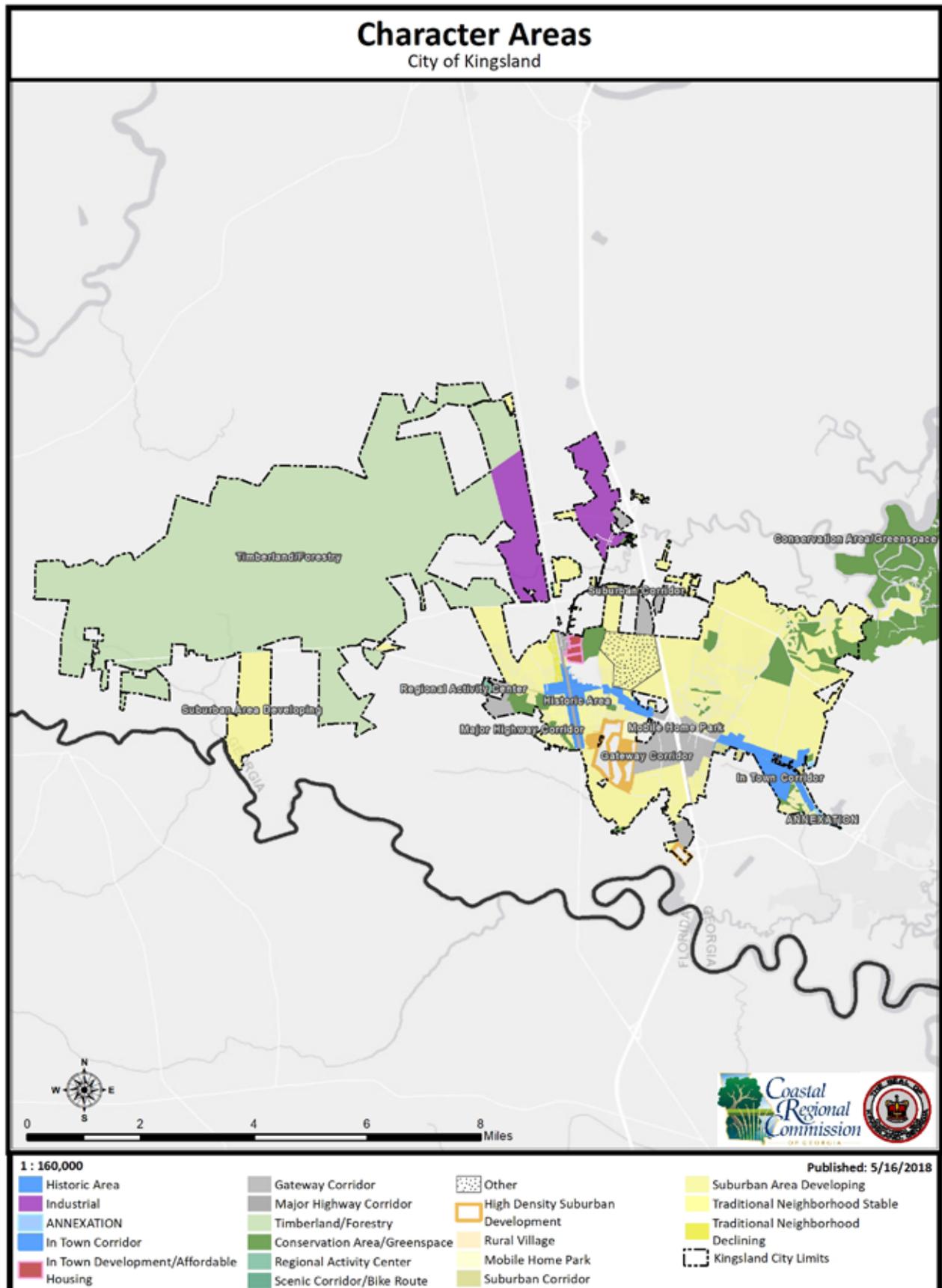
Interpretation of the Character Area Map is provided in the supporting text to be considered along with the City’s zoning, the Future Land Use map, and other local policies when decision makers consider land development questions or requests. The supporting text provides written description of the patterns of development that the City will encourage in each area.

The supporting narrative provides policy direction for regulating development with the goal of furthering consistent character within each area as defined by the City’s vision. Where appropriate, statements for policy and goals are also established.

Kingsland’s vision is further defined by the Character Area Map. The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land use that is in keeping with the community vision.

## CITY OF KINGSLAND CHARACTER AREAS

- Commercial Areas
- Conservation Area
- Gateway Corridor
- Historic Areas
- Neighborhood Infill Area
- Suburban Developing Area
- Industrial



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

## COMMERCIAL AREAS

### Character Area Description

This area largely consists of property along Georgia State Highway 40. The character area includes developed and undeveloped land on both sides of GA Highway 40, as well as designated high volume transportation facilities such as arterial and expressways. In addition, the property also consists of land of varying lot sizes and densities, multi-story structures and mid-rise buildings; some commercial and distribution oriented industries.

### Community Vision

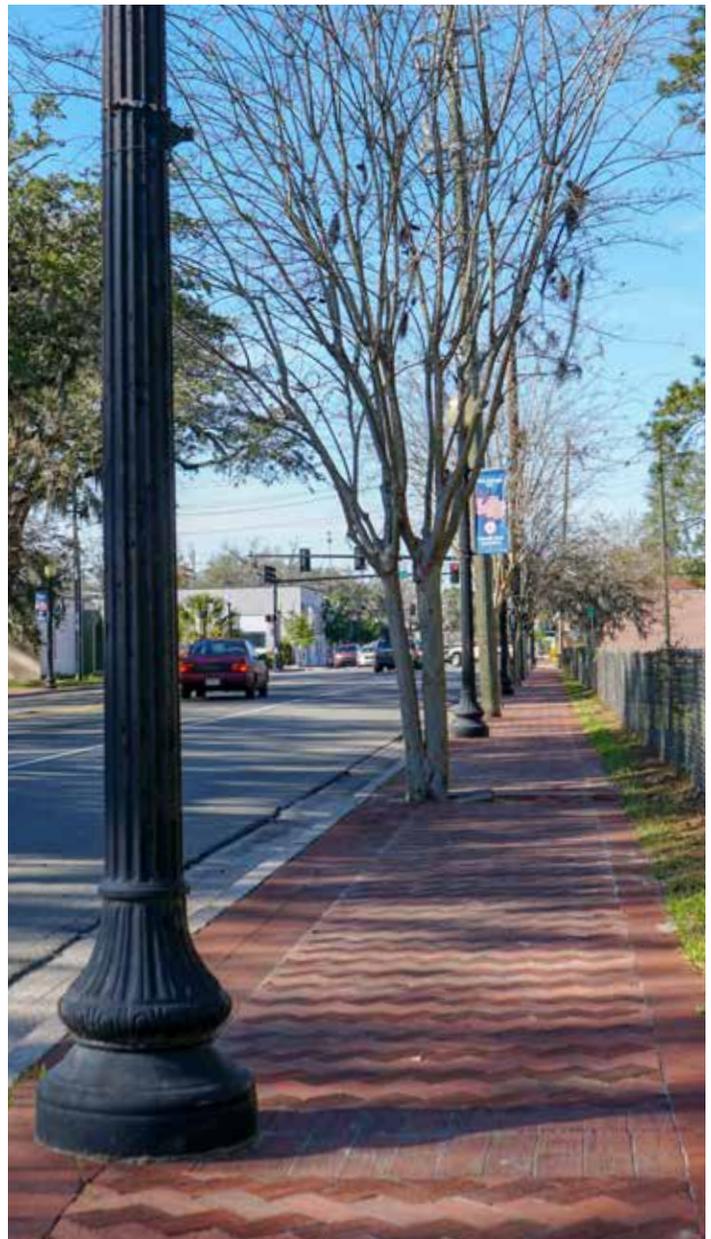
To encourage commercial development along the corridor that incorporates landscaping and design guidelines, creating a pleasing and aesthetic corridor leading into the downtown business district.

### Future Zoning Considerations

- C1** Central Business District (CBD)
- C2** General Commercial District
- C5** Neighborhood Convenience Center District

### Implementation Strategies

- Conduct evaluation of land development ordinances for consistency with Quality Community Objectives.
- Draft a small area/corridor plan for the area west of I-95 along Highway 40 toward downtown.
- Enhance the visual appearance of the corridor in order to generate a positive feeling about the experience of residing in and visiting the City.
- Create and implement corridor overlay districts and design guidelines for in-town corridor.
- Implement wayfinding signage system.
- Continue to Partner with Downtown Development Authority to promote programs and activities, further creating an identity for Kingsland.
- Provide bicycle and pedestrian facilities between businesses.
- Provide paved shoulders for breakdowns, bicycles and turn lanes.



## CONSERVATION AREA

### Character Area Description

The designated recreation and parks in Kingsland enhance the quality of life for residents through the provision of open space, parks and recreation facilities, special events, and cultural and entertainment opportunities. The conservation area primarily describes undeveloped natural lands and environmentally sensitive areas not suitable for development.

### Community Vision

The vision for the parks/recreation area is to represent the recreational preferences of diverse residents by prioritizing community needs with recreational opportunities.

The vision for the natural lands is to control development within certain land, marsh, and water areas. The conservation areas serve as wildlife refuges, possess great natural beauty, and are of historical or ecological significance. The natural lands also provide outdoor recreation that serves the interest of residents, visitors and tourists.

### Future Zoning Considerations

CP Conservation Preservation District

### Implementation Strategies

- Promote the areas suitable for passive-use tourism and recreational destinations.
- Incorporate natural areas and unique ecological features into the park system.
- Adopt tree ordinance; seek designation as Tree City USA.
- Require the preservation of trees in buffers.
- Adopt River Corridor Protection ordinance.
- Adopt ordinances to protect environmentally-sensitive areas.
- Promote heritage tourism through partnerships.
- Continue to seek opportunities for incorporating bicycle and pedestrian amenities.



## GATEWAY CORRIDOR

### Character Area Description

This character area is on U.S. Highway 17, running north and south through the center of the City. Areas include single and multi-family units of varying lot sizes and densities; multi-story structures and mid-rise buildings; some commercial entrances to Kingsland along the routes of major highways such as Interstate 95 that provide entrance and access to the community.

### Community Vision

To promote commercial development and redevelopment through the heart of the City, while providing accessibility options and encouraging alternative modes of transportation; to create a sense of place and identity that characterizes the City.

### Future Zoning Considerations

**C2** General Commercial District

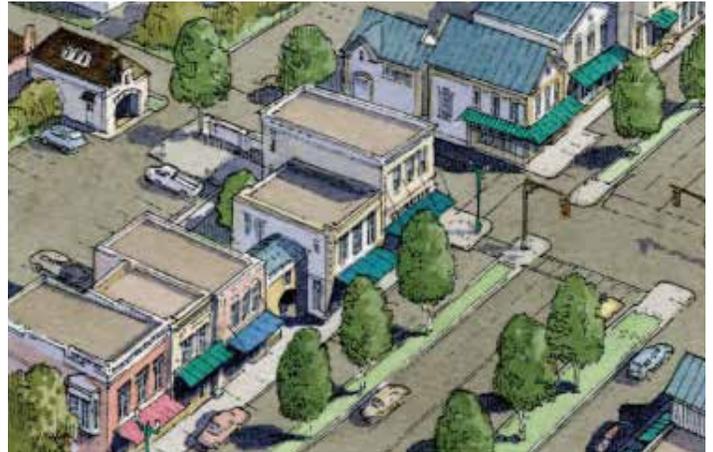
**C4** Interchange Commercial

**CE** Commercial-Entertainment District

**CPLMU** Commercial-Planned Large Multi-Use District

### Implementation Strategies

- Adopt landscaping and design guidelines for overlay corridors.
- Market unused buildings for redevelopment.
- Adopt tree ordinance; seek to regain status as Tree City USA.
- Increase restrictions on signage; implement wayfinding system.
- Consider drafting corridor management plan for I-95 west to U.S. Hwy 17.
- Consider drafting corridor management plan west of I-95 along Hwy 40 toward downtown.
- Consider drafting redevelopment plan for Exit 3.
- Consider drafting development plan for Exit 6.



## HISTORIC AREAS

### Character Area Description

This area is located in the center of downtown Kingsland along Georgia State Route 40 and US Highway 17. These areas contain the oldest housing stock in the City. The homes are generally in good repair and represent some of the best, or most unique, historical architectural features in the area. In addition, these areas contain developed lands with low to moderate intensification and transitional uses.

### Community Vision

To preserve the historic character and integrity of the City's downtown residential district, promoting infill opportunities and redevelopment practices when necessary.

### Future Zoning Considerations

- C1** Central Business District (CBD)
- C2** General Commercial District
- R1** Single Family Residential Districts
- R4** Single Family-Mobile Home

### Implementation Strategies

- Promote rehabilitation efforts by providing appropriate incentives, such as tax credits.
- Maintain architectural integrity of existing historic homes through building permit review.
- Continue to coordinate with the Downtown Development Authority on activities.



## NEIGHBORHOOD INFILL AREA

### Character Area Description

These are areas located on the southeast and southwest side of U.S. Highway 17. These neighborhoods have well-maintained housing, high rates of homeownership, and off-street parking. Also, neighborhood located along U.S. Hwy 17 west and north of the downtown corridor. Additional areas include those located northeast of U.S. Hwy 17; as well as areas accessible from Georgia State Route 40 via East Boone Avenue—located west of I-95 near Exit 3. This area also includes developed lands with low-to-moderate intensification and transitional uses.



### Community Vision

To maintain and improve quality of life and housing opportunities that currently exist in these neighborhoods; enhance connectivity and sense of community; and promote housing affordability for all income levels.



### Future Zoning Considerations

- R1** Single Family Residential Districts
- R2** Low Density Residential District
- R3** Medium and High Residential District
- R4** Single Family-Mobile Home
- R5** Mobile Home Park
- R6** Single Family Large Tract Residential
- R7** Townhouse Residential District

### Implementation Strategies

- Adopt ordinances that promote compatible uses at neighborhood centers.
- Consider acquiring property to provide pocket parks and public space.
- Improve streetscapes, parks and other public facilities.
- Maintain quality infrastructure and services; improve where necessary.
- Consider drafting small area plans for neighborhoods and infill development; specifically, MLK Boulevard and Orange Avenue.
- Inspect manufactured home parks regularly to maintain code enforcement.
- Demolish dilapidated mobile homes.
- Inventory vacant housing sites and City-owned property to identify sites for workforce housing.
- Consider providing incentives to develop alternatives for workforce housing.

## SUBURBAN DEVELOPING AREA

### Character Area Description

These are areas where pressure for suburban residential development are greatest due to the availability of water and sewer service. Without intervention this area is likely to evolve with low or no transit, high to moderate building separation, predominately residential with scattered civic buildings and varied street patterns. This area has varying lot sizes and densities, multistory structures and mid-rise buildings; some commercial and distribution-oriented industries.

Distribution centers to be located west of U.S. Highway 17 North in the property formerly known as Villages of Kingsland, as well as west of St. Marys.

### Community Vision

The vision for this area is to promote livable communities where residential and commercial uses coexist; creating connectivity and walkability while promoting an appropriate mix of function, use and design.

### Future Zoning Considerations

- R1** Single Family Residential Districts
- R2** Low Density Residential District
- PD** Planned Unit Development District
- MU** Mixed Use District
- IL** Wholesale and Light Industrial District
- C5** Neighborhood Convenience Center District

### Implementation Strategies

- Enforce existing subdivision ordinances and zoning regulations.
- Modify subdivision regulations to require the preservation of sensitive natural areas.
- Increase landscape design standards.
- Adopt conservation subdivision ordinance.
- Enforce minimum lot sizes, limiting the use of variances.
- Require increased tree canopy coverage.
- Require developers, who meet certain size thresholds, to provide to provide pocket parks and recreational areas.
- Provide connectivity to schools and other bicycle and pedestrian facilities, where appropriate.



## INDUSTRIAL

### Character Area Description

This character area encompasses the present and future Industrial area of the city. This district is created to provide land for industrial, manufacturing, and warehousing operations. This area includes land in the County industrial park, which is located in City of Kingsland, and property located just west of US Highway 17 in the northwest section of the City.

### Community Vision

The vision for the property in the character area of industrial property is to attract compatible and strategic opportunities, high wage jobs that provide private investment in the City of Kingsland.

### Future Zoning Considerations

- IG General Industrial District
- IL Wholesale and Light Industrial District

### Implementation Strategies

- Enhance workforce development by collaborating with business, industry, and planning of educational entities that provide necessary workforce skills.
- Continue to partner with the Camden County Joint Development Authority and other economic development state agencies on the recruitment of manufacturers which have moderate to high growth potential and a good fit for the community
- Partner with local colleges develop training programs based on employer input and needs.



# CITY OF KINGSLAND FUTURE LAND USE

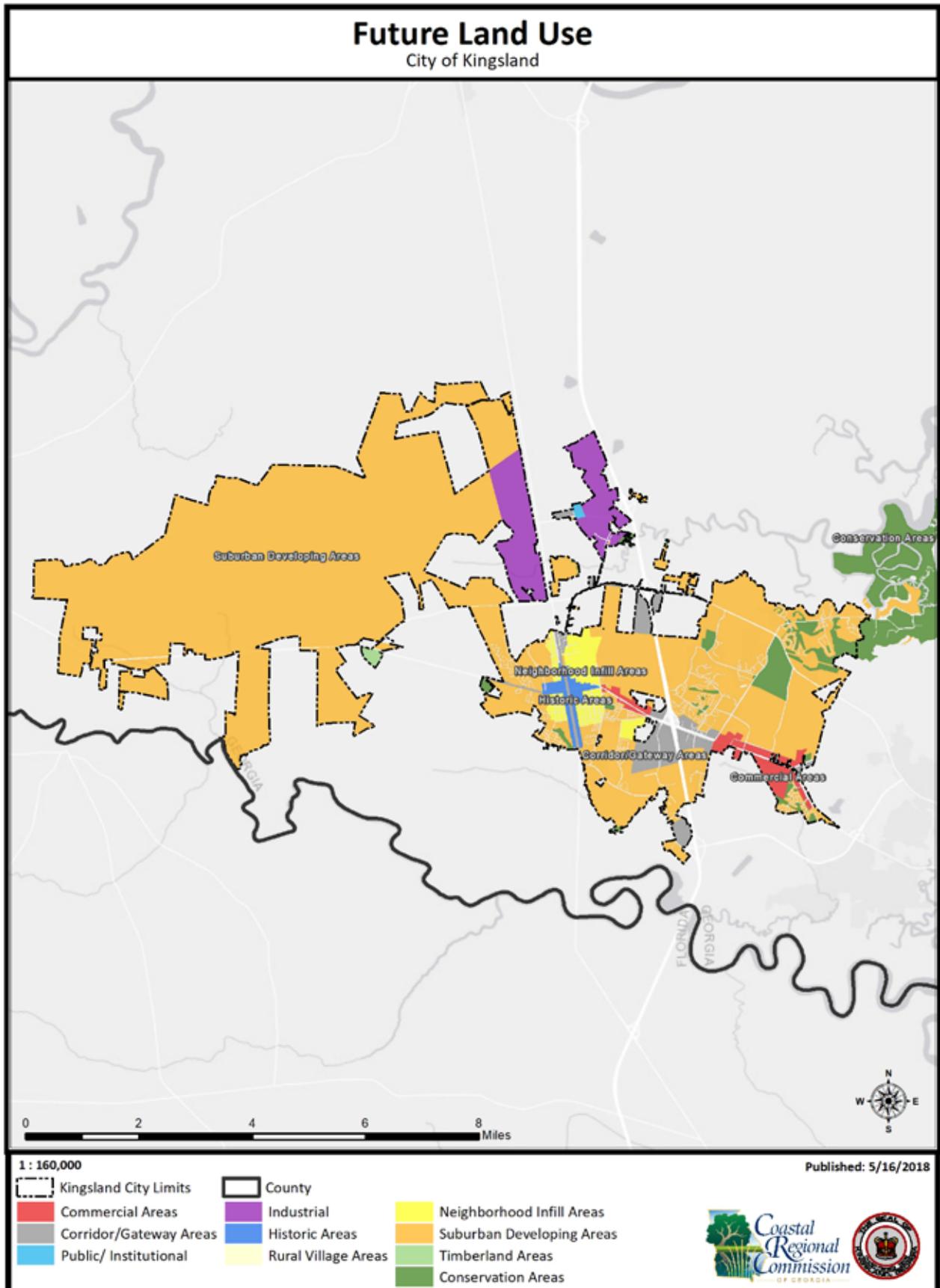
## 4.4

### Future Land Use Map

The Future Land Use Map is a visual representation of the City's future land use.

Interpretation of the Future Land Use Map is provided in the supporting Future Land Use table.





Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

### CITY OF KINGSLAND LAND USE

DESCRIPTION	LAND USE
<b>Commercial</b>	
<p>This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.</p>	Central Business District (CBD)
	General Commercial District
	Interchange Commercial
	Neighborhood Convenience Center
	Commercial-Entertainment District
	Commercial-Planned Large Multi-Use District
<b>Industrial</b>	
<p>This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.</p>	Wholesale and Light Industrial
	General Industrial District
<b>Mixed Use</b>	
<p>This category is applied at the discretion of the community. If used, mixed land categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses(or other objective measure of the combination), and the allowable density of the use.</p>	Planned Development District
	Mixed Use District
<b>Conservation / Preservation</b>	
<p>This category is for nature preserves, wildlife management areas, forests, marshland, and water areas, which possesses great natural beauty, of historical or ecological significance, and can be utilized for outdoor recreational purposes.</p>	Conservation / Preservation

### CITY OF KINGSLAND LAND USE

DESCRIPTION	LAND USE
<b>Residential</b>	
The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities. This land use is protected from encroachment of industrial or other uses capable of adversely affecting the residential character.	Townhouse Residential District
	Single Family Residential District
	Low Density Residential District
	Single Family-Mobile Home
	Mobile Home Park
	Single Family Large Tract
	Medium and High Residential District
<b>Agriculture</b>	
This category is for land dedicated to farming (fields, lots, pastures, farm-steads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.	Forest Transition District

# CITY OF ST. MARYS CHARACTER AREAS

## 4.5



The Character Area Map, along with the character area narratives that follow, lay out a vision, specific goals, appropriate land uses, and implementation strategies for the City of St. Mary’s subareas, districts, and neighborhoods. There are 12 character areas in total.

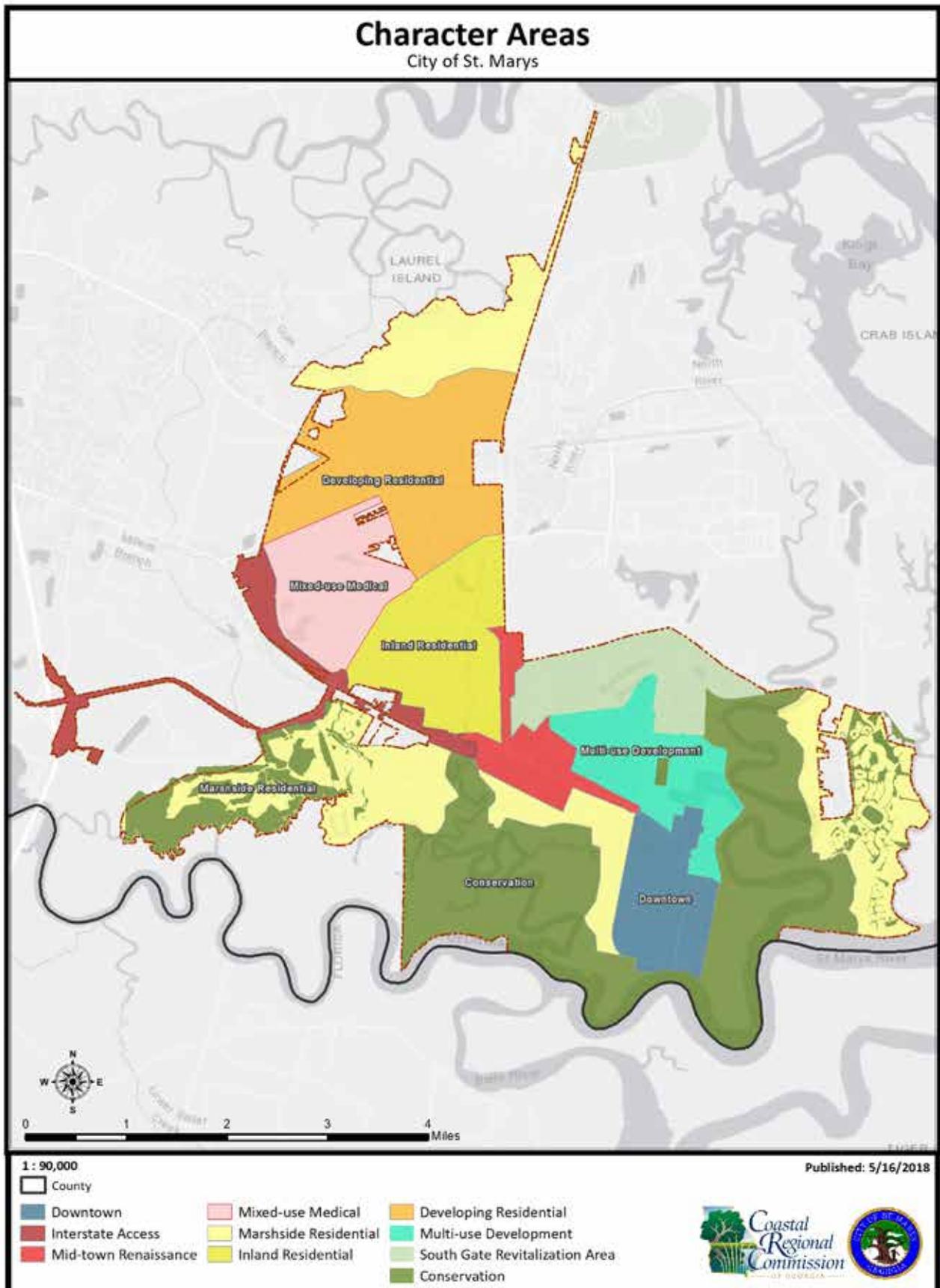
Interpretation of the Character Area Map is provided in the supporting text to be considered along with the City’s zoning, the Future Land Use map, and other local policies when decision makers consider land development questions or requests. The supporting text provides written description of the patterns of development that the City will encourage in each area.

The supporting narrative provides policy direction for regulating development with the goal of furthering consistent character within each area as defined by the City’s vision. Where appropriate, statements for policy and goals are also established.

The City of St. Marys vision is further defined by the Character Area Map. The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land use that is in keeping with the community vision.

### CITY OF ST. MARYS CHARACTER AREAS

- Conservation
- Developing Residential
- Downtown
- Inland Residential/Midtown Neighborhood
- Interstate Access Corridors
- Marshside Residential
- Midtown Renaissance
- Mixed Use Medical
- Multi-Use Development
- South Gate Revitalization Area
- SUBASE Kings Bay Transition Zone



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

## CONSERVATION AREA

### Character Area Description

St. Marys and the surrounding region have a wealth of unique and extraordinary natural resources, which contribute to the quality of life for residents and visitors alike. This character area identifies environmental resources that should be preserved for low-impact recreation, multi-use trails, habitat protection, or conservation. This area may include sensitive habitats, coastal marshlands, cultural and recreational amenities.

### Community Vision

The vision for this character area is that the Cumberland Island and the estuarine waterways in and around St. Marys that allow recreational access to the Intra-coastal Waterway and Atlantic Ocean provide major potential tourism attractions for St. Marys. These sensitive coastal resources should be preserved and protected and low-impact access should be provided where feasible.

### Future Zoning Considerations

CP Conservation Preservation

### Implementation Strategies

- Look for opportunities to provide more access to the coastal environment through the creation of greenways, multi-use trails, docks, boardwalks, and parks.
- Protect and secure important viewsheds within St. Marys.
- Adopt and develop funding mechanism to implement stormwater standards consistent with the Coastal Stormwater Supplement.
- Discourage development within designated flood zones or Special Flood Hazard Areas.
- Maintain natural character and promote conservation through the use of conservation easements.
- To the extent possible, create connectivity to greenspace by linking parks, undeveloped areas, and open spaces through a network of multi-use trails.



## DEVELOPING RESIDENTIAL

### Character Area Description

This character area addresses that area bounded by Winding Road, Colerain Road, and St. Marys Road. This area is largely undeveloped but is poised for future growth due to its proximity to the Navy Sub Base and Interstate 95. In many cases, subdivisions have already been platted, but development has not yet taken place. The City has an opportunity to plan for this future growth and encourage more traditional residential development patterns. The focus in this character area should be on a mix of residential densities, connectivity within the street pattern, multi-use transportation facilities, and amenities for the residents such as parks, multi-use trails, and neighborhood-scale commercial uses.

### Community Vision

That this character area serve as potential sites for moderately-priced single family and multi-family housing in St. Marys.

### Future Zoning Considerations

- R1** Single Family Residential District
- R2** Low Density Multifamily Residential District
- R3** Medium High Density Multifamily Residential District

### Implementation Strategies

- New development and infill development should include a variety of housing types and densities.
- Future developments should be required to dedicate a certain percentage of their property to greenspace, including neighborhood parks, trails, and natural areas.
- Promote moderate-density, traditional neighborhood development.
- New development should be planned with mixed-uses, blending residential development with schools, parks, recreation, retail businesses and services, linked in a compact pattern that encourages walking and minimizes the need for auto trips within the subdivision.
- Encourage compatible architecture styles that maintain the regional character.



## DOWNTOWN

### Character Area Description

Downtown St. Marys serves as a gateway to Cumberland Island National Seashore and is recognized as a welcoming family-friendly small town. This area includes the St. Marys Historic District, which is listed on the National Historic Register, surrounding residential neighborhoods, and the commercial corridor of Osborne Road, east of the Point Peter Road intersection. The downtown includes the City's working waterfront on the St. Marys River, a public event venue and park, and ferry access to Cumberland Island. In addition, the waterfront gives recreational boaters' access to the Atlantic Ocean and the intra-coastal waterways. The Downtown area of St. Marys has its own character with the potential to attract future tourism and enhance the sense of place within the City.

### Community Vision

That more restaurants, entertainment and retail opportunities in the downtown and to increase residential density in the downtown area to support various desired commercial uses. To ensure that there is adequate parking to support waterfront events.

### Future Zoning Considerations

- C1** Commercial
- R1** Single Family Residential District
- R2** Low Density Multi-Family Residential



## Implementation Strategies

- Review the recommendations of the Downtown St. Marys Strategic Vision and Plan and adopt those recommendations that are consistent with the Master Plan.
- Encourage adaptive reuse of historic structures.
- Require infill development and redevelopment to be compatible in terms of architecture, mass, scale and lot location with the existing neighborhood.
- Develop public docks and encourage private marina upgrading.
- Improve aesthetics in the waterfront area.
- Establish and build a hospitality development on the Gateway property.
- Permit residential homeowners to have cottages or furnished rooms over garages (FROG).
- Require architectural standards that preserve the historic fabric of the neighborhood.
- Residential infill development should support the commercial core by including higher density housing options, such as upstairs residential, multi-family town homes, apartments and condominiums.
- Consider reductions in minimum residential lot sized to achieve increased densities.
- Encourage a mix of retail, office, services that provide for the daily needs of residents and visitors.
- Streetscapes should be pedestrian-oriented, with walkable connections.
- Road edges should be clearly defined by locating new or rehabilitative construction at roadside with parking in the rear.
- Develop ordinances that better define and protect historic properties from demolition and encourage rehabilitation.
- Historic properties should be maintained or rehabilitated/restored according to the Secretary of the Interior's Standards for Rehabilitation.
- Preserve the oak canopy through tree protection and replacement programs.



## INLAND RESIDENTIAL / MIDTOWN NEIGHBORHOOD

### Character Area Description

This area includes a variety of residential subdivision development patterns. The area east of Dark Entry Creek typically has smaller lot sizes, and homes there have a higher orientation to the street, with shorter front yard setbacks, front porches, sidewalks, and street trees. West of Dark Entry Creek residential development is more consistent with the more recent development patterns found in the Marshside Residential area. Redevelopment and infill development should be consistent with existing development and maintain the grid street pattern and sidewalk network, where appropriate. Neighborhood-scale commercial and civic uses are appropriate within this area to provide residents better access to services and retail. Future development should be designed to encourage pedestrian, bicycle and golf cart travel.



### Community Vision

To address the sense of isolation due to the lack of connection to other areas of St. Marys other than by automobile, the lack of youth oriented supervised recreational and after school facilities, and the existence of food deserts.



### Future Zoning Considerations

**C2** Highway Commercial District

**R1** Residential Low Density

### Implementation Strategies

- Preserve and continue grid street pattern, where feasible.
- Encourage infill development that is consistent in architectural style, mass, and scale with existing homes.
- Provide multi-modal connectivity to St. Marys Middle School and Midtown Renaissance area.
- Provide pocket parks where appropriate.
- Reinforce stability of area by encouraging more homeownership and maintenance or upgrade of existing properties.
- Vacant properties in the neighborhood offer an opportunity for infill development of new, architecturally compatible housing.
- Allow neighborhood-scale commercial development & activities at suitable locations, e.g. restaurants, grocery store, hardware store, and similar appropriately-scaled retail establishments serving neighborhood residents.
- Provide pedestrian and bicycle connections to permit residents to walk/cycle to destinations in the area.



## INTERSTATE ACCESS CORRIDORS

### Character Area Description

This represents the I-95 Exit 1 area and extends along St. Marys Rd to the intersection with State Route 40. It also includes the Hwy 40 Corridor between the Kings Bay Road intersection and Dark Entry Creek Bridge. These corridors are the primary entrances to the City of St. Marys. Focus along these corridors should include landscaping and improved signage to let residents and visitors know that they have arrived in St. Marys. St. Marys Road serves as a main evacuation route for St. Marys and SUBASE Kings Bay. The Hwy 40 corridor is likely to face future commercial development pressure due to the expansion of existing development in Kingsland to the west.

### Community Vision

The vision for the area includes effective and attractive signage at the exits which will be able to direct both commercial and recreational visitors to St. Marys. The vision also desires that Exit 1 provide an attractive or inviting entry into Georgia in order to encourage visitors to stop off.

### Future Zoning Considerations

#### C2 Highway Commercial District



### Implementation Strategies

- The Exit 1 Visitor Center provides an opportunity to showcase St. Marys and encourage tourists to visit St. Marys.
- Work with state government officials to improve the State Visitors' Center and redesign Exit 1 to better handle the commercial traffic coming on and off the interstate.
- Implement a signage and landscaping plan at the intersection of Hwy 40 and St. Marys Road.
- Look for opportunities to provide city services and annex undeveloped land on either side of the St. Marys Road corridor.
- Maintain a natural vegetation buffer (at least 50 feet in width) along the St. Marys Road corridor.
- All new development should be set-back behind this buffer, with access roads, shared driveways or inter-parcel road connections providing alternate access to these developments reducing curb cuts and traffic on the main highway.
- Encourage landscaped, raised medians to provide vehicular safety, aesthetics, as well as a pedestrian crossing refuge.
- Provide pedestrian facilities/sidewalks behind drainage ditches or curb.
- Where possible, provide paved shoulders and/or bicycle lanes that can be used by bicycles or as emergency breakdown lanes.
- Manage access and keep traffic flowing by using directory signage to developments.
- Prohibit the addition of any new billboards.



## MARSHSIDE RESIDENTIAL

### Character Area Description

These are established residential areas with similar post-1960 suburban development patterns, including curvilinear streets, larger single family lots, limited pedestrian orientation, and large front setbacks. Many of these areas were developed under a Master Plan or as a planned subdivision.

These areas may contain onsite amenities for residents of the community, water access, and view sheds of the marsh. There is a high percentage of undeveloped lots within this area, so future development should focus on infill housing that is consistent with the existing neighborhood fabric and makes efficient use of existing infrastructure and the large undeveloped lot inventory.

### Community Vision

That incorporated islands within the New Point Peter subdivision be annexed into the City. As noted in the City of St. Marys Master Plan, there are properties within this area not served by St. Marys water and sewer infrastructure.

### Future Zoning Considerations

- PD** Planned Development
- R1** Low Density Single Family Residential
- R2** Moderate Density Residential

### Implementation Strategies

- Encourage infill development on existing lots served by City water and sewer.
- Require new subdivisions to tie in to public water and sewer.
- Convert private wells and septic systems to public water and sewer service.
- Infill development should be consistent with the character and Master Plan for development.
- Protect and preserve natural resources in these areas, including wetlands and coastal marshlands
- Larger lots and less dense residential development is appropriate in these areas.
- Provide neighborhood focal points by locating community centers, or well-designed small commercial activity centers at suitable locations within walking distance of residences.



## MIDTOWN RENAISSANCE

### Character Area Description

This area has the potential to be redeveloped as a commercial center for the City of St. Marys. Centrally located, this area sits at the crossroads of Hwy 40, Osborne Street, and Charlie Smith Jr. Highway and currently includes an underutilized shopping center as well as an aging and aesthetically unappealing warehouse/office building. This area includes a commercial corridor from the shopping center north to the SUBASE and east on Osborne Street to the downtown district. Development should focus on restaurants, services, neighborhood-scale commercial establishments, and family-friendly activities. Aesthetic improvements are needed to provide an attractive environment for shoppers, and multi-modal connections to residential areas should be provided where feasible. The orientation of the buildings along this corridor should be to the road, with parking largely on the sides or behind the building. Architectural standards for future development and façade renovations for existing structures is recommended. With appropriate planning and investment, this area could become a shopping destination, providing retail, restaurant, and entertainment opportunities for the residents of and visitors to St. Marys.

### Community Vision

To provide more family friendly activities within St. Marys and to provide more diverse retail opportunities.

### Future Zoning Considerations

**C2** Highway Commercial and Community District



### Implementation Strategies

- Establish architectural standards for development and redevelopment along this corridor.
- Encourage redevelopment and infill commercial development along this corridor.
- Improve the safety and aesthetics of the area through streetscaping (i.e. median islands, landscaping, street lighting, and signage.)
- Regulate commercial signage along this corridor.
- Discourage single-family residential uses and prohibit the intrusion of industrial uses along this corridor.
- Allow a diverse mix of higher-density housing types, adjacent to the commercial development, including multi-family townhomes, apartments, lofts, and condominiums.
- Encourage the private development of family-friendly activities along this corridor, such as indoor sporting venues, bowling/gaming, skating, etc.
- In cooperation with the owner, encourage redevelopment of the Kings Bay Mall area through a master-planned concept. Retrofit this property to be more marketable through the addition of more commercial structures, office space, pedestrian amenities, and landscaping.
- Upgrading the appearance of existing older commercial buildings with façade improvement, new architectural elements, or awnings.
- Providing pedestrian and bicycling amenities, including covered walkways, benches, lighting and bicycle racks.



## MIXED USE MEDICAL

### Character Area Description

The Medical Activity Center includes the Southeast Georgia Health System and is bounded by St. Marys Road, Colerain Road, and Kings Bay Road. Future development should focus on medical services and other uses that promote wellness and community health, including senior and assisted living housing, greenspace and recreational facilities, and commercial development consistent with these uses.

### Community Vision

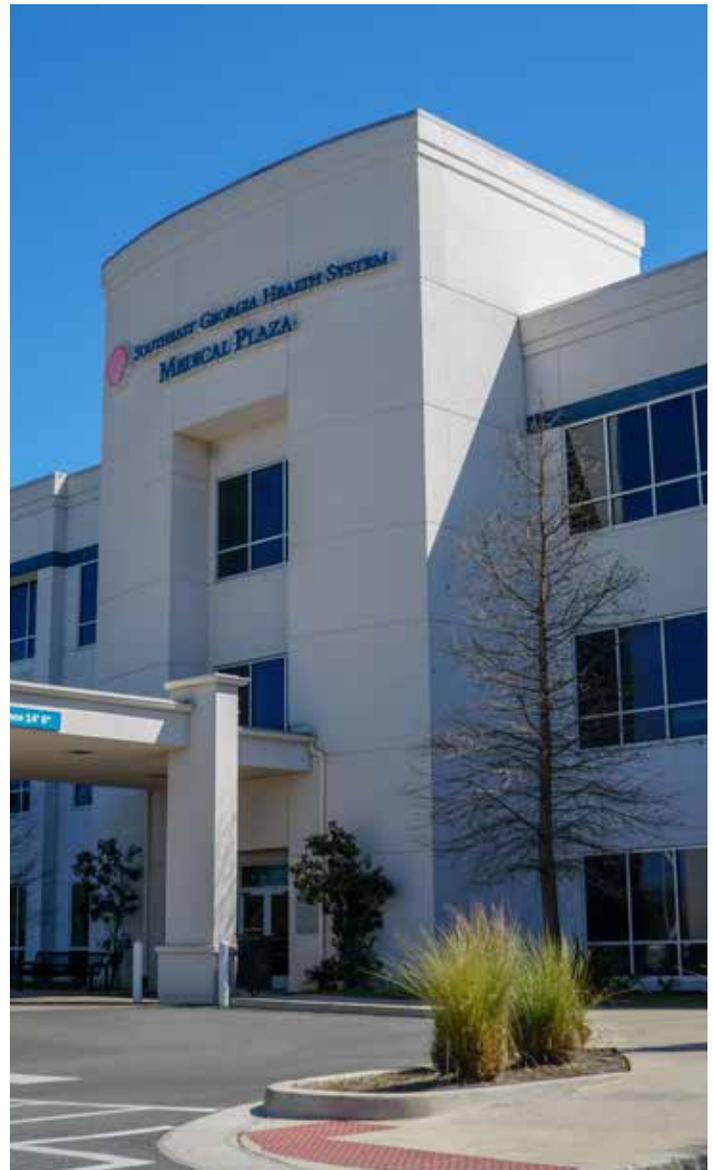
To continue to develop aging in place services to serve as aging population to assist many residents that are currently traveling to Jacksonville or Brunswick for needed medical services. It is the desire of the City that this area provide a central location for medical and aging services.

### Future Zoning Considerations

- C2** Highway Commercial and Community District
- C3** Office Apartment
- R1** Residential Low Density
- PD** Planned Development District

### Implementation Strategies

- Encourage aging in place resources and facilities, including retirement developments, assisted living housing, parks, activities, retail, and medical services.
- Encourage planned development or “campus-style” medical developments.
- Work with private developers to build tax credit senior housing.
- Use landscaping and buffers to separate adjacent use and screen unattractive areas such as parking lots.
- Encourage greater mix of uses (such as retail and services to serve hospital employees and residents of senior housing) to reduce automobile reliance/use.



## MULTI-USE DEVELOPMENT

### Character Area Description

This area includes the airport site, the Mill Site, and adjacent industrial parks. A mix of commercial, public/institutional and clean industrial uses should be promoted in this area with appropriate consideration for the surrounding neighborhoods. This area provides the best opportunity for job creation within a range of employment sectors that would expand and diversify the economy of St. Marys. Protection of sensitive environmental resources, including the Rookery, and low impact on adjacent residential areas must be an essential element of any future redevelopment.

### Community Vision

That the City assure permanent protection of environmentally sensitive area within the Mill Site which would be consistent with the conditions imposed when the Mill Site was rezoned.

### Future Zoning Considerations

**IA** Airport Industrial

**PD** Planned Development District

### Implementation Strategies

- Encourage the redevelopment of underutilized industrial sites to provide a variety of employment opportunities within St. Marys.
- Establish and implement stormwater standards within this district that are consistent with the Coastal Stormwater Supplement.
- Development within this area should be master-planned with appropriate architectural and design standards.
- Encourage the location of light industrial and clean/green manufacturing industries within industrial areas.
- Allow for and encourage supporting commercial uses to buffer the industrial development from surrounding neighborhoods and to support the employers/employees at the industrial facilities.
- Incorporate landscaping and site design to soften or shield views of buildings and parking lots, loading docks, etc.
- Incorporate signage and lighting guidelines to enhance quality of development.
- Use buffers to separate adjacent but different uses.
- Assure permanent protection of environmentally sensitive areas.



## SOUTH GATE REVITALIZATION AREA

### Character Area Description

This area represents property and neighborhoods that have been directly and indirectly impacted by the closing of the South Gate access to SUBASE Kings Bay. There is opportunity for residential and commercial redevelopment and infill development within this area. Development within this area should focus on providing a mix of residential densities, and improving public transportation access from the neighborhood to retail, services, and schools in the area.

### Community Vision

That South Gate at the Naval Base be reopened and that the pedestrian/bicycle networks be developed as well to increase transportation options.

### Future Zoning Considerations

- C1** Central Business District
- C3** Office Apartment District
- R1** Single Family Residential District
- R2** Low Density Residential District
- R3** Medium & High Density Multifamily Residential District
- R4** Single Family Residential District
- R5** Townhouse Dwelling District

### Implementation Strategies

- Continue discussions with the Navy to see whether it might be possible to reopen the South Gate for a two to four-hour period to allow easier access to downtown during the lunch hour.
- Work with Coastal Regional Transit to improve public transportation services this area.
- Provide access to alternative forms of transportation and connections to the other commercial areas of the City.
- The redevelopment strategy for the area should focus on preserving and rehabilitating what remains of the original housing stock, while encouraging neighborhood type residential development on the remaining land.
- Public grants and private investment should be focused where needed to foster redevelopment and stabilization of the community.
- Encourage apartment complex owners to maintain and upgrade rental properties.
- Strong pedestrian and bicycle connections should be provided to enable residents to walk/cycle to work, shopping, or other destinations in the area.



## SUBASE KINGS BAY TRANSITION ZONE

### Character Area Description

SUBASE Kings Bay occupies about 16,000 acres of land, of which approximately one quarter are protected coastal marshlands. Georgia State Law O.C.G.A. § 36-66-6 requires a 3,000-foot buffer zone around the border of any military installation, including the SUBASE, to address issues related to security and land use directly adjacent to it. Zoning and land use decisions within this buffer area with the potential to affect military operations must be coordinated with the SUBASE. The Camden Kings Bay Joint Land Use Study, completed in 2014 through a partnership between the Navy, Camden County, and the cities of St. Marys, Woodbine, and Kingsland, identifies potential development that could occur within this buffer area, as well as the uses that are consistent with the vision and goals of both the SUBASE and surrounding communities.

### Community Vision

That the City work with the SUBASE to ensure that current or proposed civilian uses do not conflict with operations.

### Implementation Strategies

- Develop overlay district standards to require Naval review of development applications within the Transition Zone.
- Engage with the Navy to assure that civilian use of the St. Marys River, intracoastal waterway, and its tributaries does not conflict with SUBASE operations.

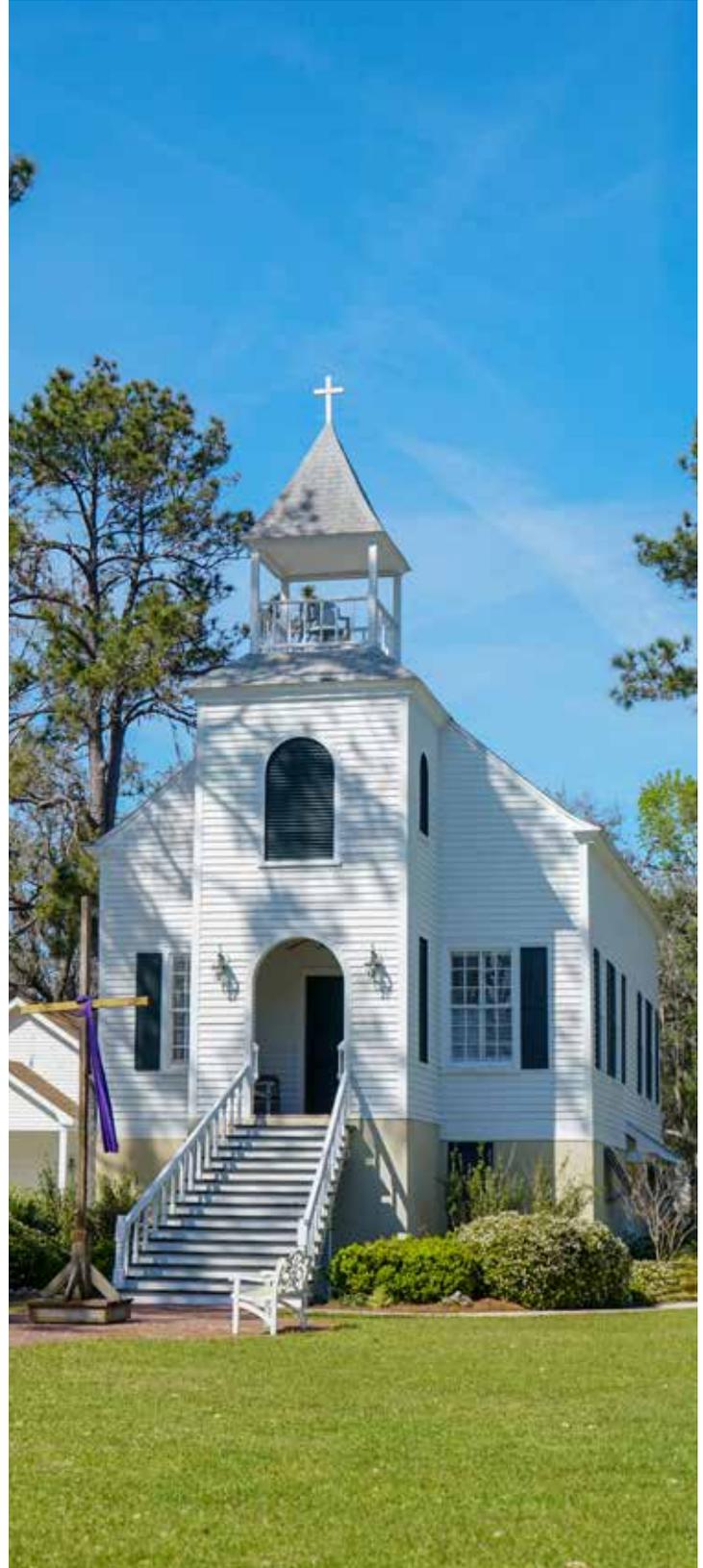


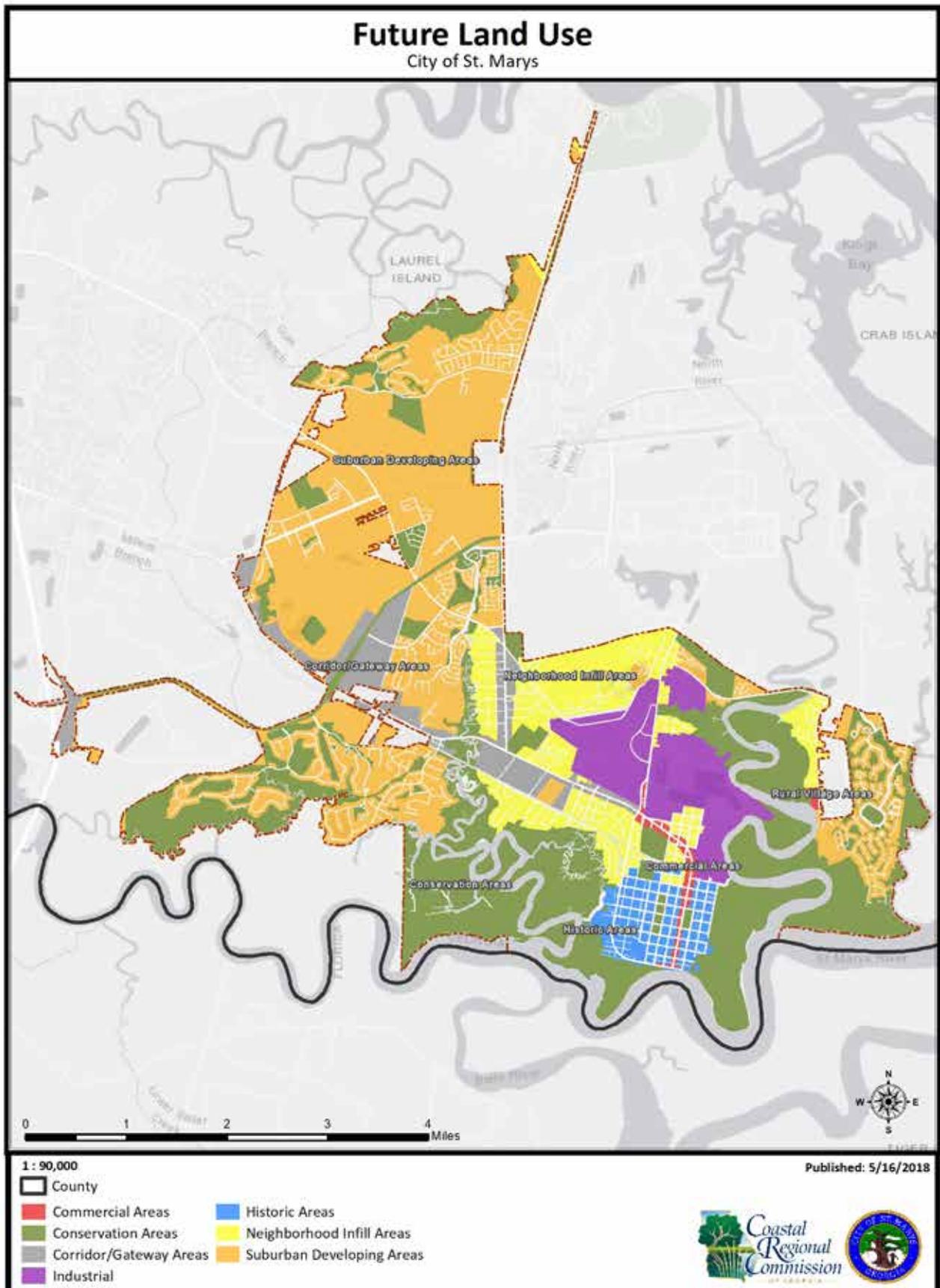
# CITY OF ST. MARYS FUTURE LAND USE 4.6

## Future Land Use Map

The Future Land Use Map is a visual representation of the City's future land use.

Interpretation of the Future Land Use Map is provided in the supporting Future Land Use table.





Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

## CITY OF ST. MARYS LAND USE

DESCRIPTION	LAND USE
<b>Commercial</b>	
This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building.	Central Business District (CBD)
	Highway Commercial District
	Office-Apartment
<b>Industrial</b>	
This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.	Light Industrial District
	General Industrial District
	Airport Industrial
	Waste Management District
	Port of St. Marys Planned Development District
<b>Mixed Use</b>	
This category is applied at the discretion of the community. If used, mixed land categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses(or other objective measure of the combination), and the allowable density of the use.	Planned Development District
	Maritime Heritage District
<b>Conservation / Preservation</b>	
This category is for nature preserves, wildlife management areas, forests, marshland, and water areas, which possesses great natural beauty, of historical or ecological significance, and can be utilized for outdoor recreational purposes.	Conservation / Preservation

### CITY OF ST. MARYS LAND USE

DESCRIPTION	LAND USE
<b>Residential</b>	
<p>The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities. This land use is protected from encroachment of industrial or other uses capable of adversely affecting the residential character.</p>	Single Family Residential District
	Low Density Multifamily Residential District
	Medium High Density Multifamily Residential District
	Single Family-Residential
	Manufactured Housing
	Townhouse
	Recreational Vehicle and Travel Trailer Parks District
<b>Agriculture</b>	
<p>This category is for land dedicated to farming (fields, lots, pastures, farm-steads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.</p> <p>This category is also for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.</p>	Agriculture-Forestry

# CITY OF WOODBINE CHARACTER AREAS 4.7



The Character Area Map, along with the character area narratives that follow, lay out a vision, specific goals, appropriate land uses, and implementation strategies for the City of Woodbine subareas, districts, and neighborhoods. There are 11 character areas in total.

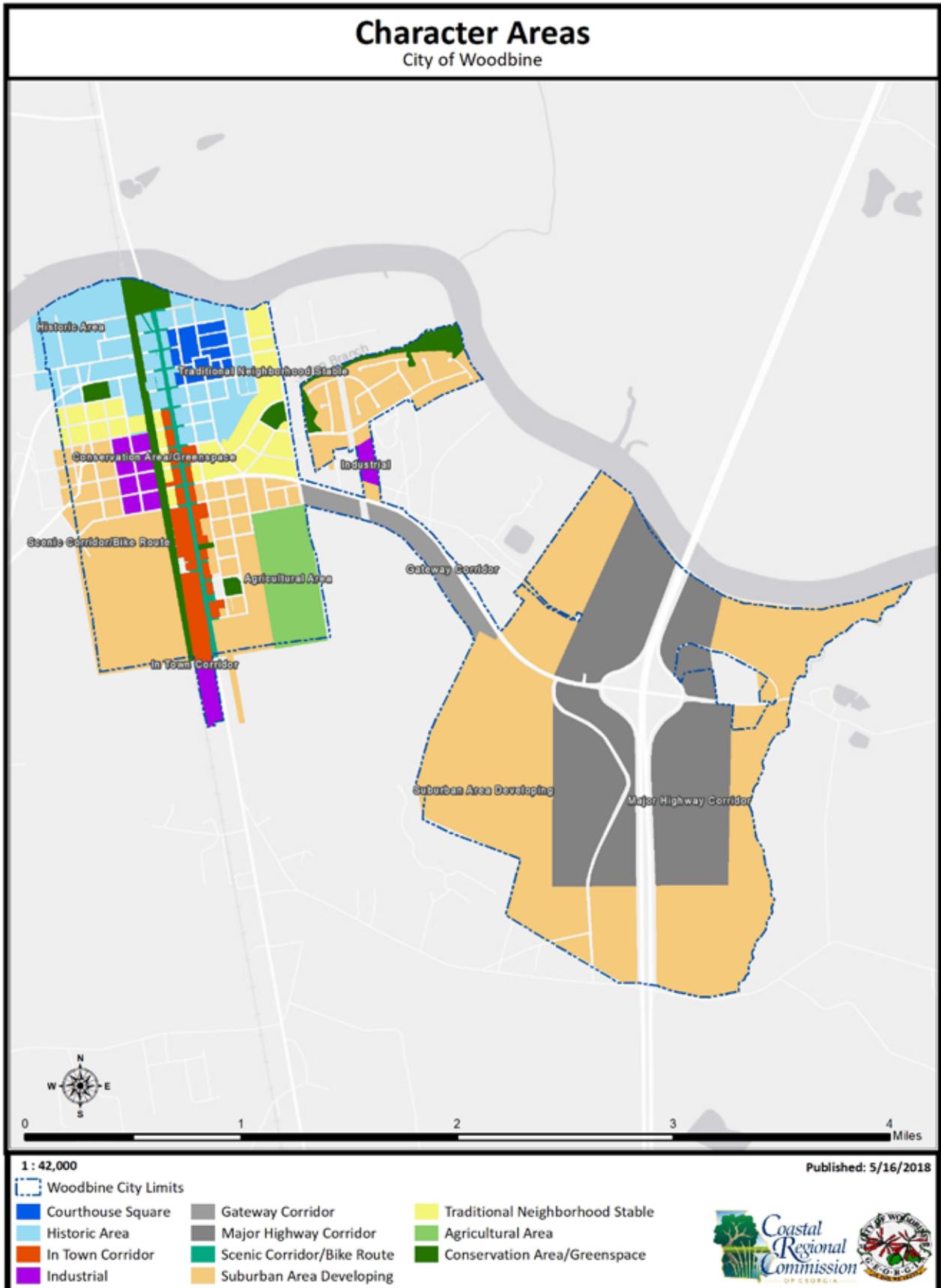
Interpretation of the Character Area Map is provided in the supporting text to be considered along with the City's zoning, the Future Land Use map, and other local policies when decision makers consider land development questions or requests. The supporting text provides written description of the patterns of development that the City will encourage in each area.

The supporting narrative provides policy direction for regulating development with the goal of furthering consistent character within each area as defined by the City's vision. Where appropriate, statements for policy and goals are also established.

The City of Woodbine's vision is further defined by the Character Area Map. The Character Area Map plays a role in guiding future development and is further supported by the Future Land Use Map which also provides guidance on future land use that is in keeping with the community vision.

## CITY OF WOODBINE CHARACTER AREAS

- Agriculture
- Conservation/Greenspace
- Courthouse Square
- Gateway Corridor
- Historic Area
- In Town Corridor
- Industrial
- Major Highway Corridor
- Scenic Corridor/Bike Route
- Suburban Area Developing; and
- Traditional Neighborhood



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

## AGRICULTURE AREA

### Character Area Description

Agricultural land that is an important part of Woodbine's natural area, yet its role is limited to agricultural lands and silviculture along the Interstate 95 corridor. Through best management practices agricultural uses will have a role in keeping and maintaining natural resources.

### Community Vision

That future development of this area promotes wide use and protection of basic soil and water resources. This helps to achieve practical water quality goals and maintain viable agriculture. Viable agriculture is the backbone of maintaining a functioning network of working farmland, open space, and natural areas. A range of strategies should be used to ensure the value of these areas within the region.

Urban development should be directed to those areas least desirable for agriculture based on factors of soil, slope, water, wind, and location.

Investments in infrastructure improvements should be directed into existing urban areas in order to increase urban population capacities and to avoid

### Future Zoning Considerations

**AF** General Agriculture Forestry District

### Implementation Strategies

- Preserve areas for agricultural production by designating areas for rural residential development.
- Limit potential conflicts between agriculture and residential subdivisions.
- Adopt Transfer of Development Rights (TDR) and Purchase of Development Right (PDR) or Planned Resource Districts (PRD) for agricultural lands ordinances.



## CONSERVATION AREA / GREENSPACE

### Character Area Description

Areas that provide availability of natural, open, and green spaces, in conjunction with well planned, well promoted cultural and historic resources and well-placed urban centers speaks to the quality of life. The area also includes land for Greenway linkages serve as outdoor recreation for biking, walking, and jogging. In addition, the area for green infrastructure encourages the creation of transportation corridors and connections, which can foster ecotourism, tourism and outdoor recreation.

### Community Vision

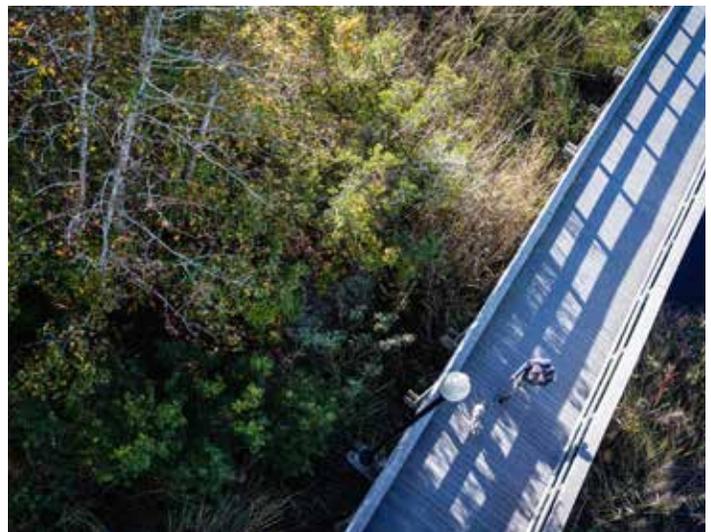
That the property provide the ideal location for parks/preserves, managed networks of natural lands, working landscapes, other open spaces that conserve ecosystem values and functions, agricultural working lands, trails and other recreational features, and cultural/historic sites.

### Future Zoning Considerations

CP Conservation/Preservation  
(Camden County Zoning)

### Implementation Strategies

- Preserve scenic vistas and natural ecological features
- Promote conservation easements and other incentives for natural space preservation
- Work towards establishing green infrastructure planning as the first step in the land-use planning and design process.
- Identify the key physical, natural, ecological, landscape, historical, access and recreational assets that contribute to the functionality of the green infrastructure network.
- Coordinate green infrastructure planning with planning for gray infrastructure — roads, bike trails, water, electric, telecommunication and other essential community support systems.
- Identify new and enhanced assets required to improve the functionality of a green infrastructure network including opportunities for landscape and habitat enhancement, and the provision of new green spaces and green links.
- Provide guidance such as Green Growth Guidelines (G3) for developers and planners on the integration of green infrastructure into development plans.
- Provide a strategic framework for the implementation of a connected and multi-functional green infrastructure network of wildlife sites, public open spaces and green links with mapping and analysis.



## COURTHOUSE SQUARE

### Character Area Description

The area that surrounds the Camden County Courthouse serves as a reminder of the important functions that take place in the building.

### Community Vision

That future development in this area will continue to contribute to Woodbine's 'sense of place' as the Camden County seat of government.

### Implementation Strategies

- Maintain architectural integrity of existing historical homes.
- Encourage mixed use of residential/professional.
- Create a Courthouse Square Overlay District.



## GATEWAY CORRIDOR

### Character Area Description

The land in this character area is located on Spur 25 from Interstate 95 serves as the gateway into downtown Woodbine. Gateways play an important role in the movement of goods. Gateways announce to a visitor or resident that they are entering the city and contribute to the overall image of Woodbine, its quality of life, and can encourage investment and economic activity.

### Community Vision

That the City use cohesive architectural design and streetscaping define gateways to Woodbine. Unifying design features such as way-finding signage link gateways to Woodbine. It is the desire of the City to ensure future development is preserved and enhance attractive natural and man-made vistas to contribute towards a positive impact.

### Implementation Strategies

- Recognize the importance of gateways in shaping perceptions of Woodbine.
- Require new public and private investment/development adjacent to the corridor consists of high-quality architecture and materials.
- Prohibit billboards at gateway locations along the corridor within Woodbine.
- Avoid strip mall, “big-box” stores
- Maintain a landscape buffer between the roadway and development incorporating natural vegetation
- Preserve scenic vistas and natural ecological features.



## HISTORIC AREA

### Character Area Description

The area provides the cultural landscape for Woodbine as well as the important elements of education, tourism development, boosting economic development, and promoting a quality of life.

### Community Vision

That future infill and redevelopment should be mindful that the historic area enrich civic life and add value on many levels to the community.

### Implementation Strategies

- Provide education on the value of preserving historic sites from demolition.
- Maintain architectural integrity of existing historic buildings through an architectural review board.
- Provide education on maintaining the character of Woodbine through the use of Historic Design Guidelines and provide on-going education on how guidelines function.
- Encourage compatible infill.



## INTOWN CORRIDOR

### Character Area Description

This area corridor is located from the south city limits to 7th Street and from 3rd Street to north city limits. The corridors announce to a visitor or resident that they are entering the city and contribute to the overall image of Woodbine and its quality of life; and can encourage investment and economic activity.

### Community Vision

That future development in this corridor is designed to preserve and enhance attractive natural and man-made vistas to contribute towards a positive image of the City of Woodbine.

### Implementation Strategies

- Create way-finding signage guiding visitors to downtown and scenic areas.
- Create streetscape enhancements.
- Enact design guidelines for new development.
- Provide access for pedestrians and bicycles.
- Coordinate bike/pedestrian facilities with transit stops.
- Adopt shared parking regulations.



## INDUSTRIAL

### Character Area Description

A defined area west of US Highway 17 between 7th and 11th Street at the south end of Woodbine created industrial businesses to carry out their operations such that no nuisance is created or apparent.

### Community Vision

That this area provides opportunity for manufacturing, processing, assembly, and distribution; further, the zone is an important area for the economic viability of Woodbine.

### Future Zoning Considerations

- I1 Light Industrial District
- I2 General Industrial District

### Implementation Strategies

- Prepare targeted marketing strategy for the desired type of industry.
- Encourage mix of business/industry uses.
- Incorporate community plans for the strategic use of land for manufacturing and distribution while recognizing and respecting natural resources.



## MAJOR HIGHWAY CORRIDOR

### Character Area Description

This area is adjacent to Exit 14 interchange with Interstate 95. Interchanges are essential components for providing reasonable access and mobility and usually merge into a major highway corridor or arterial road.

### Community Vision

That this area provide multiple mobility functions. They serve as commuter routes, connecting residential and employment areas. They provide connectivity to and serve commercial traffic as well as tourist/recreational traffic. These corridors also serve as the primary road freight routes as well as evacuation routes. The ability of these primary corridors to provide safe and efficient mobility now and in the future is of critical importance to the City of Woodbine. Additionally, future development should be designed to contribute towards a positive image of the City of Woodbine.

### Future Zoning Considerations

CI Interchange Commercial District

### Implementation Strategies

- Maintain a landscape buffer between the roadway and development.
- Manage access with directory signage and way-finding signage.
- Adopt a signage ordinance that protects this corridor and prohibits billboards and portable signs.
- Encourage shared access roads and inter-parcel road connections to reduce curb-cuts and maintain traffic flow.



## SCENIC CORRIDOR / BIKE ROUTE

### Character Area Description

This area is located along the Riverwalk and areas along Highway 17 contribute to the enjoyment and environmental enrichment of the citizens of Woodbine and visitors, enhance Woodbine's attraction to tourists, enhance civic pride, and protect economic values of affected properties.

### Community Vision

Design of scenic corridors and bike routes is an important component. Scenic corridors and bike routes link urban-rural communities, attractions, and recreational areas. Continuous routes should be identified, including routes of regional and state significance, highlighting historic features where appropriate.

### Future Zoning Considerations

**AF** General Agriculture-Forestry District

### Implementation Strategies

- Establish guidelines on development to protect the characteristics of scenic value
- Provide pedestrian/bicycle linkages to adjacent and nearby residential and commercial districts
- Provide connectivity to future bike/shared use paths along the abandoned rail corridor



## SUBURBAN AREA DEVELOPING

### Character Area Description

A residential area that is characterized by a traditional suburban pattern of development with accessible sidewalks, extensive landscaping, access to parks and functional greenspace, places of worship, schools, and basic needs.

### Community Vision

The future development in the suburban area should include a variety of housing types and land uses in a defined area. The variety of uses includes educational facilities, civic buildings, and commercial establishments to be located within walking distance of private homes.

This suburban area is served by a network of paths, streets, and lanes suitable for pedestrians as well as vehicles. This provides residents the option of walking, biking, or driving to places within their neighborhood.

### Future Zoning Considerations

**R1** Residential Low Density District

### Implementation Strategies

- New developments should be master planned with mixed uses, blended residential development with schools, parks, recreation, retail, and services linked in a compact pattern that encourages walking and minimizes the need for auto trips.
- Good vehicular and pedestrian/bike connections to retail/commercial services as well as internal street connectivity should be planned.



## TRADITIONAL NEIGHBORHOOD

### Character Area Description

This is a stable, single-family residential area that is characterized by a traditional pattern of development. The characteristics of traditional neighborhoods in Woodbine have relatively well-maintained housing with large lots and off street parking located north of Spur 25 and east of Highway 17; north of 7th Street west of Highway 17.

### Community Vision

That the traditional neighborhoods are characterized by grid street patterns, pedestrian circulation, open spaces, architectural character, and a sense of community.

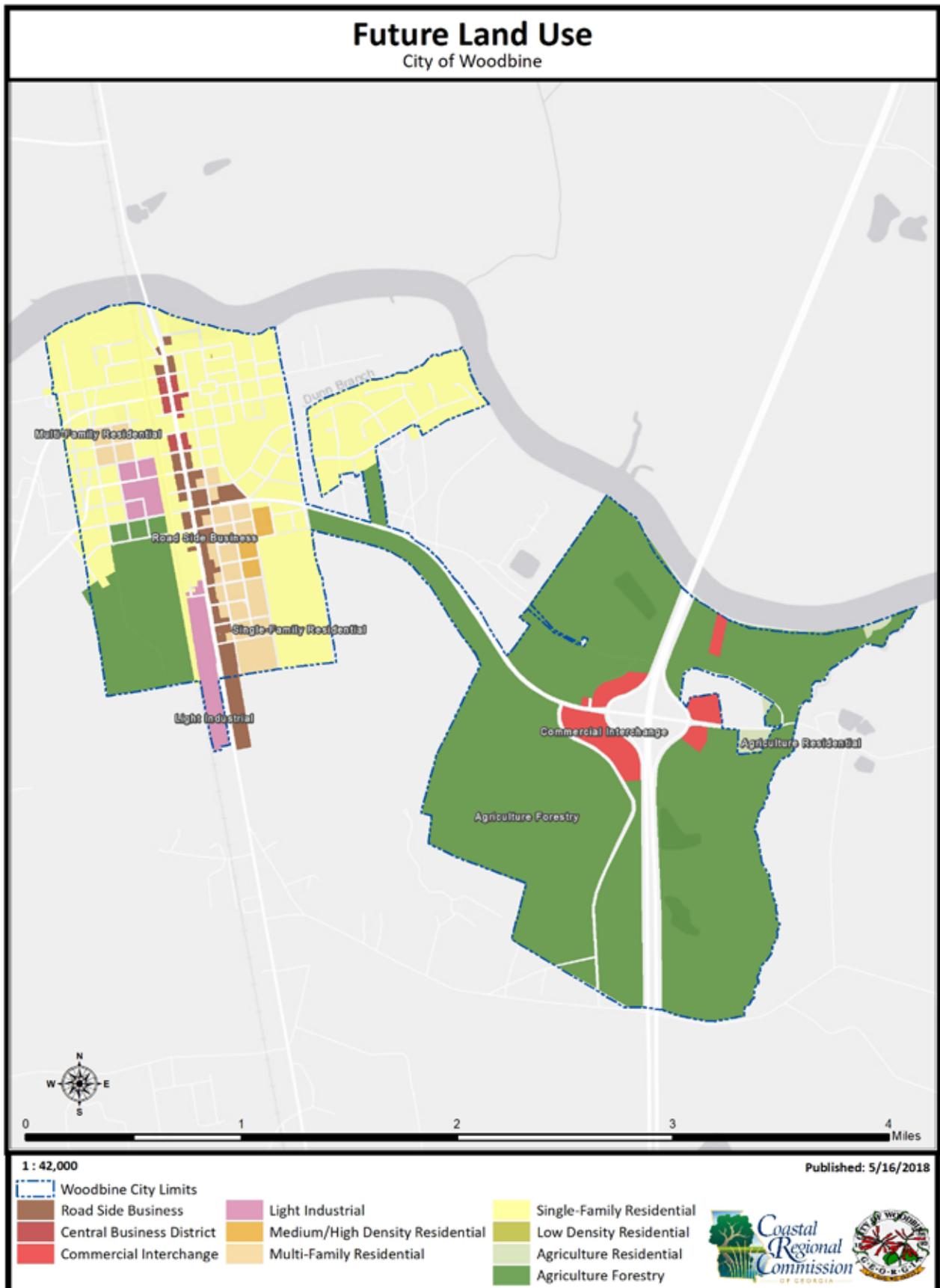
### Future Zoning Considerations

**R1 Residential Low Density District**

### Implementation Strategies

- Improve parks and public facilities to maintain the high desirability of the areas.
- Develop pedestrian and bicycle connectivity to downtown.





Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

## CITY OF WOODBINE LAND USE

DESCRIPTION	LAND USE
<b>Commercial</b>	
This category is for land dedicated to non-industrial business uses, including retail sales, office, service and entertainment facilities, organized into general categories of intensities. Commercial uses may be located as a single use in one building or grouped together in a shopping center or office building. Communities may elect to separate office uses from other commercial uses, such as retail, service or entertainment facilities.	Central Business District (CBD)
	Roadside Business District
	Interchange Commercial District
<b>Industrial</b>	
This category is for land dedicated to manufacturing facilities, processing plants, factories, warehousing and wholesale trade facilities, mining or mineral extraction activities, or other similar uses.	Light Industrial District
	General Industrial District
<b>Mixed Use</b>	
This category is applied at the discretion of the community. If used, mixed land categories must be clearly defined, including the types of land uses allowed, the percentage distribution among the mix of uses(or other objective measure of the combination), and the allowable density of the use.	Planned Development District
<b>Conservation / Preservation</b>	
This category is for nature preserves, wildlife management areas, forests, marshland, and water areas, which possesses great natural beauty, of historical or ecological significance, and can be utilized for outdoor recreational purposes.	Conservation / Preservation (Camden County Zoning)

### CITY OF WOODBINE LAND USE

DESCRIPTION	LAND USE
<b>Residential</b>	
<p>The predominant use of land within the residential category is for single-family and multi-family dwelling units organized into general categories of net densities. This land use is protected from encroachment of industrial or other uses capable of adversely affecting the residential character.</p>	Single Family Residential - Mobile
	Low Density Residential District
	Medium High Density Residential District
	Mobile Home Park District
<b>Agriculture</b>	
<p>This category is for land dedicated to farming (fields, lots, pastures, farm-steads, specialty farms, livestock production, etc.), agriculture, or commercial timber or pulpwood harvesting.</p> <p>This category is also for land dedicated to active or passive recreational uses. These areas may be either publicly or privately owned and may include playgrounds, public parks, nature preserves, wildlife management areas, national forests, golf courses, recreation centers or similar uses.</p>	<p>Agriculture-Forestry</p>

# 5

# HOUSING

- 5.1 Housing Types
- 5.2 Occupancy
- 5.3 Housing Costs
- 5.4 Cost Burdened Housing
- 5.5 Condition of Housing
- 5.6 Job Housing Balance



The Housing section provides a framework for promoting a diverse housing supply, protecting and improving the health and livability of the County and its three cities, and making adequate provisions for the housing needs of all economic segments of the community. The County and its cities must foster housing that is affordable to those at all income levels - from low-income and workforce families, to those earning higher wages.

Housing demand is largely driven by economic conditions and demographics. Demographic characteristics influence market demand with regard to the number of households; household size, make-up and tenure (owner v. renter); and preference for styles and amenities.

Perhaps the most pressing and complex challenge facing the County and the three cities is housing affordability for all economic segments of the community. The quality of any community is defined, in large part, by whether families and individuals are able to find the type and size of housing that fits their household needs at a price they can afford.

The County's distinct communities include residential districts that are differentiated by housing density, age, size, architectural style, condition and other features, and neighborhood commercial districts with mixed housing types. These communities, each with their own unique character, offer a variety of housing and lifestyle opportunities.

Some of the factors that local governments can influence are the supply of available residential land; the availability of public services; development regulations (density and design), and support for low and moderate income housing through funding or incentives.



Nearly 70 percent of the housing units are classified as single family.

12.6 percent of the housing units or 2,707 units are mobile homes.



## HOUSING TYPES 5.1

The majority of the occupied homes in Camden County, including Kingsland, St. Marys, and Woodbine are detached single units. According to the US Bureau, 64.4% of the housing units in Camden County are single family detached homes. The total number of housing units in Camden County is 29,195 with 13,793 of these units being single family detached. Nearly 70 percent of the housing units are classified as single family.

In Camden County and the cities of Kingsland, St. Marys, and Woodbine, the percentage of multi-family units is 18.1 percent of the housing units. This percentage consists of 2 unit properties, 3 or 4 unit properties, 5 to 9 unit properties, 10 to 19 unit properties, as well as 20 or more unit properties. In addition, 12.6 percent of the housing units or 2,707 units are mobile homes according the US Census Bureau Data.

As noted earlier, almost seventy percent of the housing in all of Camden County, inclusive of the cities, consists of single family homes. A breakdown of the housing types and mix is included in the Appendix section of the plan.



Table 1: Housing Units in Camden County		
	Percent of Total	Numbers
Total	100%	29,195
Single Family		
Single Family detached	64.4%	13,793
Single Family attached	4.7%	1,016
Subtotal	69.1%	14,809
Multi Family		
2 units	3.4%	725
3 or 4 units	4.3%	929
5 to 9 units	5.4%	1,155
10 to 19 units	3.1%	666
20 or more units	1.9%	415
Subtotal	18.1%	3890
Mobile home		
Mobile home	12.6%	2,707
Boat, RV, van, etc.	0.0%	9
Subtotal	12.6%	10,496
Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate		

During the steering committee/community meeting, the following comments were made regarding the housing type and mix found within the County and its three cities:

- A lack of condominiums found within the County
- There is a lack of affordable apartments that are less than market rate but priced above subsidized housing
- No “lock and dock” homes which are properties where retirees can own low maintenance residential units and spend free time on their boats at the dock.
- The \$175,000 to \$250,000 homes are preferred by the housing market at this time.
- A recent housing market study conducted by the County has noted the presence of extensive low end housing and upper end housing but very little housing in-between these price points.
- A recent feasibility study regarding future use of St. Marys Airport property recommends the development of residential properties, consisting of smaller homes.
- The Planning Directors in attendance had concerns about the implementation of tiny homes ordinances due to the longevity of this form of housing structure. However, their ordinances do allow the construction of a smaller home on a small lot.
- The City of Brunswick is embarking on an initiative to construct smaller homes along Norwich Street in order to facilitate revitalization through home ownership of new properties to address blight.
- There is a desire to allow greater density to support local businesses in the downtown area of St. Marys.



## Age of Occupied Housing

The largest percentage (26.8 percent) of structures built in Camden County and its three cities was constructed between 1990 and 1999. The second largest percentage (23.2 percent) of occupied housing units in Camden County and its three cities were built between 2000 and 2009. In Camden County, 21.2 percent of housing units was built between 1980 and 1989.

**Table 2: Age for Housing**

Year Structures Built	Estimate	Percent
Built 2014 or later	42	0.2%
Built 2010 to 2013	701	3.3%
Built 2000 to 2009	4,961	23.2%
Built 1990 to 1999	5,729	26.8%
Built 1980 to 1989	4,545	21.2%
Built 1970 to 1979	2,131	10.0%
Built 1960 to 1969	963	4.5%
Built 1950 to 1959	973	4.5%
Built 1940 to 1949	727	3.4%
Built 1939 or earlier	643	3.0%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

**Between 1990 and 1999 26.8 percent of structures were built in Camden County and its three cities.**

# HOUSING COSTS 5.2



**Table 3: Housing Value and Rental Costs**

	Camden County		
	2006	2016	Change
Median Value	\$185,200	\$151,700	-18%
Median Rent	\$763	\$933	22%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

# COST BURDENED HOUSING 5.3



From 2006 to 2016, median housing value in Camden County declined 18 percent. The median rent in Camden County has increased 22 percent from 2006 to 2016. The housing cost burden for owner-occupied housing unit with a mortgage is 24 percent which is less than the region, which is at 28 percent. The housing cost burden for renter occupied housing is at 34 percent which is significantly less than the 45 percent for the entire region.

From 2006 to 2016, median housing value declined 18 percent

Renter occupied housing is at 34 percent which is significantly less than the 45 percent for the entire region.

**3A: Housing Cost Burden-Owner-Occupied Housing Units With a Mortgage**

	Housing Units with a mortgage	Monthly Costs 30.0-30.4%	Percent	Monthly Costs 35%+	Percent
Camden County	7,150	577	8%	1,698	24%
CRC Region	96,323	7,663	8%	26,772	28%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

**3B: Housing Cost Burden-Renter-Occupied Housing Units With a Mortgage**

	Housing Units Paying rent	Gross Rent 30.0-30.4%	Percent	Gross Rent 35%+	Percent
Camden County	7,345	819	11%	2,509	34%
CRC Region	89,132	8,257	9%	39,808	45%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

# CONDITION OF HOUSING 5.4

Good housing conditions are essential for people's health and affects childhood development. Condition of housing includes those units with insufficient plumbing and kitchen facilities.

In 2010, the percentage of units without complete plumbing facilities in Camden County was 1.2 percent. Also in 2010, this percentage of units without complete plumbing facilities in Kingsland was 0.8 percent, 1.3 percent in St. Marys, and 2.4 percent in Woodbine.

The percentage of units in 2010 without complete kitchen facilities in Camden County was 0.8 percent. Also in 2010, this percentage of units without complete plumbing facilities in Kingsland was 0.6 percent, 0.2 percent in St. Marys, and 2.4 percent in Woodbine.

The state average for the percentage of housing units in 2010 that lacked complete plumbing facilities was 0.6 percent and the percentage that lacked kitchen facilities was 0.5 percent.

In 2016, the percentage of units without complete plumbing facilities in Camden County was 0.4 percent. Also in 2016, the percentage of units without complete plumbing facilities in Kingsland was 0.2 percent, 1.0 percent in St. Marys, and 0 percent in Woodbine.

The percentage of units in 2016 without complete kitchen facilities in Camden County was 0 percent. Also in 2016, the percentage of units without complete kitchen facilities in Kingsland was 0 percent, 0 percent in St. Marys, and 0 percent in Woodbine.

The state average for the percentage of housing units in 2016 that lacked complete plumbing facilities with 0.6 percent and the percentage that lacked kitchen facilities was 0.3 percent.

2010	Condition of Housing				
Category	Camden County	St. Marys	Kingsland	Woodbine	Georgia
Housing units lack complete kitchen facilities	0.8%	0.2%	0.6%	2.4%	0.5%
Housing units lack complete plumbing facilities	1.2%	1.3%	0.8%	2.4%	0.6%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

2016	Condition of Housing				
Category	Camden County	St. Marys	Kingsland	Woodbine	Georgia
Housing units lack complete kitchen facilities	0.0%	0.0%	0.6%	0.0%	0.3%
Housing units lack complete plumbing facilities	0.4%	1.0%	0.2%	0.0%	0.6%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate

# JOB HOUSING BALANCE 5.5

A job to housing ratio in the range of 0.75 to 1.5 is considered beneficial for reducing vehicle miles traveled. The job to housing ratio indicates whether an area has enough housing for employees to live near employment and sufficient jobs in residential areas. An imbalance in jobs and housing creates longer commute times, more single driver commutes, and loss of job opportunities for workers without vehicles.

A balanced community generally has a jobs-housing ratio of 1.25 to 1.75. From 2010 to 2016, Camden County and its three cities had a job housing balance that improved from a 0.9 ratio to a 1.2 ratio. As stated earlier, this ratio is crucial in that it allows residents to be in close proximity to employment areas. Camden County’s ratio of 1.2 is an example of a balanced community has a 1.25 to 1.75 ratio.

Table 4: Jobs-Housing		
Characteristics	2010	2016
Population	49,293	52,092
Average Household Size	2.71	2.71
Number of Households	17,834	18,658
Housing Units	20,611	21,415
Employment	19,500	26,181
Employment/Population Ratio	0.4	0.5
Employment/Housing Unit Ratio	0.9	1.2

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimate





### **Purpose Built Communities**

Purpose Built Communities is a non-profit consulting firm that works side by side with local leaders to plan and implement a revitalization effort tailored specifically to Camden County. The goal is to break the cycle of intergenerational poverty by helping local leaders transform struggling neighborhoods, and bringing together the vital components necessary for holistic community revitalization: high quality mixed-income housing, an effective cradle-to-college education pipeline, and comprehensive community wellness resources.



### **Community Development Block Grant**

The Community Development Block Grant (CDBG) program is a flexible program that provides communities with resources to address a wide range of unique community development needs. The CDBG program works to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses.

Over a 1, 2, or 3-year period, as selected by the grantee, not less than 70 percent of CDBG funds must be used for activities that benefit low- and moderate-income persons. In addition, each activity must meet one of the following objectives for the program: benefit low- and moderate-income persons, prevention or elimination of slums or blight, or address community development needs having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community for which other funding is not available.



### **DCA Georgia Initiative for Community Housing (GICH) Program**

GICH is a three-year program designed to help communities improve their quality of life and economic vitality through the development of locally-driven housing and revitalization strategies. This is accomplished through technical assistance, training, and ultimately producing a community housing plan with objectives and goals.



### **U.S Department of Agriculture Rural Development**

Low interest, fixed-rate Homeownership loans are provided to qualified persons directly by USDA Rural Development. Financing is also offered at fixed-rates and terms through a loan from a private financial institution and guaranteed by USDA Rural Development for qualified persons. Neither one of these home loan programs require a down payment.



### **Housing Needs of Special Population and Available of Housing Options Throughout the Life Cycle**

In regard to housing needs of special population, the following feedback and comments were received at the stakeholder meeting/community event:

- Attendees noted that insufficient senior living housing facilities exist within Camden County. Magnolia Manor, which is located in St. Marys and serves as an extension of the United Methodist Church, was mentioned as one of the few examples of senior facilities. Magnolia Manor provides both independent living as well as assisted living facilities.

The private sector has noticed the lack of senior facilities as The Lakes Crossing Senior Care facility in Kingsland opened in August 2016 on Gross Road. This facility offers 38 premier assisted living suites along with 11 memory care apartments that provide residential care, respite/short term care, and memory care.

Other facilities such as The Village at Winding Road, as constructed by local builder W.H. Gross Construction, have also assisted greatly in the development of high quality senior housing. This facility provides one or two bedroom apartments with full kitchen with energy efficient appliances, ceiling fans, walking paths, business center, furnished community room, fitness center, and walking paths.

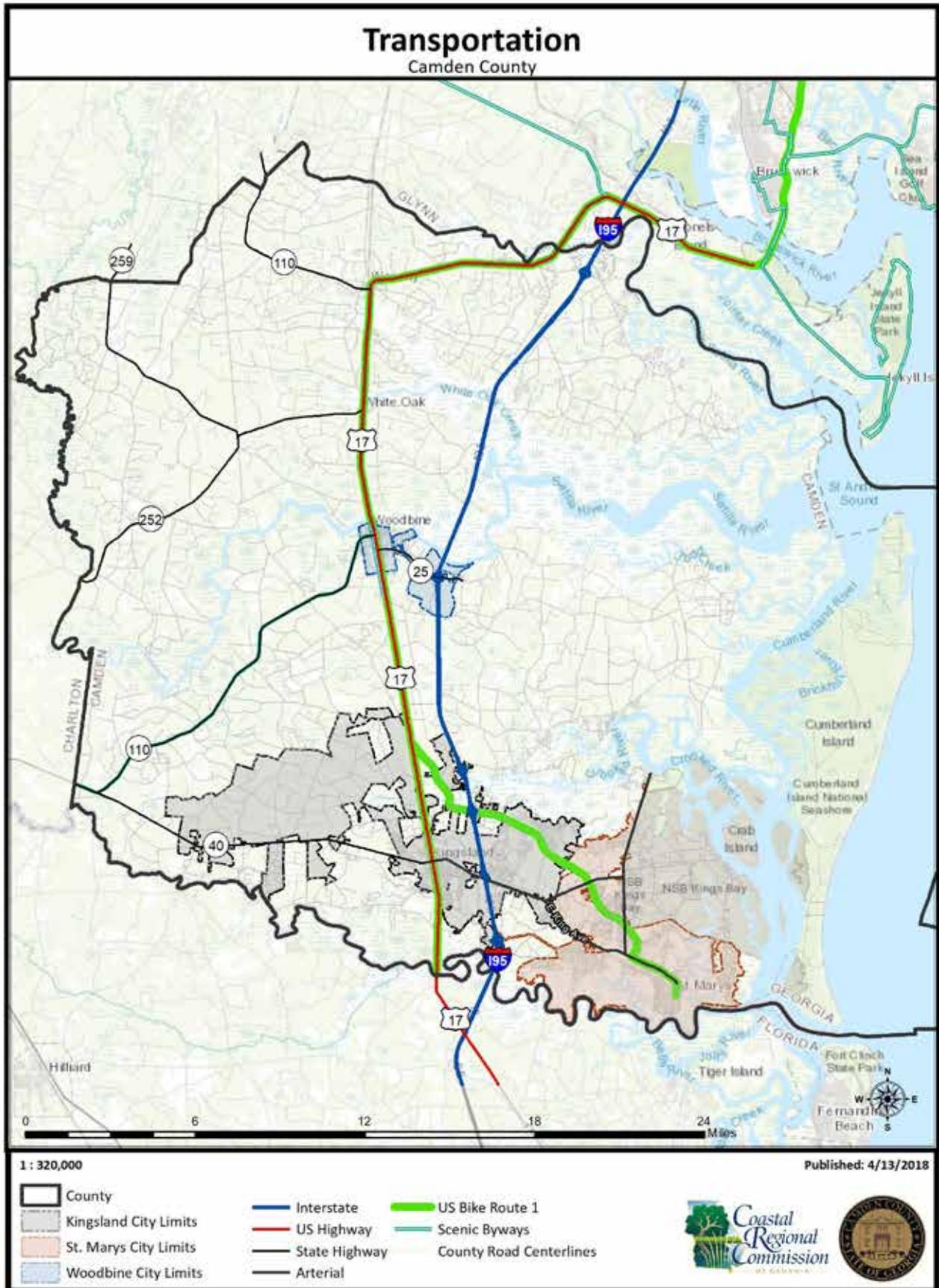
The attendees at the meeting also noted some of the following issues:

- The lack of veterans housing within the community. This is a significant issue since Camden County has a large military community due to the presence of Kings Bay Naval Submarine Base. Many of the attendees noted that many veterans are homeless but there are no facilities within Camden County to address this need.
- The lack of a homeless shelter was noted as an issue and that the nearest homeless shelter exists in Brunswick, Georgia.
- As stated previously in the transportation element meeting, the lack of transportation for special populations is a significant issue with special populations. The needs of special populations, as well as all County citizens, to obtain access to the Georgia Department of Labor office for job seeking opportunities, for access of medical facilities, and grocery stores, etc. is hampered by Georgia's high cost of auto ownership/maintenance and the lack of public transportation. The lack of public transportation is a major issue as it relates to addressing the needs of all County residents, especially in relation to the special needs population.

# 6

# TRANSPORTATION

- 6.1 Roads and Highways
- 6.2 Road Network Hierarchy
- 6.3 Alternative Modes of Transportation



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

Camden County, Georgia with a population of just over 50,000 residents is not a member of a Metropolitan Planning Organization (MPO) as one does not exist in the area. However, a review of the transportation strategy is included as an element for this comprehensive plan. As required for the transportation element, this plan will evaluate the adequacy of the following major components such as road network, alternative modes, parking, railroads/trucking/port facilities/airports, transportation and land use connection. The intent of the review of this element is to develop a strategy for addressing needs/opportunities.

## ROADS & HIGHWAYS 6.1

Interstate 95 is the principal arterial route that runs through Camden County and is classified as a Rural and Urban Interstate Principal route. I-95 is a six lane freeway facility through most of Georgia and serves as the primary north-south corridor in the region as well as it carries traffic on the interstate, and for local trips. I-95 connects Camden County with the rest of the region as the Florida in the south. Interstate 95 also provides access to Glynn, McIntosh, Liberty, Bryan, and Chatham counties. Interstate 95 is the most heavily traveled roadway within the study area. Interstate 95 and its six interchanges (Exit 1, Exit 3, Exit 6, Exit 7, Exit 22, and Exit 26) in Camden County are essential for transportation needs as well as commercial and industrial development.

US 17 is another essential rural and urban principal arterial that runs through Camden County, Georgia. The US 17 route transitions between two and four lanes between the state of Florida and South Carolina. In Camden County, the US17 route operates as two lanes and provides access to Glynn, McIntosh, Liberty, Bryan, and Chatham counties. US 17 does not have the carrying capacity of Interstate 95 but it is still essential for mobility along the coast of Georgia.

Typically, US 17 is used in Camden County for shorter trips and does not carry traffic for more than two or three counties. The local trips made by local residents on US 17 are made to avoid traffic and construction along Interstate 95. As construction and maintenance of Interstate 95 takes place, additional residents utilize US 17 as an alternate north-south route for travel. As the coastal region grows, the US 17 corridor provides for north-south travel without requiring the use of the interstate. It is important to note that the US 17 provides a scenic route for tourists who wish to see the beautiful Georgia coast. During hurricane evacuations, US 17 and its importance to Camden County is highlighted due to the congestion on Interstate 95 which takes place during such events.



# ROAD NETWORK HIERARCHY

## 6.2

### Freeways

Freeways and Limited access roads are at the top of the hierarchy. These roads provide uninterrupted travel, often using partial or full access control, and are designed for high speeds. Interstate 95 in Camden County operates as a limited access freeway.

### Arterials

Major thoroughfare roads are expected to carry large volumes of traffic are designated as arterials. These are often divided into major and minor arterials, and rural/urban arterials. Examples of arterials in Camden County include Interstate 95 and US Highway 17.

### Collectors

Next in the hierarchy are collector roads, which collect traffic from local roads, and distribute it to arterials. Traffic using a collector is usually going to or coming from somewhere nearby. Examples of collectors in Camden County include Colerain Road/Laurel Island Parkway.

### Local Roads

These roads are at the bottom of the hierarchy, have the lowest speed limit, and carry low volumes of traffic. In some areas, these roads may be unpaved.

### Bridges

There are 28 total bridges in Camden County including state highways.

### Signalized Intersections

In order to address congestion and connectivity, the County and the cities of Kingsland, St. Marys, and Woodbine have supported various transportation related plans over the years, including but not limited to the Coastal Georgia Regional Transportation Assessment and the Camden County Bike and Pedestrian Plan.

### Signage

During the discussion of this element during the comprehensive planning, some participants noted that additional signalization was necessary at locations such Winding Road and Colerain Road intersection, largely due to the traffic from the Winding River subdivisions and Sugarmill Elementary School. In addition, participants noted that additional signals would be needed at Boone Street in Kingsland where many of their commercial establishments are located.

Other areas in need of signals or enhanced signalization include, but are not limited to the following areas:

- Five Points near downtown Kingsland
- The intersection of Winding Road and Colerain Road in St. Marys, which already has a caution light.

However, the meeting attendees noted during the meeting that there were many complaints about traffic. This traffic in this area is largely generated by the intersections access to large subdivisions and the problem becomes more significant during the school year when nearby Sugarmill Elementary School is in session.

# ALTERNATIVE MODES OF TRANSPORTATION

## 6.3

In the preparation of the transportation element of the comprehensive plan, the state notes that bicycle, pedestrian facilities, and public transportation or other services for populations without automobiles should be reviewed by the local governments. The local governments are also requested to identify areas of the community where the mode choice is limited. In addition, the local governments should effectively evaluate the mobility needs of this community are met by these alternative transportation modes.

### **Pedestrian & Bicycle Paths**

Camden County and the cities of Kingsland, St. Marys, and Woodbine work diligently to seek opportunities for additional pedestrian and bicycle paths. One prominent upcoming addition to the bicycle path and pedestrian network will be the construction of a 10-foot multi-use path on the north side and a 5-foot sidewalk on the south side of Colerain Road as part of the Kingsland Bypass project. Woodbine has expanded their Riverwalk area while the City of St. Marys has recently obtained funding to enhance their Point Peter Multi Use Trail.

The Coastal Georgia Greenway is an envisioned trail system connecting Georgia's coastal counties, cities, and natural areas. This trail system is also part of the East Coast Greenway, a network of traffic separated trails linking Maine to Key West, Florida.

The Three Rivers Trail, a 30 mile segment of the Coastal Georgia Greenway and East Coast Greenway trail systems, is currently in development in Camden County. The Three Rivers Trail is a county-wide network of existing and future multi-use paths that will connect the Satilla River at Woodbine, the Crooked River at Crooked River State Park, and the St. Marys River at the Howard Gilman Memorial Waterfront Park in St. Marys.

Existing segments include the Woodbine Trail, multi-use paths along Charlie Smith Senior Highway and Point Peter Rd, and the multi-use path at the Howard Gilman Memorial Waterfront Park in St. Marys. An additional trail segment is currently under construction as part of Georgia DOT's widening of Laurel Island Parkway.

Additional investment is needed to advance final design and construction of a park and trailhead at Gum Branch as well as remaining trail segments.





## Public Transportation

During the steering committee/steering committee meeting, there was significant discussion about the role of public transportation and the importance that it has in Camden County. The issue of public transportation is even more significant in rural Georgia, particularly in Camden County. According to a December 2013 Forbes Magazine article, the costs of car ownership can vary as much as a \$10,000 difference in operating expenses over a five year period depending solely on the address of a motorist. This article notes that Oregon has the cheapest ownership costs which include gasoline, insurance, repairs, taxes, and fees at an average of about \$2,204 per year.

In comparison, the state of Georgia faces annual car costs at an average of \$4,322 which is well above the national average of \$3,201 per year. Therefore, the state of Georgia has the highest annual automobile ownership costs in the nation. The residents of Georgia not only suffer the highest state automobile taxes and fees in the nation, they tend to drive far more than the national average, due in part to sprawl and a dearth or lack of public transportation. The article cites that Georgia's pay \$1,952 for taxes and registration while the residents of Oregon pay the lowest taxes and registration costs at \$157. The high costs of car ownership and the lack of public transportation have significant impact for residents who desire access to conduct day to day business.

Currently, the Coastal Regional Commission, which serves as the regional commission for the Coastal Region of Georgia which includes Camden County, provides general public transit services in 10 counties by Coastal Regional Coaches. The Coastal Regional Coaches are operated by the Transportation Department at the Coastal Regional Commission. The service is available to any resident of the Coastal region, for any purpose, and to any destination in the Coastal region. The fares for the service are very affordable and vary with different itineraries. The Coastal Regional Coaches is a demand-response, advance reservation services that operates Monday through Friday.

During the committee meeting/steering committee, many of the participants noted that they were in favor of more enhanced service than currently provided by the fee based service. It was also noted during the meeting that it is would be costly for residents residing in Camden County and its three cities to use taxi service for basic needs such as doctor appointments, purchasing groceries, and going to work.

In the spirit of cooperation, citizens of the City of St. Marys attempted a pilot program with the Coastal Regional Commission and its Coastal Regional Coaches to provide an enhanced level of service than currently exists with the current system. St. Marys assigned a task force to assist with their efforts and the group stated the transportation relates closely with economic development and makes it easier for citizens to work, shop, obtain medical care, and access public service.

The program proposed by the City of St. Marys and the Coastal Regional Commission involved a bus service that ran on Mondays, Wednesdays, Fridays, and one Saturday per month starting in early 2018. Each van operated by Coastal Regional Coaches will be to accommodate 10 passengers and will be equipped with one infant seat. Unfortunately due to a lack of ridership the pilot program was discontinued by the Coastal Regional Commission. The pilot program still notes the importance of transpiration as it relates to economic development.

As noted by the task force and at the comprehensive planning/community meeting discussing transportation, it was noted that lack of access to public transportation is not just a St. Marys problem, but a regional one.

The lack of public transportation as it relates to workforce has been noted by the private sector as well. For example, the Executive Director of the Camden County Joint Development Authority, which is tasked for economic development for Camden County, noted during the meeting that neighboring counties have recognized the importance of transportation as it relates to workforce. The Executive Director noted during the meeting that a large employer in a neighboring county provides buses to pick up their employees who reside in Camden County and then transport them back to Camden County after their work shift has concluded. This is one example of the private sector recognizing the lack of transportation in the area and then addressing the need by providing transportation services to its employees.

### **Parking**

At the comprehensive plan meeting, Kingsland and Woodbine noted that their parking facilities were adequate and that there were no issues at this time.

The City of St. Marys noted their parking issues in their City Master Plan which was approved by the City Council in Mary 2017. The parking issues identified in their City Master Plan include the following:

- July 4th event traffic event traffic and parking is an issue for the community and visitors.
- The need to consider the construction of a parking garage to handle event parking.
- Better police control is needed for special event traffic and parking.
- Parking and shuttle services should be located out of the former airport property.
- Congestion around the schools at peak times is an issue.

According to the St. Marys City Master Plan, the City will address the opportunities with the following strategies:

- Assess the feasibility of parking infrastructure, including the former airport site, to support special events, including parking garage and surface parking facilities.
- Working with public safety officials to ensure adequate traffic and parking control during special events.
- Coordinate with GDOT and St. Marys Schools to identify potential solutions to mitigate peak school hour congestion.
- Coordinate with local law enforcement agency to identify and address speeding in and around neighborhoods.
- Develop parking and traffic flow patterns that will be compatible with and will protect residential areas as industrial, commercial and tourism related development occurs.

### **Railroads, Trucking, Port Facilities, and Airports**

As part of the comprehensive planning process, local governments are requested to identify freight and passenger rail lines, major rail intermodal facilities, non-rail freight operations, seaports, harbors, and commercial and general purpose air terminals. It is also requested that the impact of the prior mentioned transportation methods be reviewed for their impact on the overall transportation network.

**Freight and Rail**

According to the 2008 Camden County Transportation Assessment, the rail conditions are as follows:

Railroad freight operations are active in the southeastern portion of Camden County. CSX connects in Jacksonville with main lines in all directions, and maintains the line along US 17 from Florida north to Kingsland. As tracks north of Kingsland have been abandoned, all traffic is now routed into the County from Florida only.

St. Marys Railroad operates a spur from the CSX line in Kingsland into Central St. Marys and the Kings Bay Naval Submarine Base. The St. Marys line splits just east of the SR 40/St. Marys Rd. interchange.

**Seaport and Harbors**

The harbor in the County is located at the former Gilman Paper Mill site. Nearly 50 acres of the former Gilman Paper mill site is expected to be turned into a full marina and boat manufacturing plant near the corner of Osborne and Meeting Street.

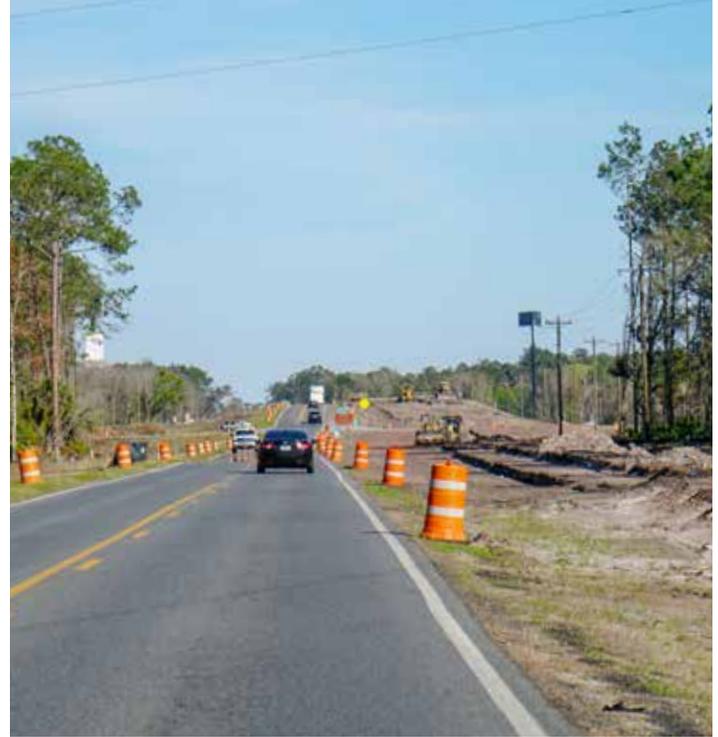
**Commercial and General Purpose Air Terminal**

The St. Marys Airport is located north of SR 40/Osborne Rd adjacent to the historic downtown. This airport was previously available for public use prior to its closing last year. The airport was owned and operated by the City of St. Marys. The 2013 Kings Bay Joint Land Use Study (JLUS) identified the airport as a public security threat due to its configuration and close proximity to the base. The JLUS study recommended that the airport be relocated and the city implement a phased closure/relocation of the airport, if immediate closure was not achievable. In June 2016, an amendment to the National Defense Authorization Act was announced allowing city officials to close the St. Marys Airport with no penalties from the Federal Aviation Administration (FAA) and provides funding to build a new airport at a location outside city limits.

The City plans the use the results from a marketing/development plan to determine the best and future use of the airport property moving forward.

**Transportation and Land Use Connection**

The transportation issues and policies identified within this plan will have a direct impact on the other elements of the plan and can ultimately shape the character of the County and its three cities. The reverse is also true, working to achieve the desired character in a neighborhood can raise a new set of transportation related issues. For example, the density of a new housing development is important in determining the appropriate transportation infrastructure.



### Transportation Projects

In an effort to address traffic and provide relief for hurricane evacuation efforts, the most significant transportation project in the entire county is the Kingsland Bypass Project. This project is a joint effort of Camden County, City of Kingsland, City of St. Marys, and Georgia Department of Transportation originated over a decade ago. Construction on this project started in March 2017 with the road clearing portion of the project.

As stated in a previous Camden County press release, the intent of this project is to serve as an alternate evacuation route in Camden County to relieve congestion and provide additional capacity for westbound coastal evacuees. Phase I of the project is described as being 5.867 miles from Kings Bay Road to Laurel Island Parkway/I-95 interchange at Exit 6. The four lane highway will provide regional benefits by facilitating access to area development and also offering the necessary infrastructure needed for future economic growth.

The proposed project includes two 12-foot lanes in each direction separated by a 20-foot raised median. The road will also include a 10-foot multi-use path on the north side and a 5-foot sidewalk on the south side to meet Camden County's bike route system requirements for Colerain Road. The proposed contract completion date for Kingsland Bypass Phase I is October 2019.

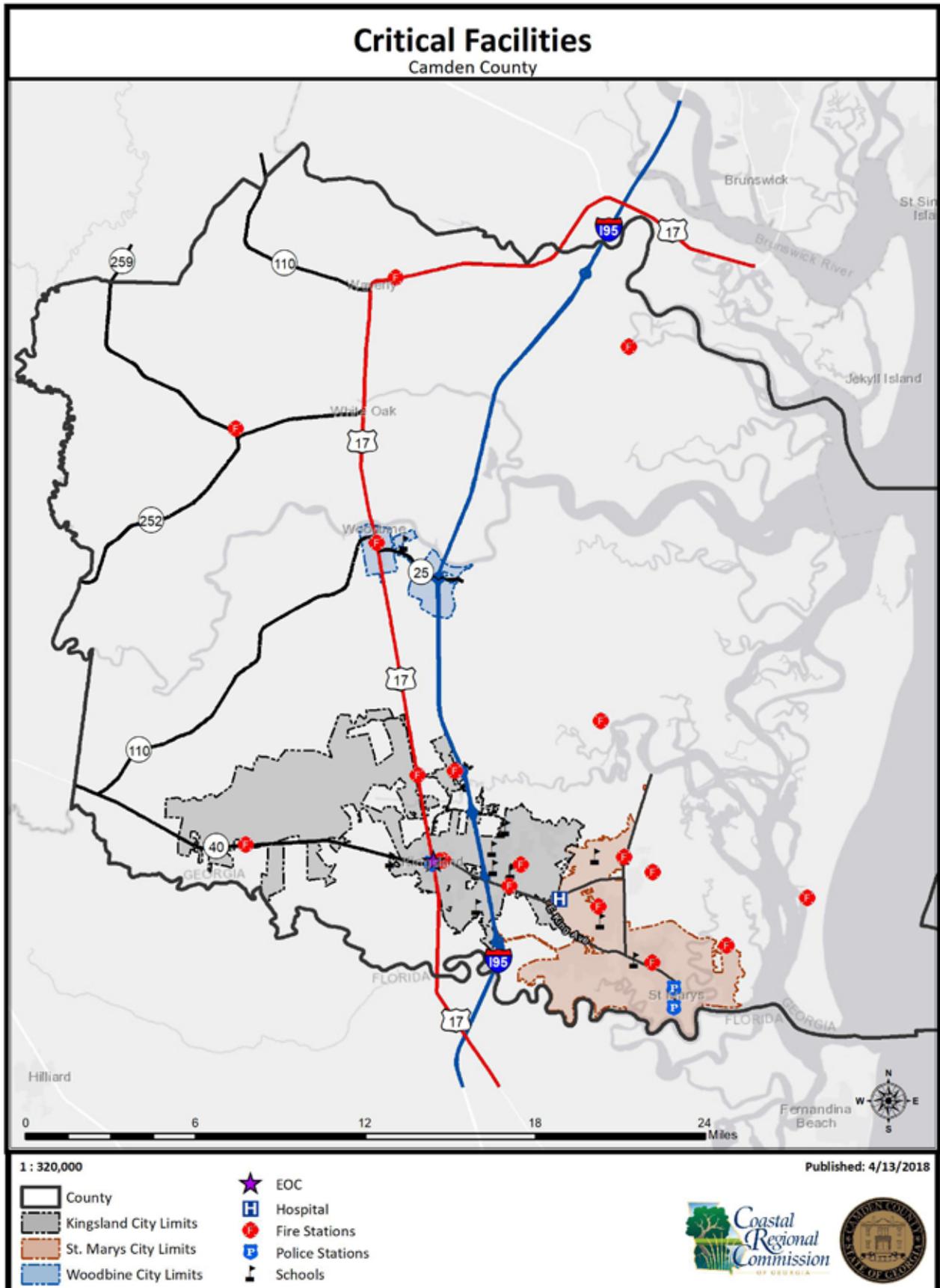
In addition, the steering committee noted the following comments at the meeting related to Transportation:

- The importance of tracking the use and development of emerging technologies, such as the use of electric cars. The Kingsland Welcome Center already has electric charging stations. The community will need to monitor the future and growth of the use of emerging technology such as electric cars.
- The development of the EPIC Adventure Project in Kingsland at Exit 1 and Exit 3 as it transportation needs.
- That the county and three cities consider funding a transportation plan that provide cost estimates for addressing the needs in Camden County and its three cities.
- It is essential that rural Georgia continue to advocate for their transportation needs.

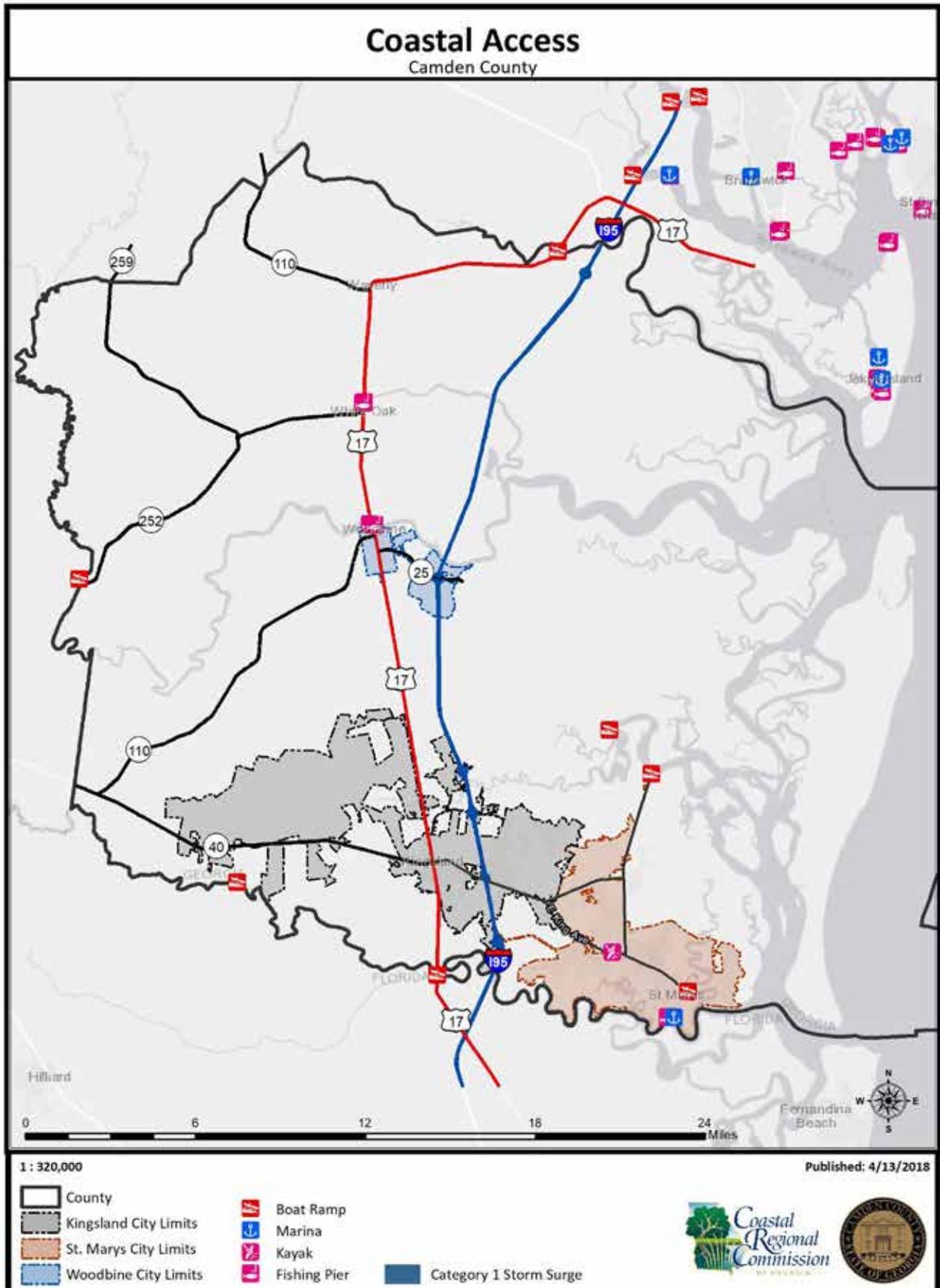
# 7

# COASTAL VULNERABILITY AND RESILIENCE

- 7.1 Natural Hazards
- 7.2 Storm Surge and Development
- 7.3 Vegetation / Open Water Buffers
- 7.4 Vulnerable Populations
- 7.5 Income and Poverty Level
- 7.6 Means of Transportation
- 7.7 Housing Type



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



## Coastal Vulnerability and Resilience

Resilient communities minimize any disaster’s disruption to everyday life and their local economies. Resilient communities are not only prepared to help prevent or minimize the loss or damage to life, property, and the environment, but they also have the ability to quickly return citizens to work, reopen businesses, and restore other essential services needed for a full and timely economic recovery.

## NATURAL HAZARDS 7.1

Locations of Camden County are located within low laying coastal plains. These areas are susceptible to flooding from rivers and canals. As a coastal community, the county and its three cities are subject to flooding from hurricanes.

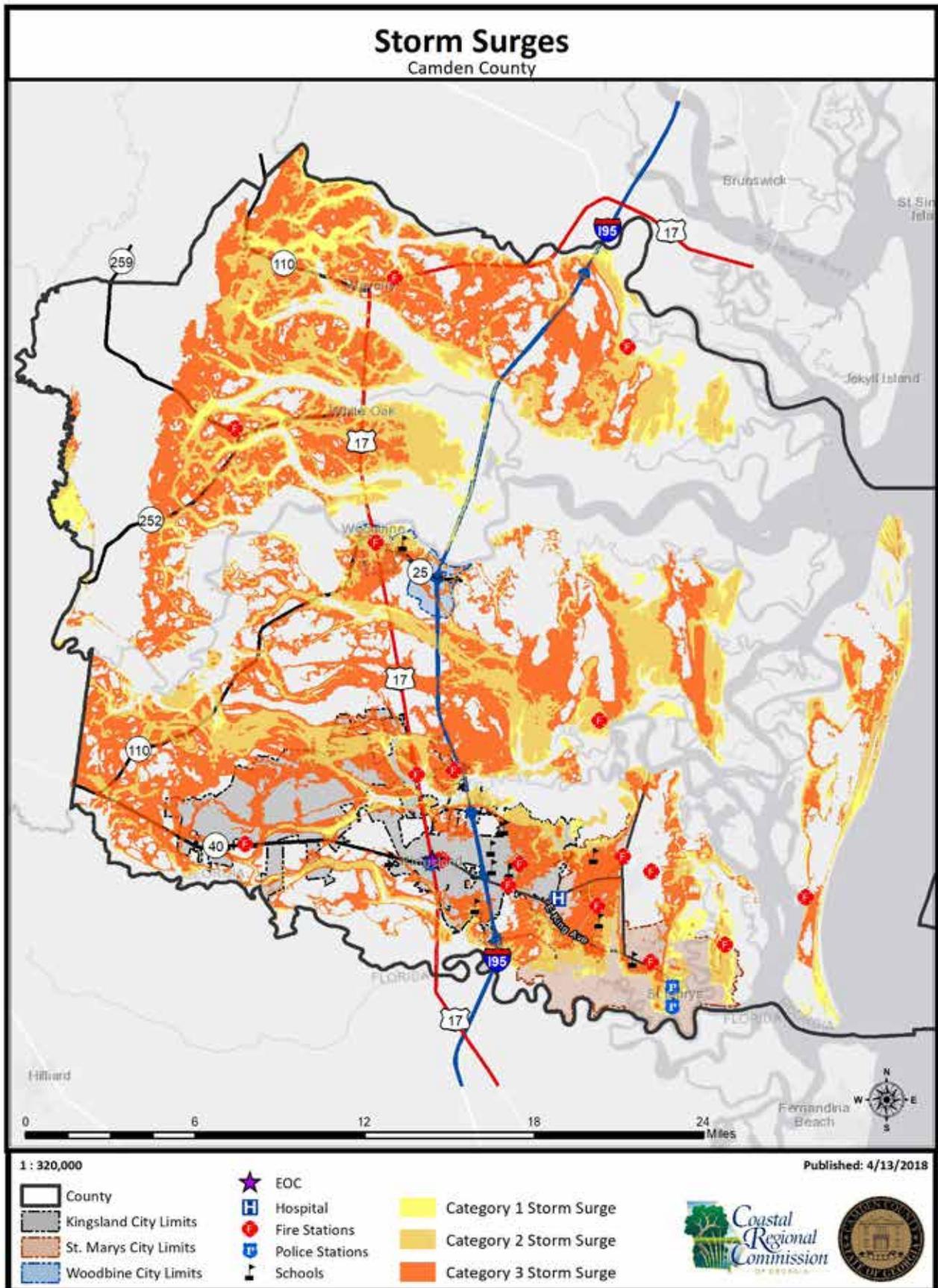
## STORM SURGE AND DEVELOPMENT 7.2

In Camden County, 4.35 percent of development is within storm surge 1, while 16.20 percent is within storm surge 2, and 24.70 percent is within storm surge 3.

In Kingsland, 1.75 percent of development is within storm surge 1, while 10.89 percent of development is within storm surge 2, and 31.67 percent is within storm surge 3.

In St. Marys, 6.9 percent of development is within storm surge 1, while 17.44 percent of development is within storm surge 2, and 22.31 percent of development is within storm surge 3.

In Woodbine, 3.41 percent of development is within storm surge 1, while 22.63 percent of development is within storm surge 2, and 28.19 percent of development is within storm surge 3.



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

## VEGETATION/OPEN WATER BUFFERS 7.3

Riparian buffers can be given a value based on their presence and allowance from open water and wetlands towards the built and developed environment. Three categories of consideration include: 100, 150, and 200-foot riparian buffers. A 100-foot riparian buffer is the recommended minimum based on literature reviews by the scientific community. As reported by the U.S. Agriculture and U.S. Environmental Protection agency in 1997, there are specific riparian widths that are associated with specific objectives. The recommended buffer width for flood control should be up 200 feet. This buffer width provides flood and sediment control as well as wildlife habitat.

Buffers narrower than 35 feet can provide some limited benefits but may require long-term maintenance since their ability to trap sediments is reduced.

Camden County enforces a River Corridor Protection Area that is inclusive of lands within 100 feet of both sides of the river. The state currently mandates a 25-foot buffer from hydrology, which is inadequate for protecting the vital natural system.

## VULNERABLE POPULATIONS 7.4

A key factor in examining resiliency is quantifying vulnerable populations. These populations include those residents who live in vulnerable areas, the 100-year and 500-year flood plains, but also those who may have difficulty in heeding evacuation orders due to age, income, and mobility.

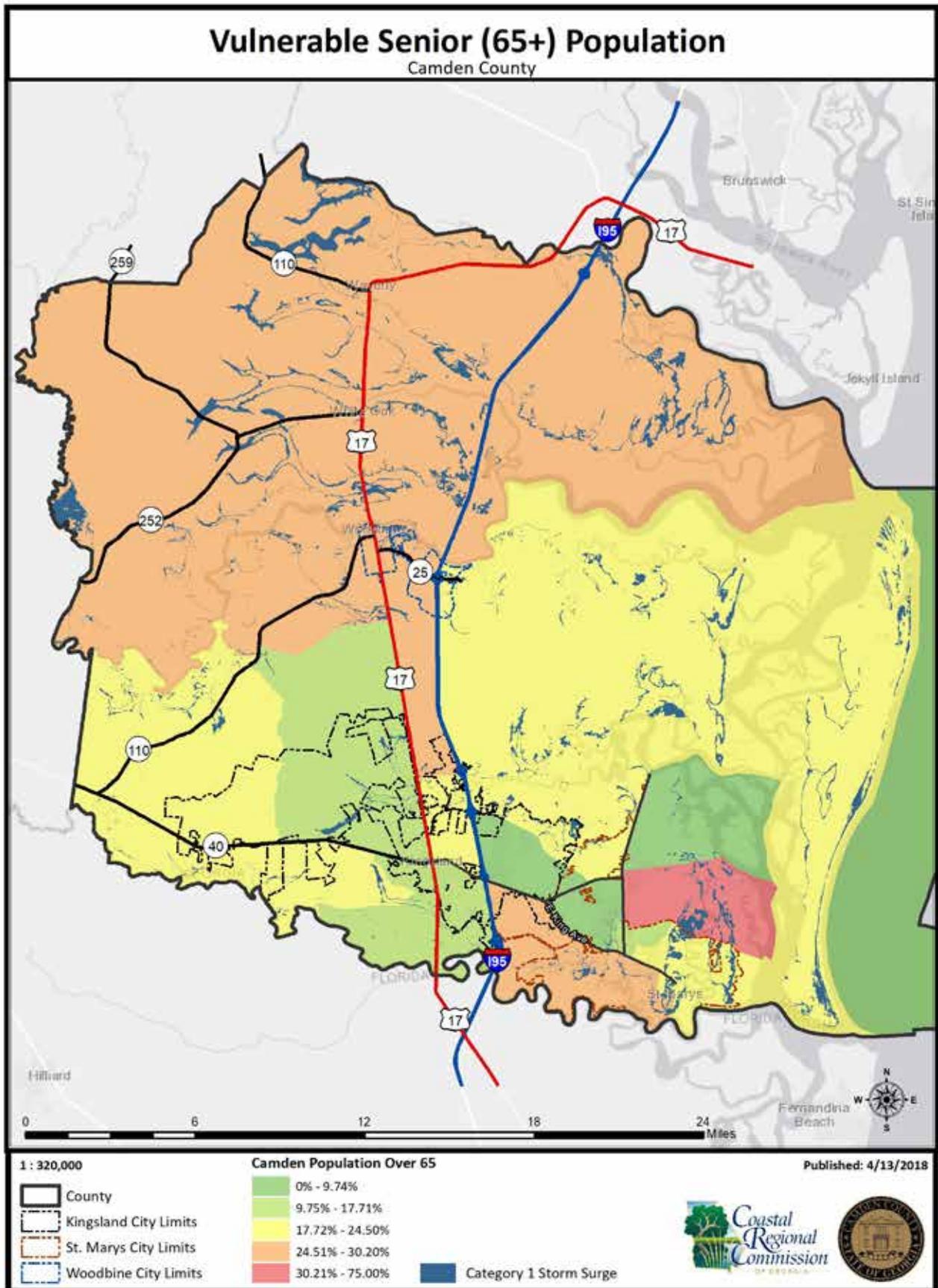
The most vulnerable populations include children less than five years old, the elderly and frail elderly, persons living in poverty, and persons without reliable transportation that live in communities with limited public transportation. For elderly, we have identified the percentage of the population 65 and older. There is no specific age cohort for frail elderly, but the literature defines frailty in people 65 and older that called for the diagnosis when three or more of the following five criteria were present: unintentional weight loss of 10 pounds or more in the past year, self-reported exhaustion, weakness as measured by grip strength, slow walking speed and low physical activity. The frail elderly are individuals, over 65 years of age, dependent on others for activities of daily living.

In Camden County, the percentage of children under age 5 decreased by 0.8 percent from 2000 to 2010, while the percentage of children under age 5 decreased by 0.4 percent in Kingsland and decreased by 1.3 percent in St. Marys. The percentage of children under age 5 increased by 1.1 percent in Woodbine from 2000 to 2010.

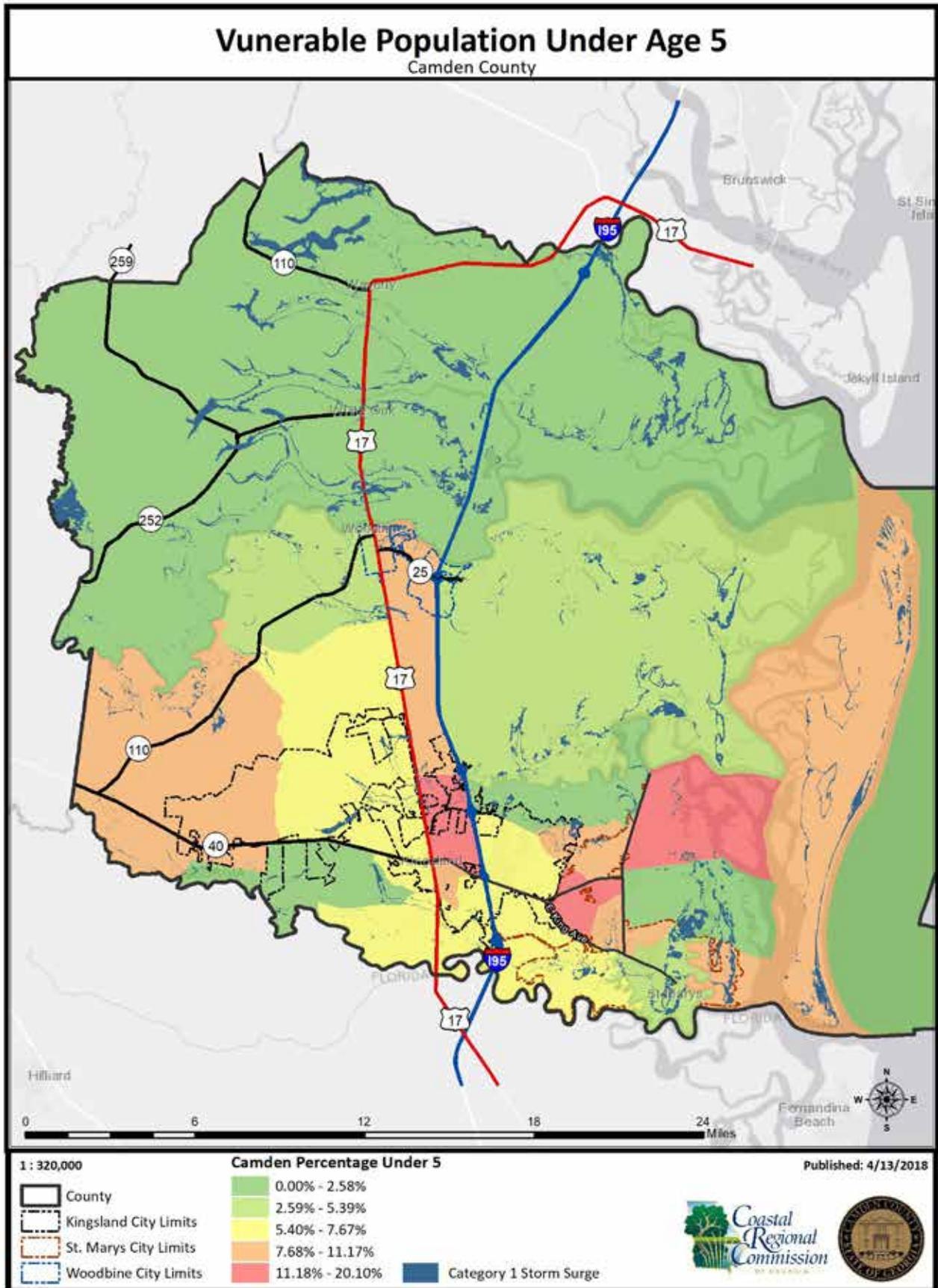
In Camden County, the percentage of persons 65 or older increased 4.8 percent from 2000 to 2010. The percentage of persons 65 or older increased in the three cities between 2000 to 2010. The increase in percentage of persons 65 or older from 2000 to 2010 in Kingsland was 7.8 percent, 4.6 percent in St. Marys, and 4.8 percent in Woodbine.

Under Age 5				
	Kingsland	St. Marys	Woodbine	Camden County
2000	9.4%	9.5%	6.8%	8.7%
2010	9.0%	8.2%	7.9%	7.9%
U.S. Census				

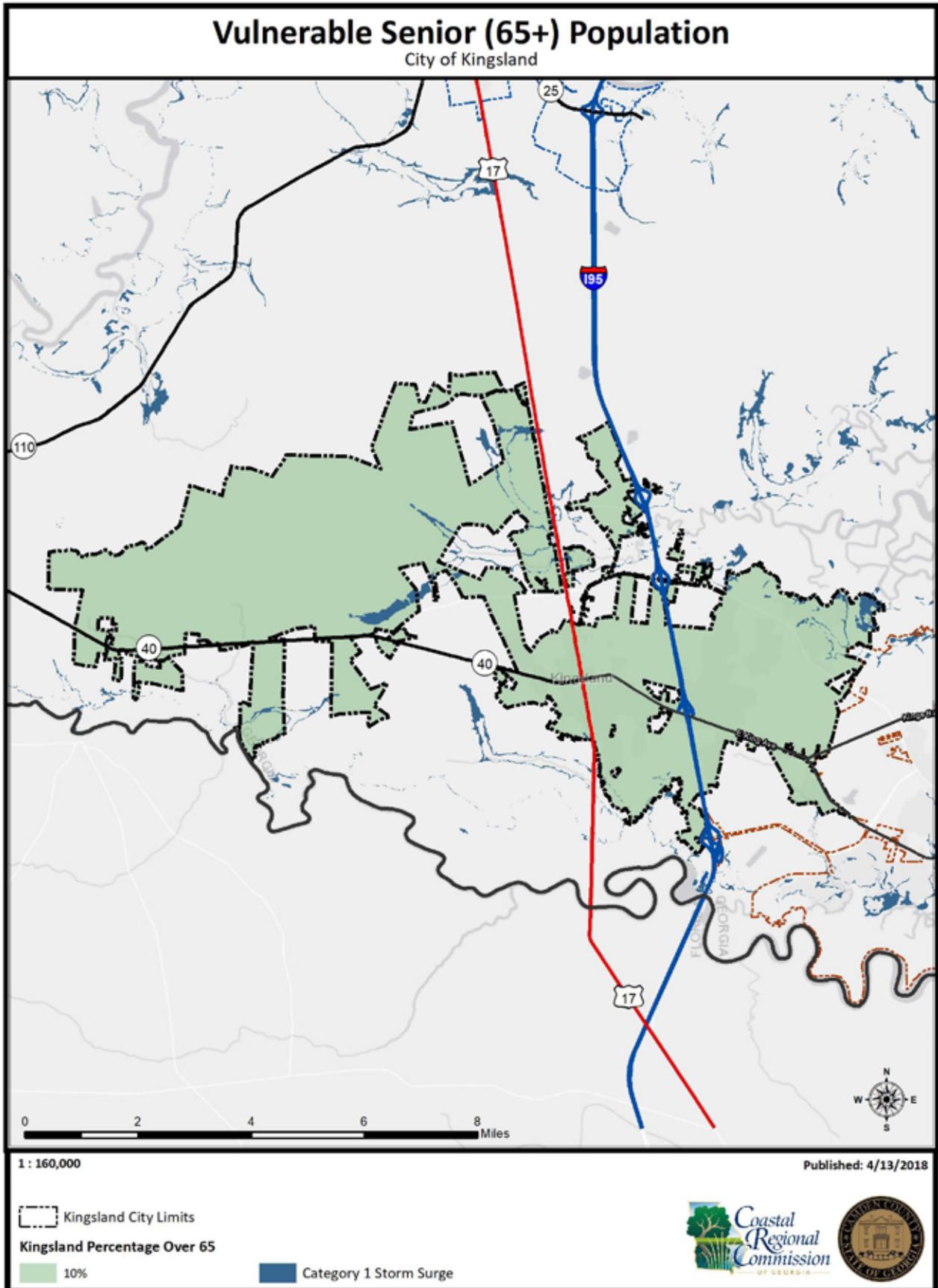
65 and over				
	Kingsland	St. Marys	Woodbine	Camden County
2000	3.6%	5.2%	10.3%	5.2%
2010	11.4%	9.8%	11.4%	9.0%
U.S. Census				



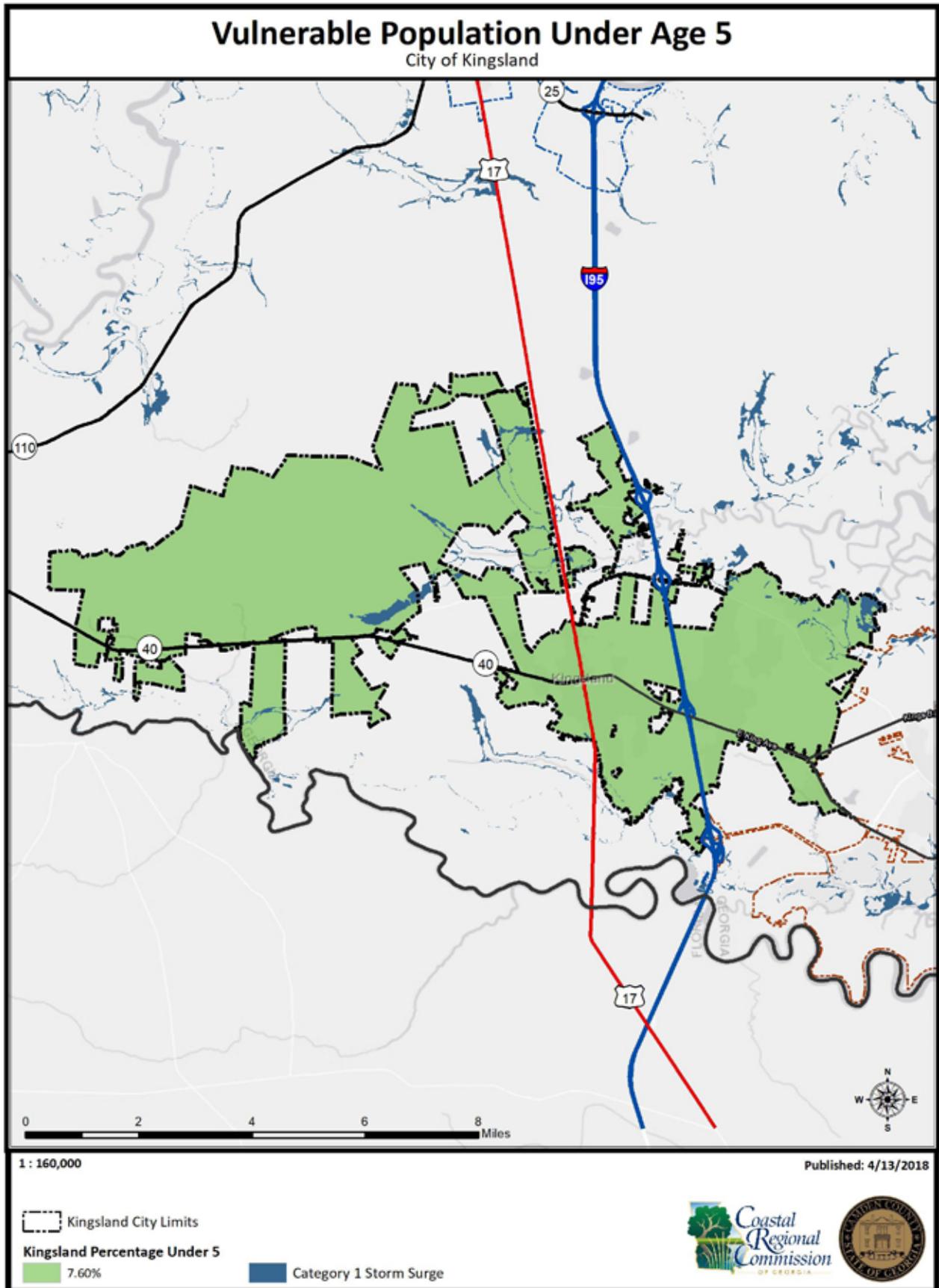
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



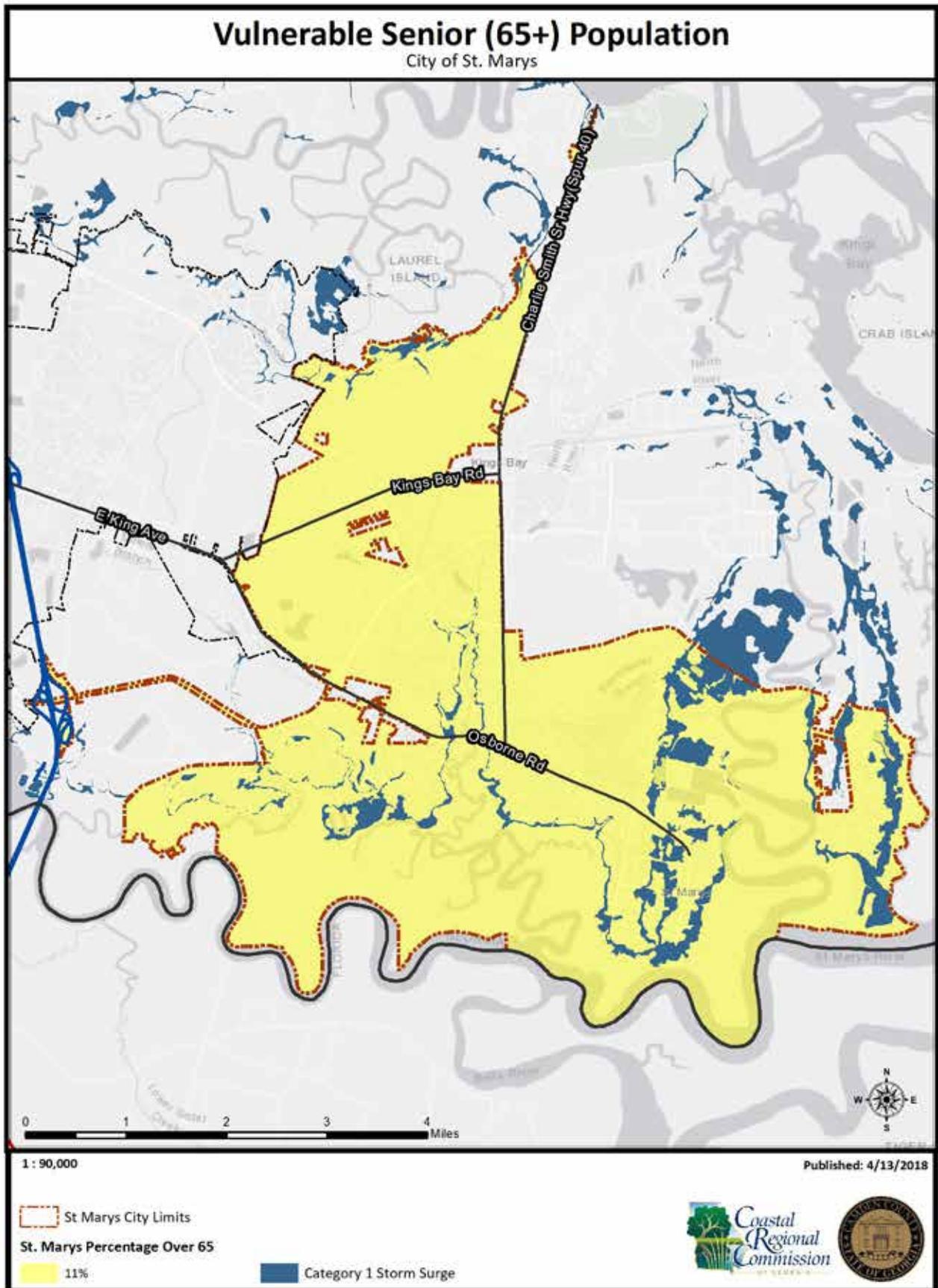
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



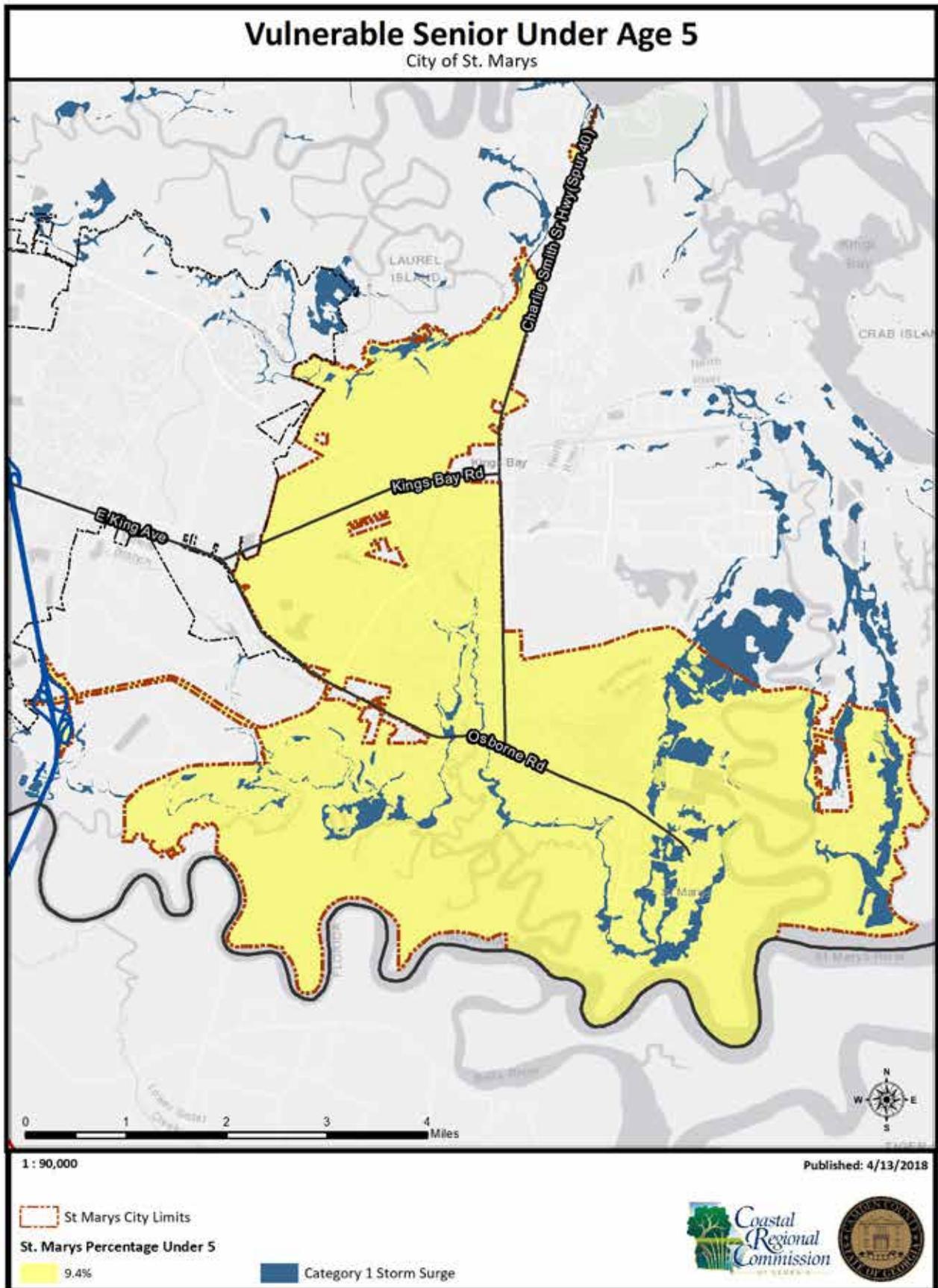
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



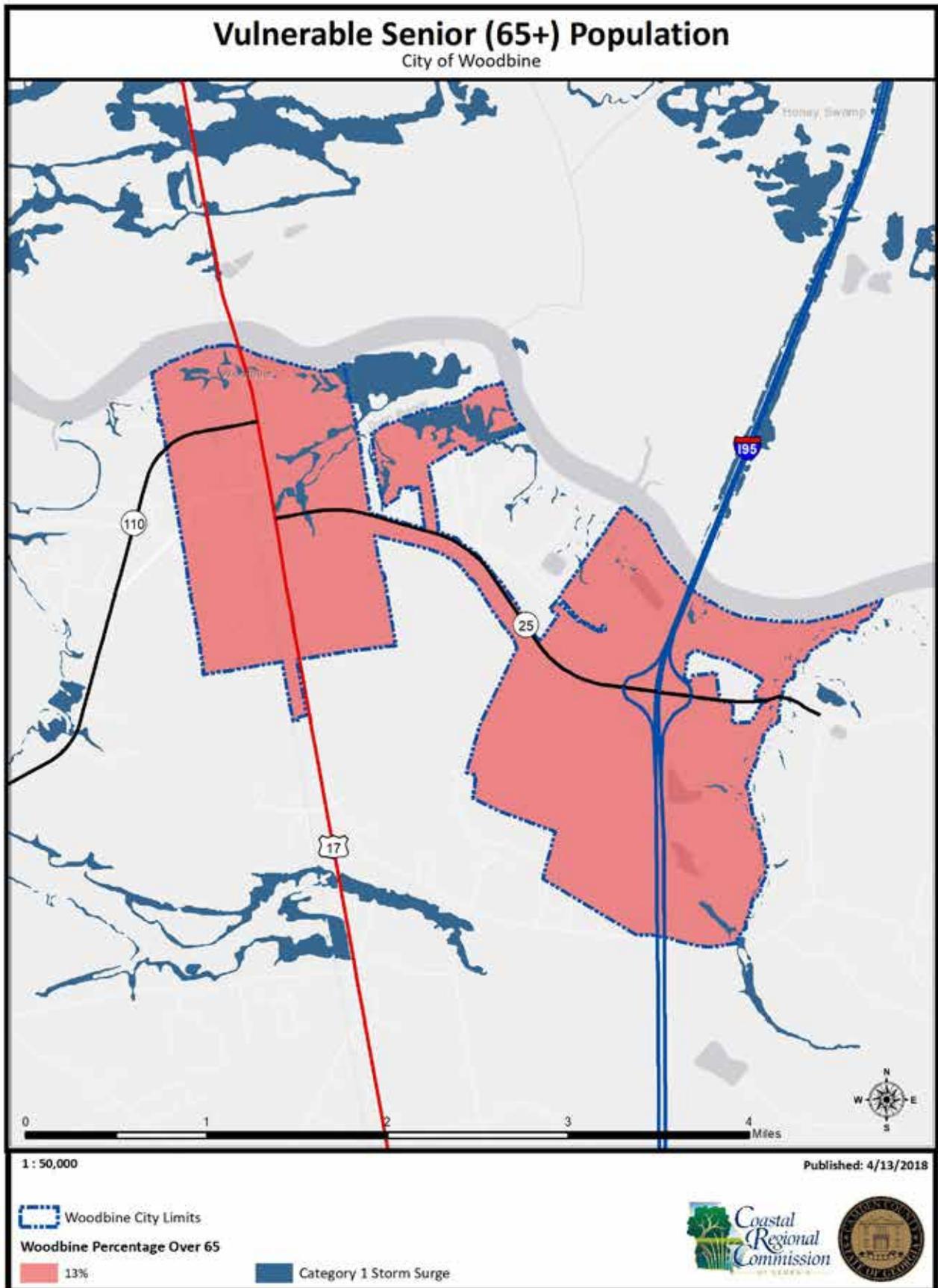
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



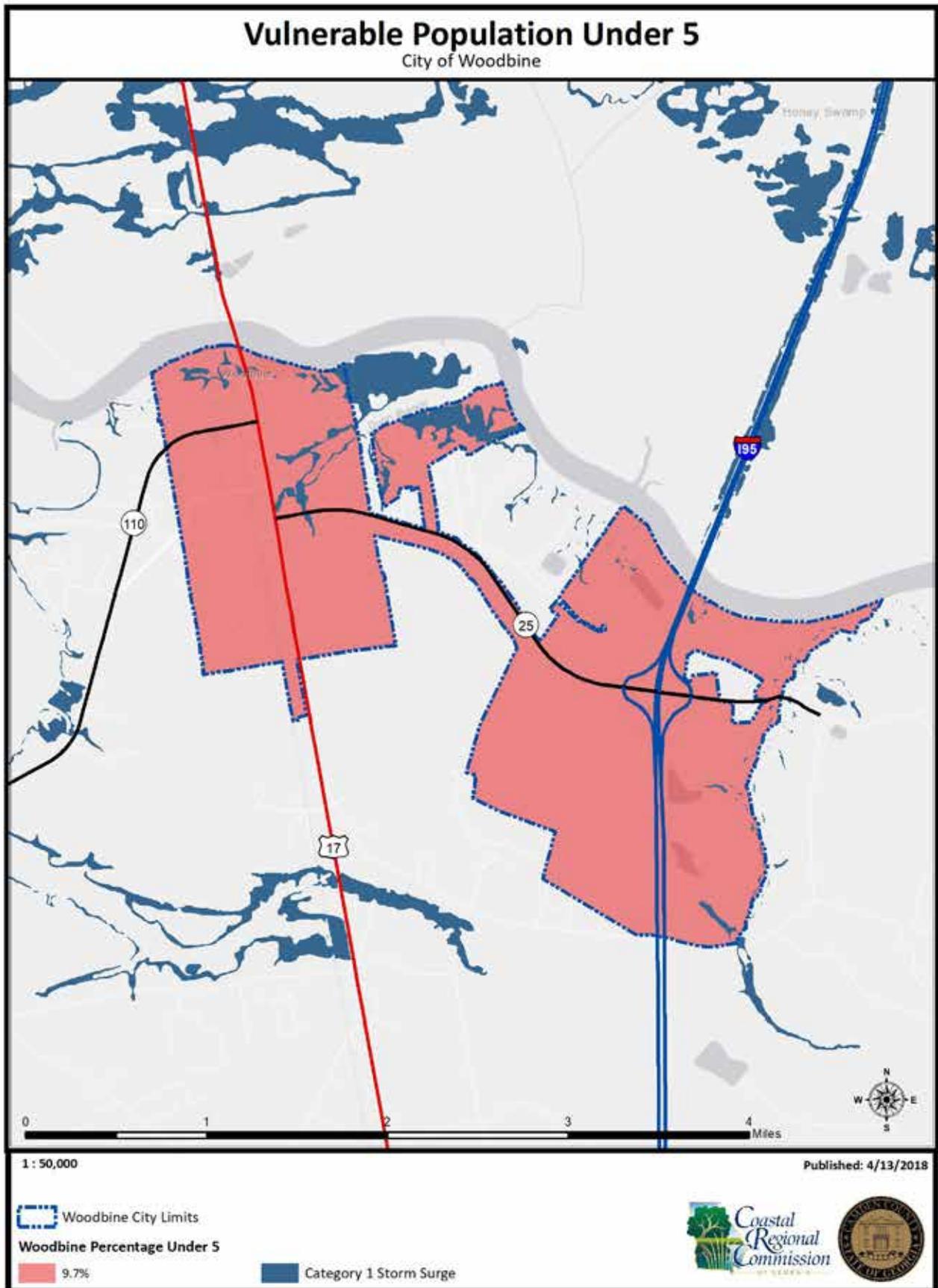
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

## INCOME AND POVERTY LEVEL 7.5

Income can directly relate to a family's ability to have reliable transportation, which then directly relates to a family's ability to evacuate their homes in the event of an evacuation order. Income also impinges upon a family's ability to secure temporary lodging (hotels or motels) beyond publically provided shelter, or to obtain replacement housing should they lose their homes due to a storm event or natural disaster.

According to the U. S. Census Bureau, Camden County's median household income in 2017 was \$50,979. Low- and moderate-income is defined as up to 80 percent of median household income, which would be \$40,783 for Camden County. Poverty levels are established by the federal government and are based upon income and family size. For Camden County, 12.0 percent of families fall below the poverty level.

According to the U. S. Census Bureau, Kingsland's median household income in 2017 was \$52,338. Low- and moderate-income is defined as up to 80 percent of median household income, which would be \$41,870 for Kingsland. Poverty levels are established by the federal government and are based upon income and family size. For Kingsland, 10.1 percent of families fall below the poverty level.

According to the U. S. Census Bureau, St. Mary's median household income in 2017 was \$51,433. Low- and moderate-income is defined as up to 80 percent of median household income, which would be \$41,146 for St. Marys. Poverty levels are established by the federal government and are based upon income and family size. For St. Marys, 14.0 percent of families fall below the poverty level.

According to the U. S. Census Bureau, Woodbine's median household income in 2017 was \$38,424. Low- and moderate-income is defined as up to 80 percent of median household income, which would be \$30,739 for Woodbine. Poverty levels are established by the federal government and are based upon income and family size. For Woodbine, 29.8 percent of families fall below the poverty level.

2017 Median Household Income			
Kingsland	St. Marys	Woodbine	Camden County
\$52,338	\$51,433	\$38,424	\$50,979
Business Analyst Online			

## MEANS OF TRANSPORTATION 7.6

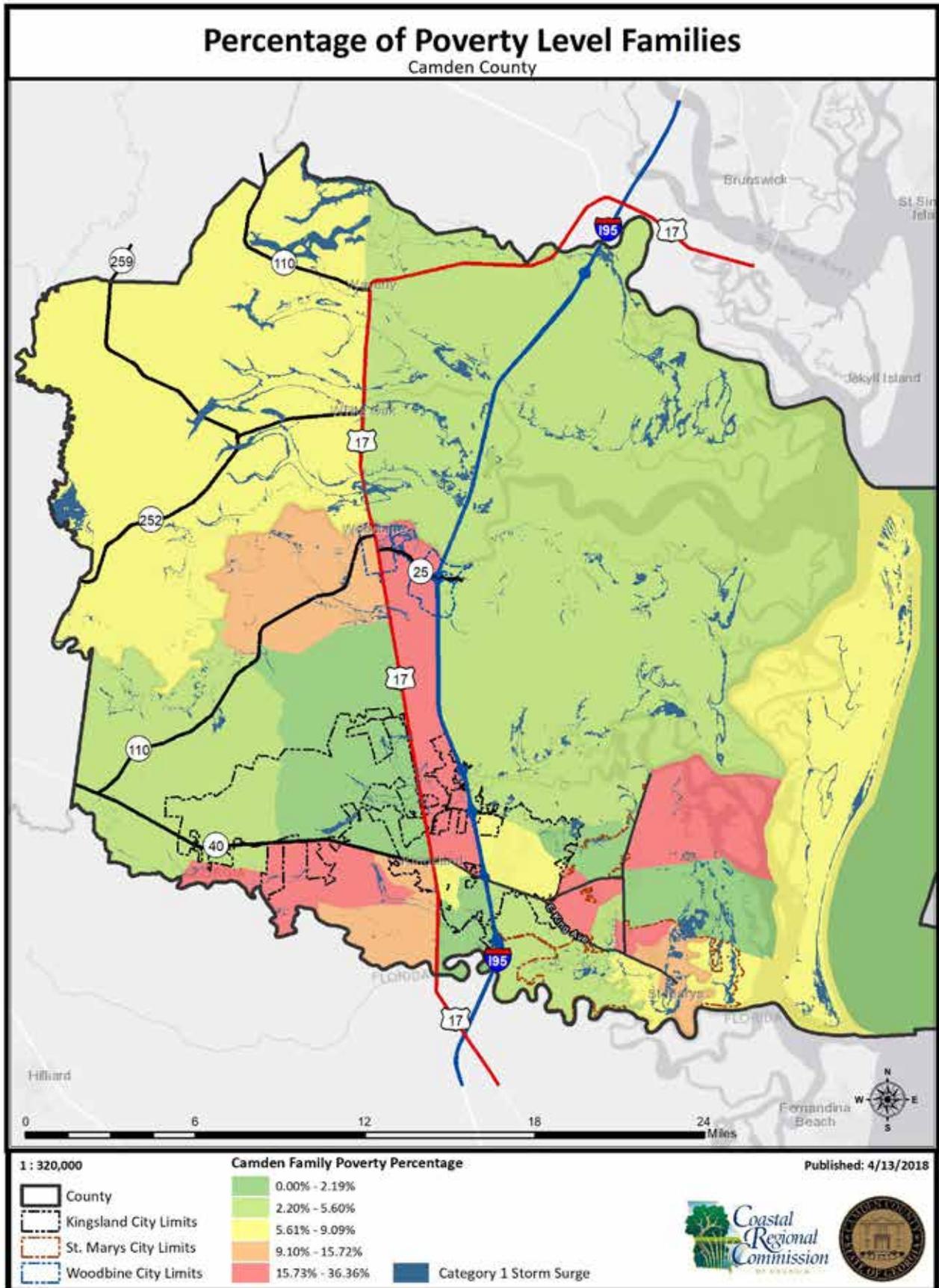
The U. S. Census reports on the number of vehicles available to households. This is an important indicator of the percentage of the population that has reliable transportation should they need to evacuate their homes in the event of a storm or other natural disaster. In Camden County, 5.3 percent of households do not have a vehicle. This percentage is 5.1 percent in Kingsland, 5.6 percent in St. Marys, and 13.3 percent in Woodbine.

2016 Households without a vehicle			
Kingsland	St. Marys	Woodbine	Camden County
5.1%	5.6%	13.3%	5.3%
U.S. Census			

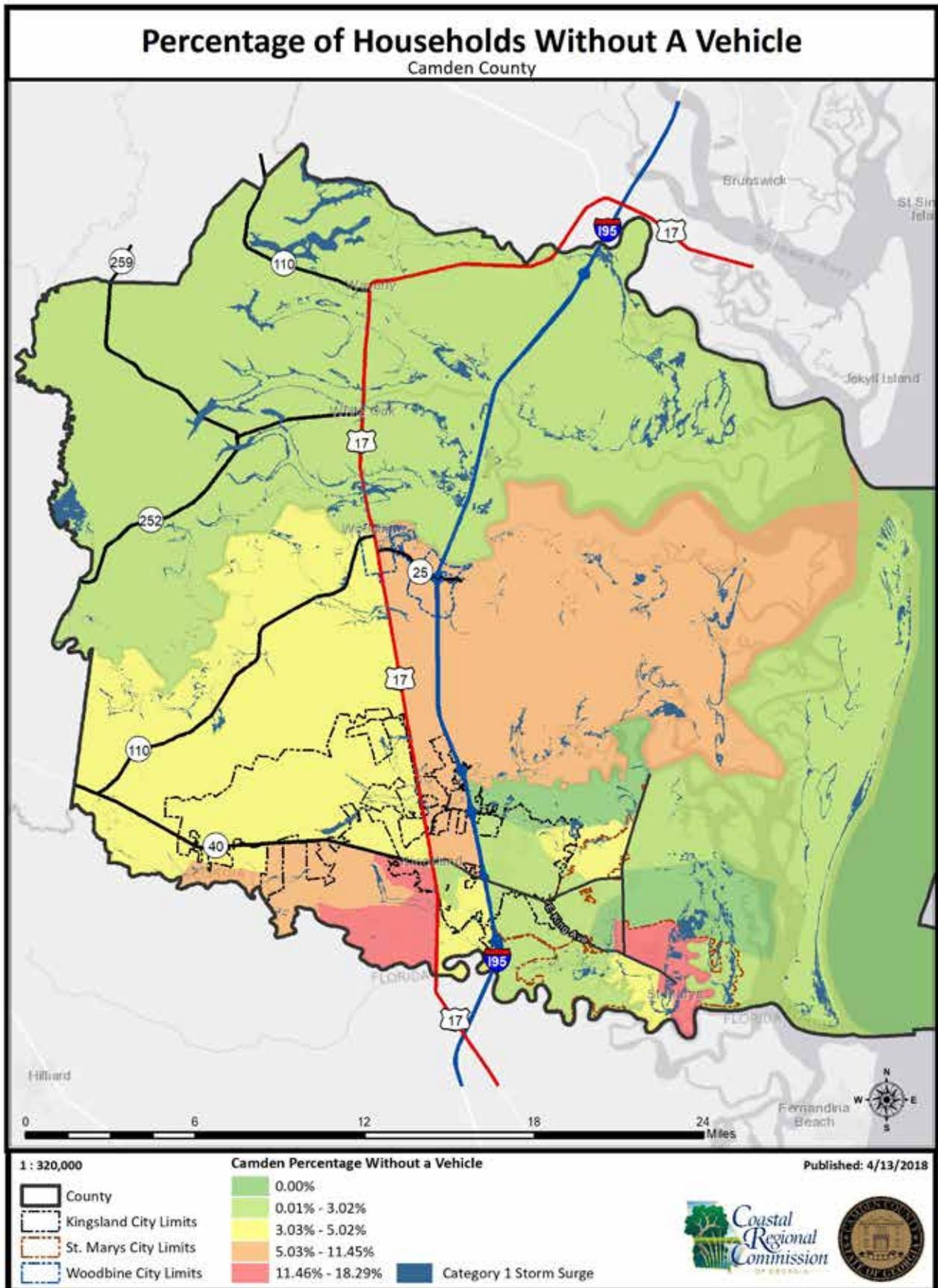
## HOUSING TYPE 7.7

Mobile homes have been identified as a particularly vulnerable type of housing during storm events due to their susceptibility to damage caused by high winds and flying debris. In Camden County, 12.6 percent of families live in mobile homes while this percentage is 9.8 percent in Kingsland, 4.6 percent in St. Marys, and 13.0 percent in Woodbine.

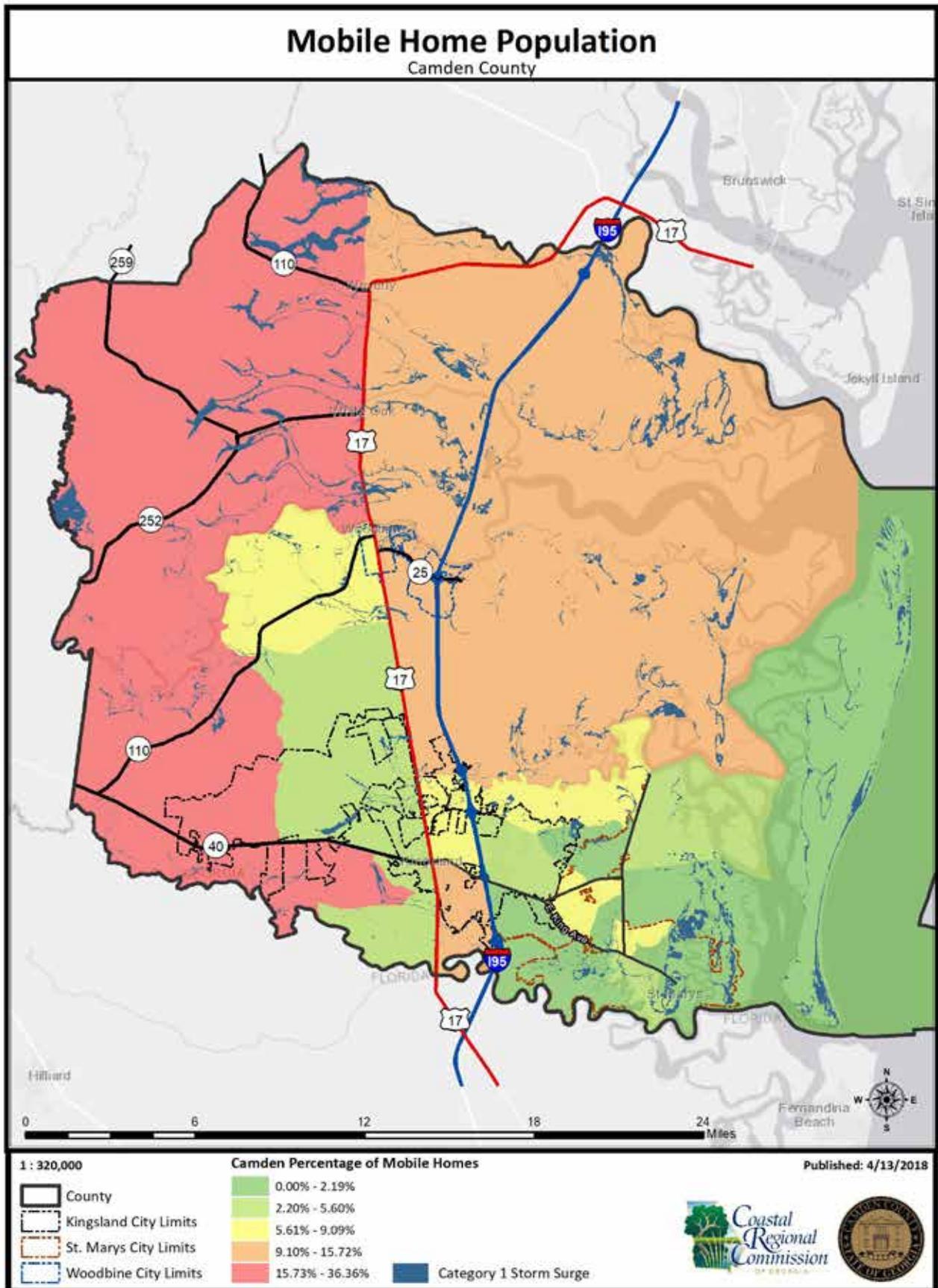
2016 Households without a vehicle			
Kingsland	St. Marys	Woodbine	Camden County
9.8%	4.6%	13.0%	12.6%
U.S. Census			



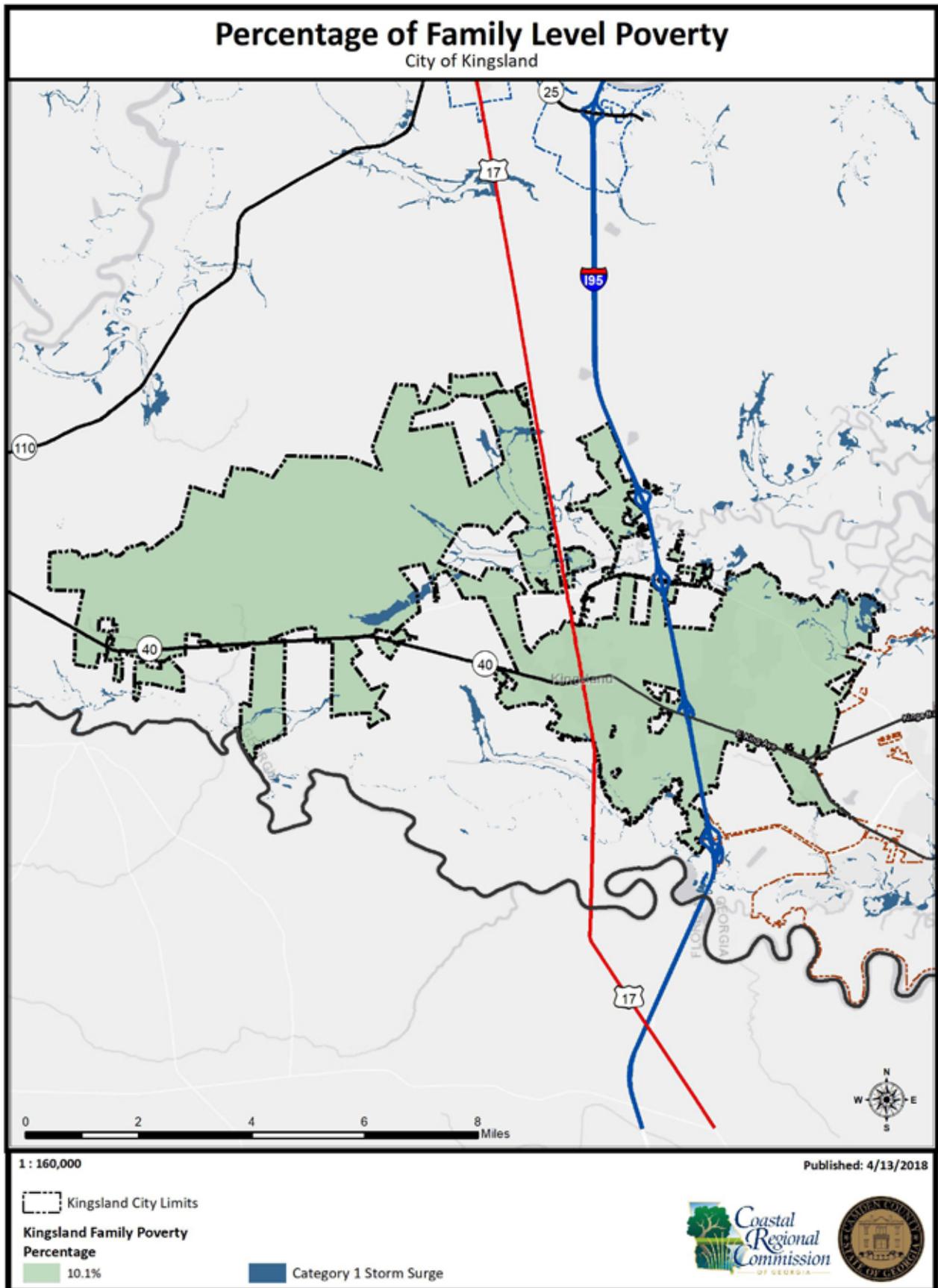
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



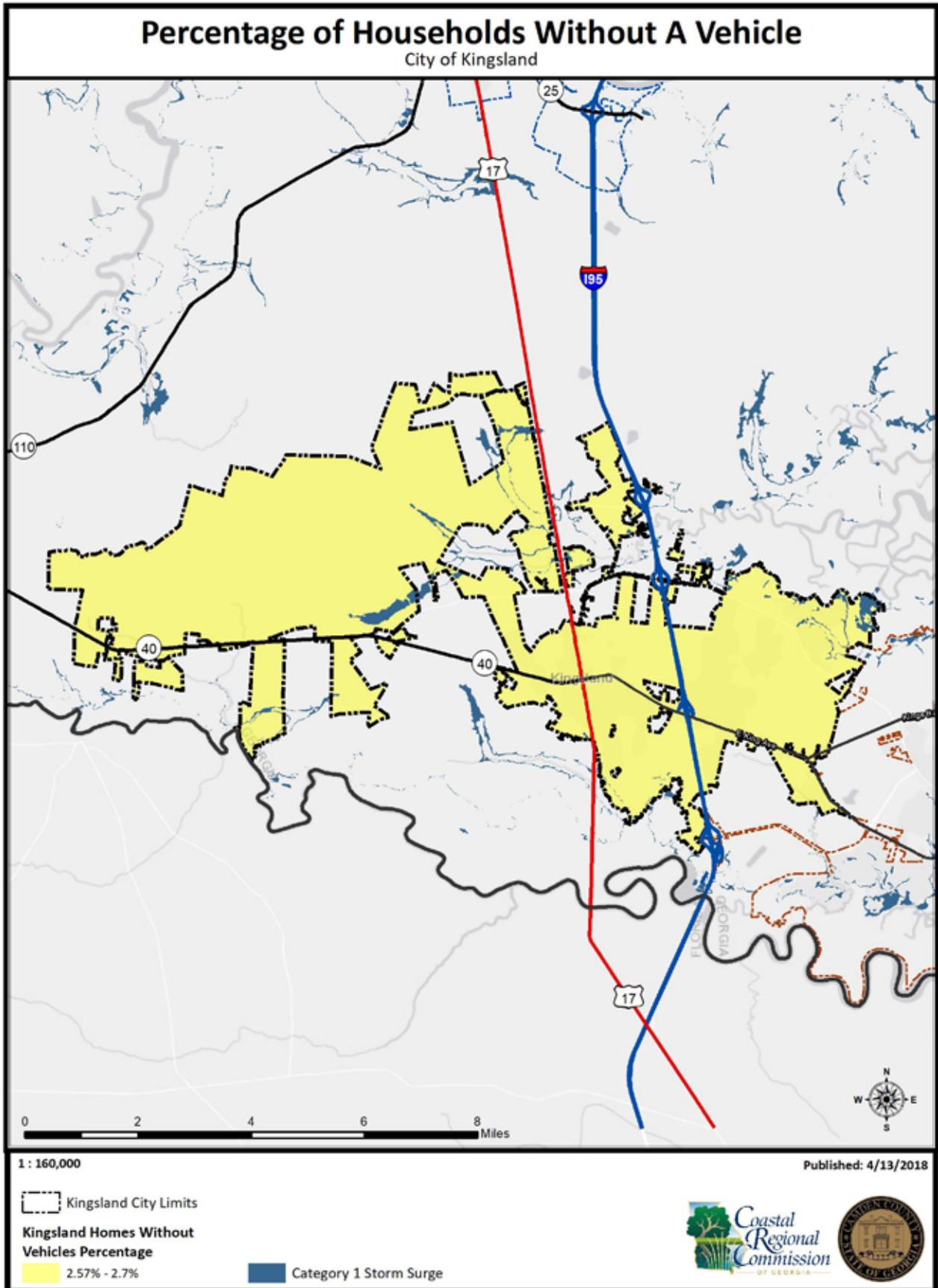
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



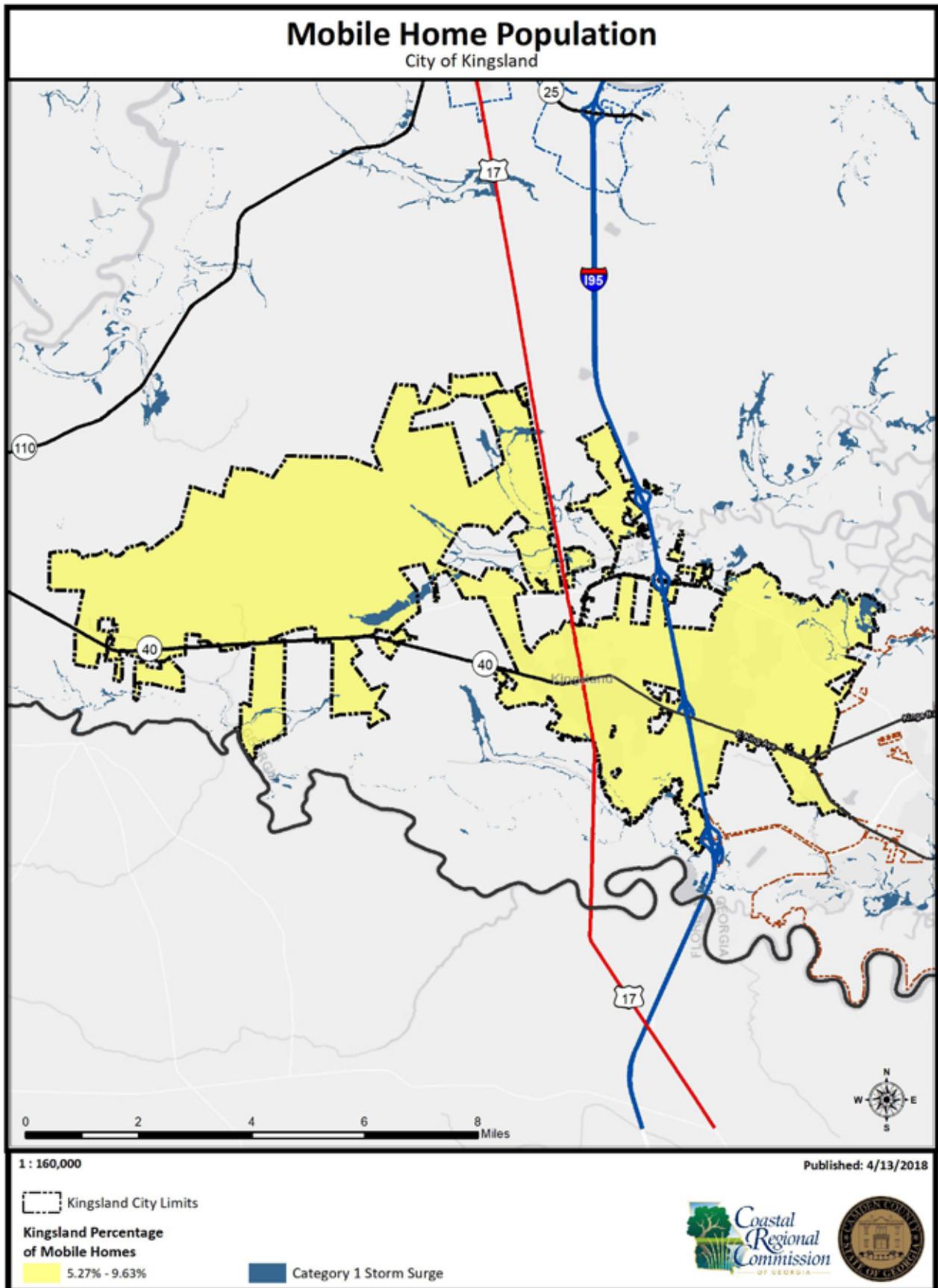
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



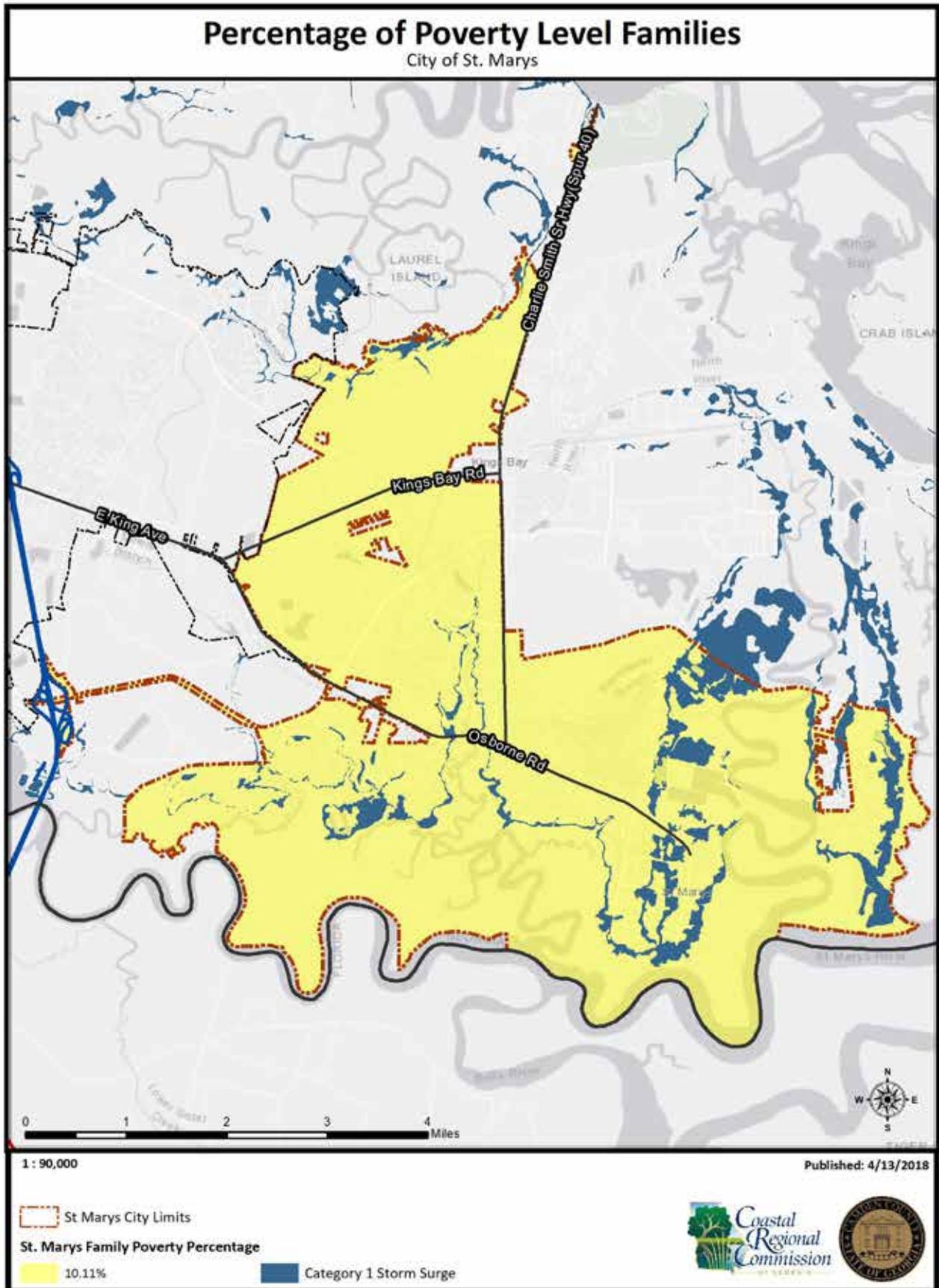
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



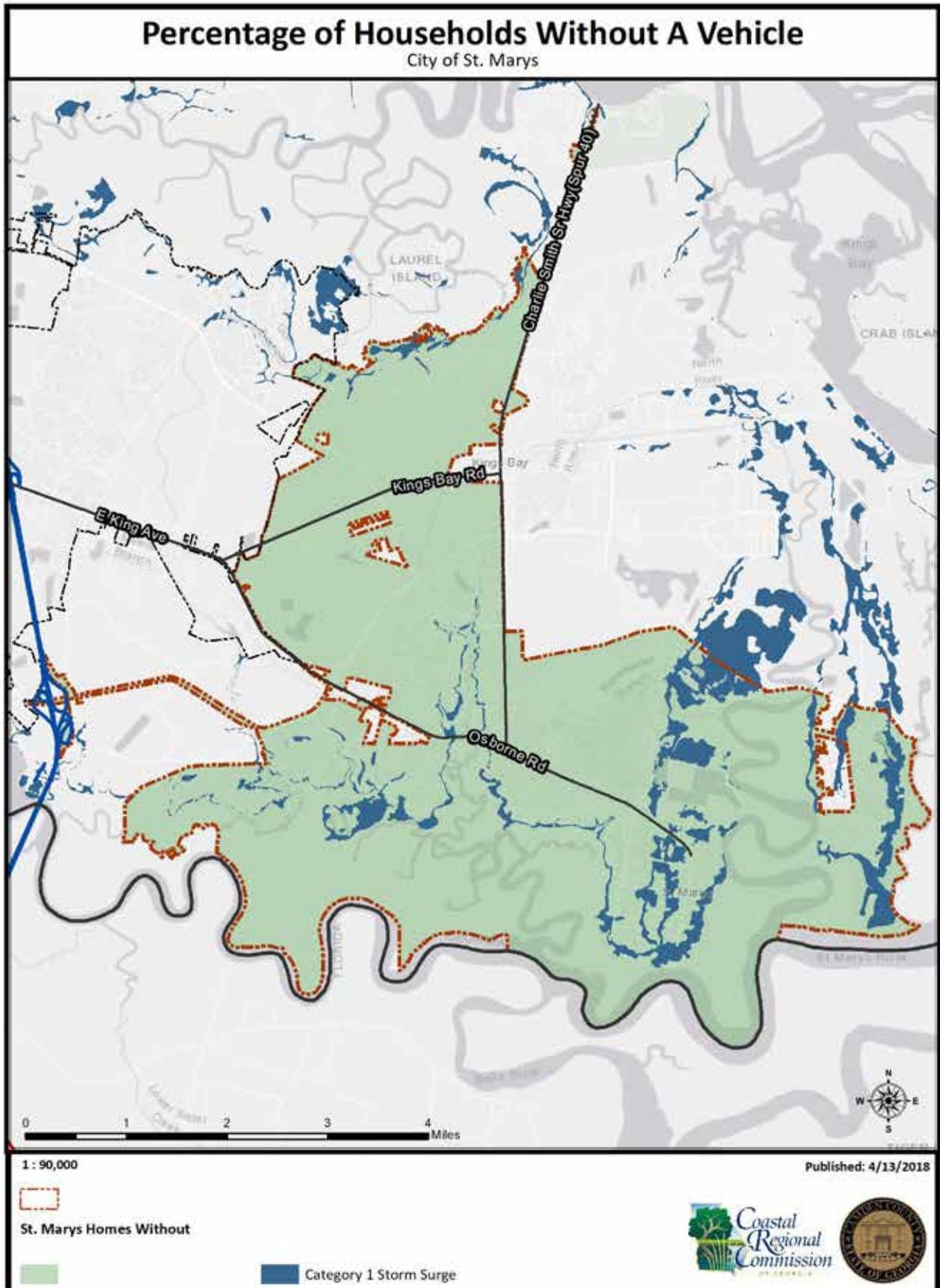
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



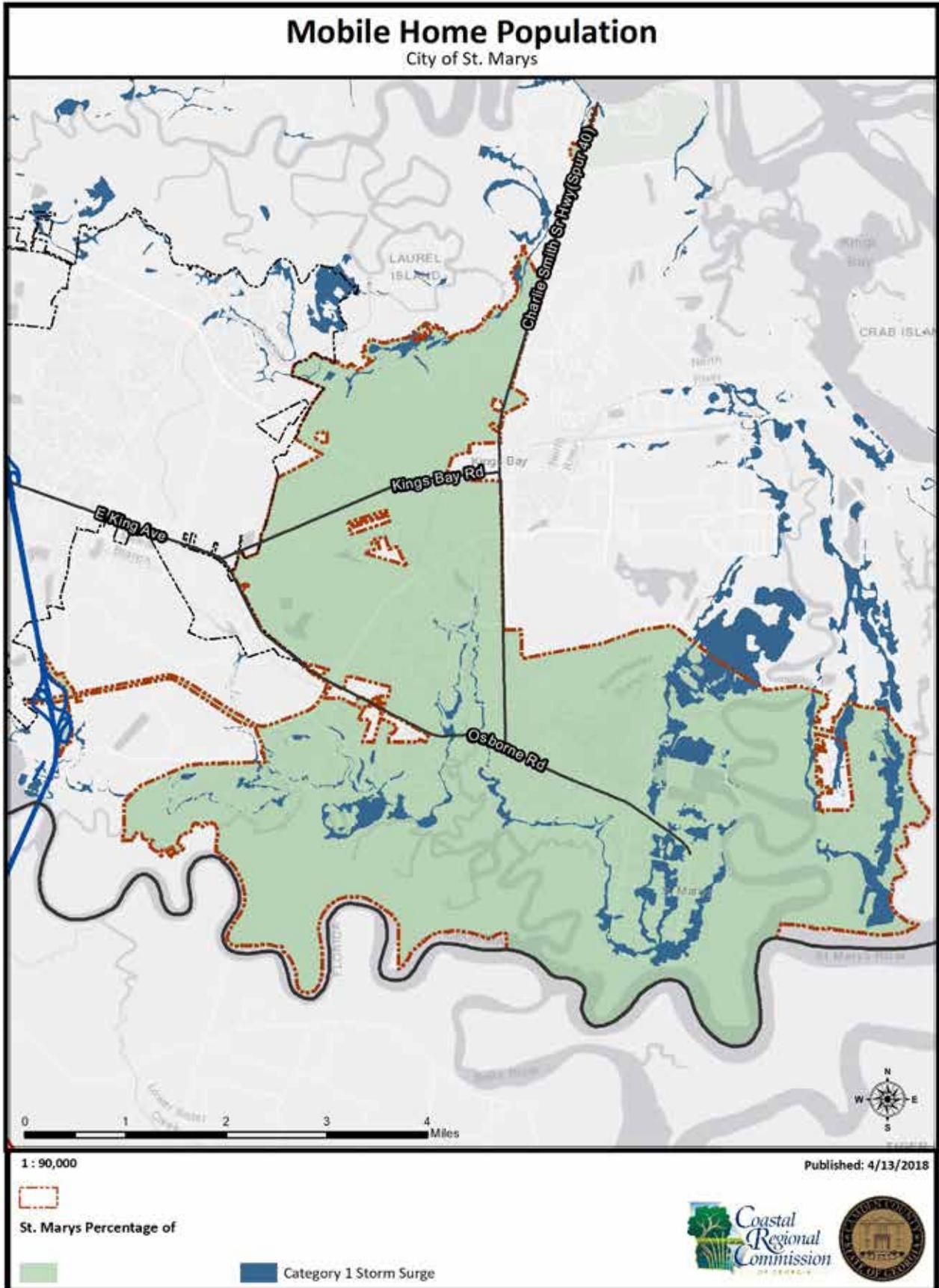
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



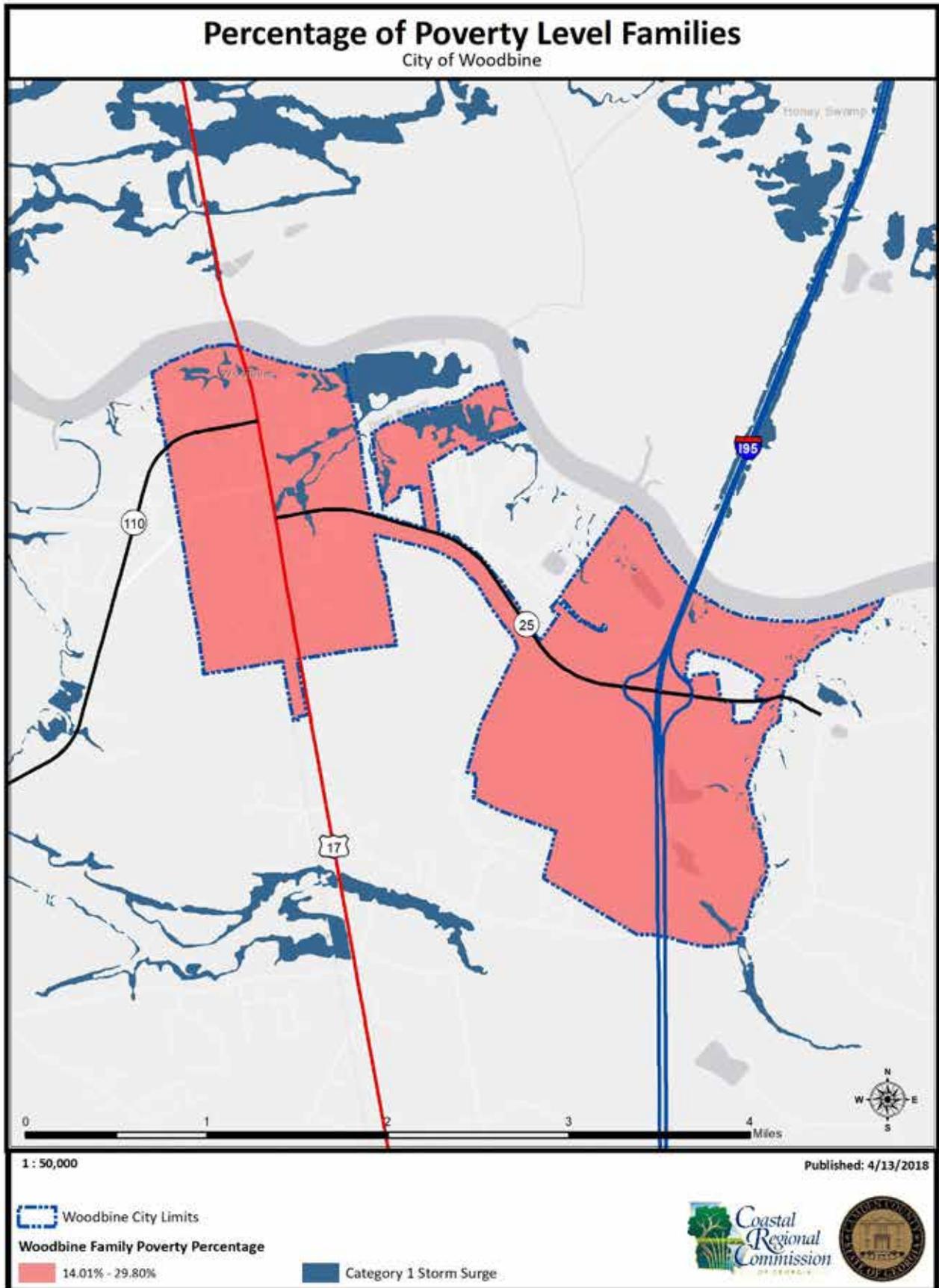
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



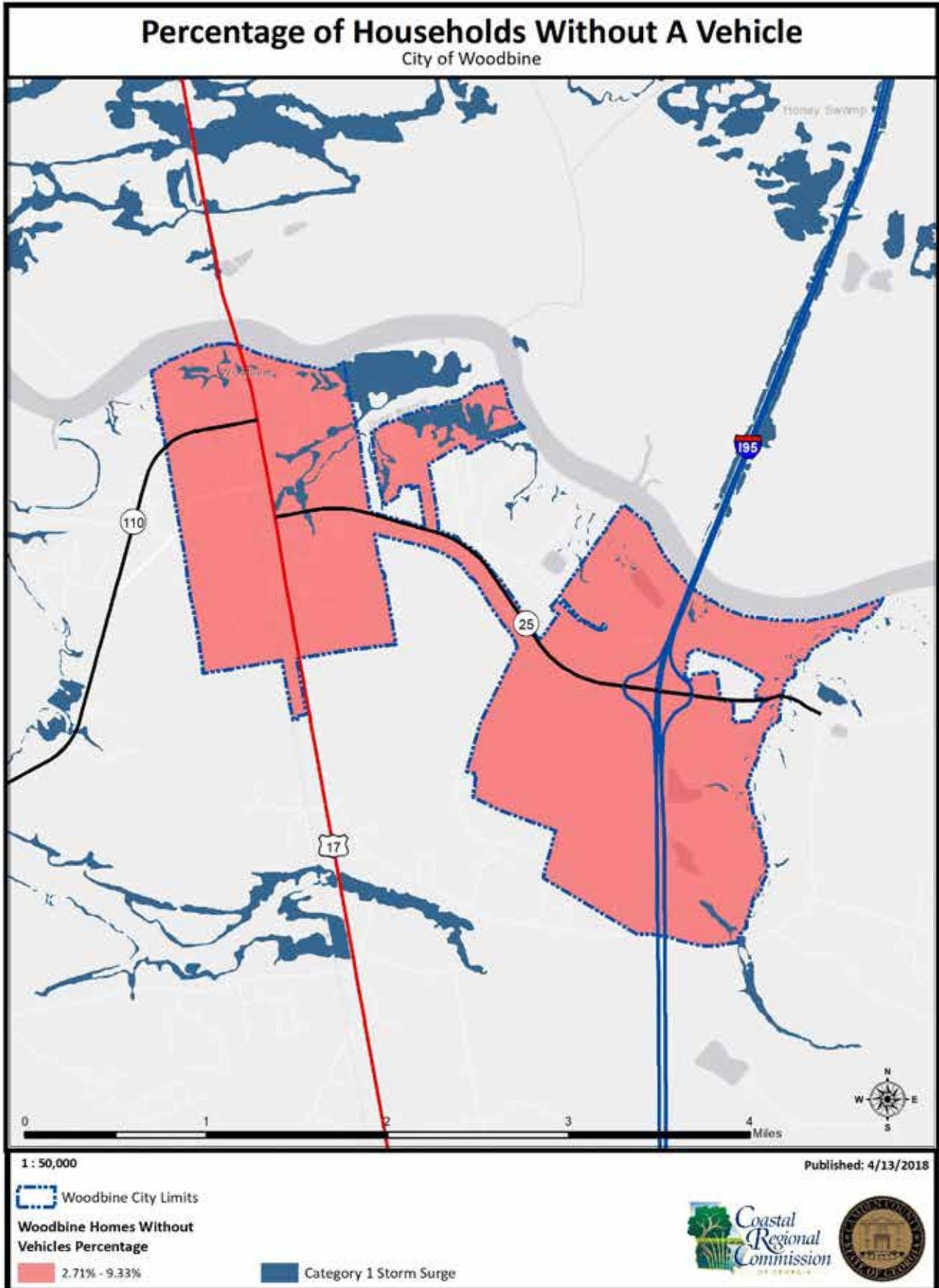
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



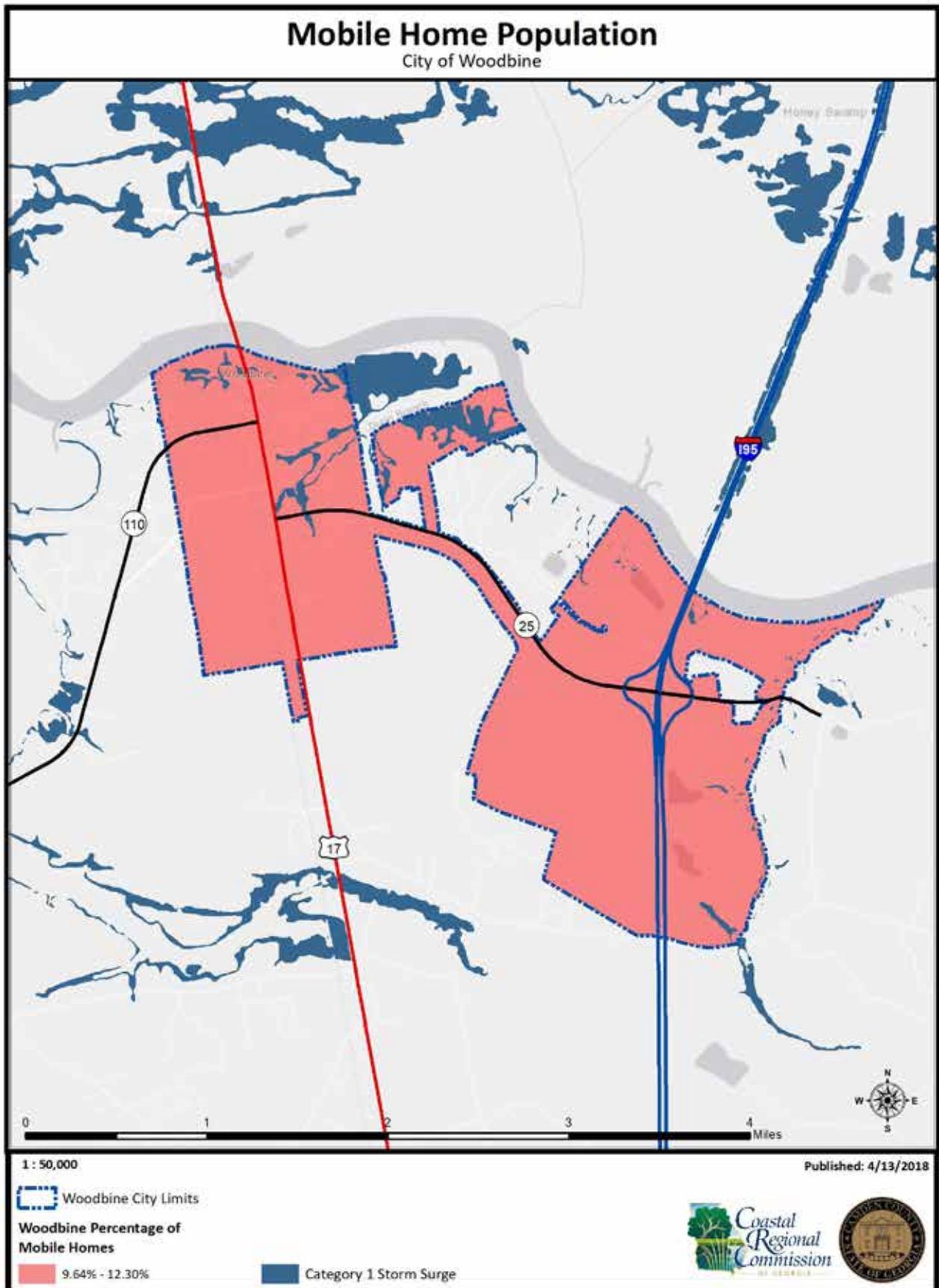
Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.



Produced in 2017 by the Coastal Regional Commission GIS Department (CRC GIS). All information portrayed in this product is for reference use only. Therefore, CRC GIS will not be held liable for improper use of the data provided herein. The data and related graphics are not legal documents and should not be utilized in such a manner. The information contained herein is considered dynamic and will change over time. It is the responsibility of the user to use the products appropriately.

# ECONOMIC DEVELOPMENT

- 8.1 Economic Base
- 8.2 Unemployment Rate
- 8.3 Occupation
- 8.4 Class of Labor Force and Places of Employment
- 8.5 Workforce Development Issues

Camden  
GEORGIA



## Economic Development

Economic development creates the conditions for economic growth and improved quality of life by expanding the capacity of individuals, firms, and communities to maximize the use of their talents and skills to support innovation, and responsibly produce and trade valuable goods and services. Economic Development requires effective, collaborative institutions focused on advancing mutual gain for the public and the private sector.

Economic development is policy intervention with the goal of improving the economic and social well-being of its community. Economic growth is observable through productivity and the rise in the value of services produced. Increasing productivity can raise living standards because more income improves the ability to purchase goods and services, and improve housing and education.

Economic development opportunity via tourism for Camden County and the three cities of Kingsland, St. Marys, and Woodbine are tied to its coastal assets through waterways and the natural, historic, and cultural resources. Camden County and its three cities economic development and economic growth can also be leveraged through industrial development in the main industries identified including manufacturing; logistics & warehousing, and hospitality. The projections of modest growth within the in-demand industry sectors are important to the future of Camden County's economy especially in manufacturing, and logistics & warehousing.





## ECONOMIC BASE 8.1

The table below provides the percentages of Camden County workforce employed in each industry type:

Industry Type	Camden		
	2000	2010	2015
Total Employed (16 years and over Civilian Labor Force)	100%	100%	100%
Agriculture, forestry, fishing and hunting, and mining	0.6%	0.9%	0.5%
Construction	7.9%	7.7%	6.2%
Manufacturing	13.3%	8.3%	10.2%
Wholesale trade	1.6%	2.8%	1.9%
Retail trade	11.2%	13.1%	13%
Transportation and warehousing, and utilities	4.2%	5.8%	4.9%
Information	1.7%	1.4%	1.0%
Finance and insurance, and real estate and rental and leasing	5.1%	4.2%	4.6%
Professional, scientific, and management, and administrative and waste management services	6.5%	9.8%	7.9%
Educational services, and health care and social assistance	19.4%	18.4%	16.9%
Arts, entertainment, and recreation, and accommodation and food services	13.0%	10.6%	12.2%
Other services, except public administration	3.5%	3.7%	4.1%
Public administration	12.0%	13.4%	16.1%
Source: U.S. Census			



## UNEMPLOYMENT RATE 8.2

In 2010, the economic recession of 2008 resulted in a higher unemployment rate for the county at 9.9 percent. In 2015, Camden County lowered its unemployment rate to 5.5 percent.

Population 16 Years and Over Unemployment Rate			
	2000	2010	2015
Camden	3.7%	9.9%	5.5%
Source: Bureau of Labor Statistics			

## OCCUPATION 8.3

The US Census reports five primary occupation types and the trends of total employed in each occupation for Camden County.

**33.1 %**  
**Management, Business, Science, and Arts**

Civilian employed population 16 years and over			
Occupation Type	2000	2010	2015
Total Employed	100.0%	100.0%	100.0%
Management, Business, Science, and Arts	27.9%	27.7%	33.1%
Services	19.6%	20.3%	19.3%
Sales and Office	24.6%	26.7%	25.7%
Natural Resources, Construction, and Maintenance	13.8%	13.0%	10.8%
Production, Transportation, and Material Moving	14.1%	12.3%	11.0%



# CLASS OF LABOR FORCE AND PLACES OF EMPLOYMENT

## 8.4

Camden Population 16 Years and Over			
Class of Labor Force	2000	2010	2015
Total Employed	100%	100%	100%
Private Wage and Salary Workers	68.5%	68.6%	67.1%
Government Workers	26.4%	26.0%	28.4%
Self-Employed Workers	5.0%	5.3%	4.3%
Unpaid Family Workers	0.1%	0.1%	0.2%

**67.1%**

Private Wage and Salary Workers . 2015

Population 16 Years and Over			
Location of Labor Force	2002	2010	2015
All Places (Cities, CDPS, etc.)	100%	100%	100%
City of Kingsland, GA	21%	17.7%	18.3%
City of St. Marys, GA	23%	17.5%	13.0%
City of Brunswick, GA	4.0%	4.6%	5.4%
City of Jacksonville, FL	3.8%	4.3%	4.5%
City of Savannah, GA	4.0%	4.4%	4.3%
City of Woodbine, GA	0.0%	1.2%	3.0%
Fernandina Beach, FL	1.6%	1.3%	2.3%
Dock Junction CDP, GA	1.4%	2.0%	1.7%
City of Atlanta, GA	2.7%	1.4%	1.3%
Folkston, GA	1.3%	0.0%	1.3%
Jesup, GA	0.0%	1.5%	0.0%
Waycross, GA	1.1%	0.0%	0.0%
All Other Locations	35.9%	44.1%	44.8%

# WORKFORCE DEVELOPMENT ISSUES 8.5

Workforce development issues, which threaten quality economic development in the region include:

- Low rates of educational attainment;
- Inferior skill levels for high-wage; and
- A poor level of occupational “soft skills.”

These factors present the risk of disinvestment and also pose difficulty in recruiting new firms to the area.



## Coastal Workforce

One of the primary roles of the Coastal Workforce is to provide leadership and coordination of economic development and workforce programs.

Coastal Workforce coordinates and participates in partnerships that align with business, such as organized labor, community organizations, economic development practices, and education that enhances the economic viability. Coastal Workforce also coordinates with government agencies, such as human services, education systems (e.g., public school systems, community colleges, and universities), unions, and industry and trade associations.

Coastal Workforce is charged with ensuring that its job centers are business/customer-focused and outcome-based, with the placement of job seekers who meet businesses' hiring needs being a high priority. Because Coastal Workforce maintains effective workforce development systems, it enables many quality connections, matching employers' specific needs with those seeking gainful employment. All centers concentrate on the existing and emerging economic conditions and in-demand target industries.



## Department of Community Affairs Economic Development

DCA offers a variety of economic development incentives and tools designed to help promote growth and job creation throughout the state.



## U.S. Department of Agriculture Rural Development

USDA provides economic opportunity through financial assistance programs for a variety of rural applications, including funding to develop essential community facilities, projects that will create and retain employment in rural areas, and other activities leading to the development or expansion of small and emerging private businesses in rural areas.

## SUMMARY OF ECONOMIC DEVELOPMENT PROJECTS AND CONCLUSION

As part of the comprehensive plan process, the Coastal Regional Commission partnered with representatives of the Georgia Conservancy to conduct an economic development role play exercise with the stakeholder members in order to familiarize themselves with other stakeholder member roles in the economic development process.

The economic development role play involved all the attendees present to choose the best site that is available for a large manufacturing plant. In this exercise, participants were given roles which do not normally occupy. For example, an elected official would play a citizen in this exercise. An environmentalist team member would play the role of an elected official. The groups were then presented with various site conditions and information for consideration in the location of the manufacturing facility.

After the discussion of the sites and the review of the information, all of the groups chose the same site for the proposed facility. As noted at the end of the discussion, the intent of the exercise is to provide all of the participant's hands on experience in dealing with the differing opinions, perspectives, roles that occur during the facilitation of an economic development.

As noted in the recently adopted Comprehensive Economic Development Strategy or CEDS plan, this area is home to historic towns, industries, Kings Bay Naval Submarine Base, as well as a thriving tourism trade with each factor driving some part of the economic engine.

In regard to Kings Bay Naval Submarine Base, it has been noted that Kings Bay Submarine Base is synonymous with Camden County, Georgia. The Naval Submarine Base, which is in Camden County, houses several US Navy Trident submarines on the 16,000 acre installation. According to Bureau of Research Economic Development (BRED) at Georgia Southern University, the Navy employs approximately 9,900 works (military, civilian, and contractors) at the base. The economic impact of Kings Bay payroll in 2016 was \$1.142 billion, with \$855 million resulting in direct spending by the installation and \$287 million that occurs in other sectors that is directly related to the installation.

The BRED study notes that 6,600 of the 9,000 military related jobs are held by local residents with daily commuters come from three major work areas: Nassau County (32 percent), Duval County (26 percent), and Charlton County (18 percent). Other key information from this study notes that a total of 10,440 military retirees and their families live in Camden.

As stated earlier, it is certainly necessary to review and analyze the impact of Kings Bay Naval Submarine Base upon Camden County as it relates to the economic development. While the county and the region as a whole recognize the significant contribution of Kings Bay, it is essential to work toward a more diverse economic base that consists of various companies. The issue of a large military installation as the largest employer also occurs in other parts of the region, just as in Liberty and Long County with Fort Stewart-Hunter Army Airfield.

In the environment of significant nationwide economic projects such as the second headquarters of Amazon and the recent announcement of the \$1.6 billion Toyota-Mazda plant which will employ 4,000 employees and manufacture up to 300,000 vehicles, economic development is becoming increasing competitive between counties, regions, and states. However, Camden County with its high quality of life, proximity to Jacksonville and its International Airport, strong school system, and Kings Bay Naval Submarine among its assets make it an attractive location for the presence of future companies. In this context, it is necessary to note two significant economic development projects in Camden as it continues on its bright and prosperous future.

### **Spaceport Camden**

The project that has been the most extensively covered and has captured the most local, regional, and nationwide interest is the development of Spaceport Camden. A spaceport is defined as a site for launching or receiving spacecraft, by analogy with seaport for ships or airport for aircraft. The word spaceport has been traditionally used for sites that are capable of launching spacecraft into orbit around Earth or on interplanetary trajectories. With the spaceport's proposed location on the coast of Georgia, Camden County is in an outstanding position to be one of the most important commercial spaceports in the United States. Spaceport Camden is referred to as being the only exclusively vertical, non-federal range on the East Coast.

The Spaceport Camden site is approximately 4,000 acres in size and is the property is currently held with purchased options by the Camden County Board of Commissioners. The project site is located at the eastern part of the county near Harriets Bluff Road and was formerly used to manufacture solid rocket propellant engines for NASA and munitions for the military to support the war in Vietnam.

According to information from the Georgia Southern University Bureau of Business Research and Economic Development (BBRED), the assessment of Camden County Spaceport Project shows more than \$22 million in annual economic activity will be generated by Spaceport Camden. In addition to study notes that there will be more than \$9 million in economic activity that will be generated from construction activities at the spaceport in the first 15 months of operations.

In addition, the study also predicts an increase in tourism due to Spaceport Camden activities. The information discusses that the idea of launches, similar to those held in the Florida Space Coast of Kennedy Space Center in Cape Canaveral, will attract tourists from all over the world. The County site has been approved for 12 launches and 12 landings per year as stated in the draft environmental impact statement. The idea of spaceport launches around the country see an influx of 10,000 to 15,000 visitors that stay for an average of 2-3 days for orbital and suborbital launches. The BRED mentions that launches have become another opportunity to showcase the host community and attract visitors and that the existing industries in Camden stand to benefit from these investments.

In order to facilitate the project at the Camden site and in the state of Georgia as a whole, legislation has been passed at the Georgia General Assembly in order to foster private investment at the Camden Spaceport. The Spaceport Camden presents a unique challenge and opportunity for economic development in Camden County. According to the October 2017 report titled *The Future of Commercial Report* by Georgia Innovation, Camden County Spaceport could be part of statewide space program is that slated to have an economic impact output of just over half a billion dollars.

### **Coastal Pines Technical College Initiative-Camden Campus**

In order to attract future economic development projects and service existing employers, it is essential to continue to develop a high skilled and well trained workforce. At a recent Coastal Regional Commission Council meeting, the Kings Bay Naval Submarine Base Commanding Officer noted the difficulty that they have in attracting and retaining quality skilled workers for the maintenance of their submarine fleet. He noted that the level of skill needed to repair submarines is more challenging than that of sending of equipment into space. Therefore, it is critical that Camden County have a technical college facility for providing training to current and existing workers for current employers, such as Kings Bay Naval Base, and for future employers that may result from initiatives such as Spaceport Camden.

Camden County, as well as the cities of Kingsland, St. Marys, and Woodbine continue their efforts to secure funding for the development of a Coastal Pines Technical College campus in the county. This facility would assist in providing a quality workforce for current and future employers.

Throughout the county, public, and private leaders have recognized the importance of the development of a technical college campus and are working diligently to obtain this facility. The Gross family, local landowners and Camden County natives, has agreed to donate a 27 acre site for the proposed technical college site. In addition, the local governments of Camden County, City of Kingsland, City of St. Marys, and City of Woodbine have issued joint of letters of support for the project. The community's support of the project has resulted in the approval of funding for the construction of the technical college in Governor Deal's 2018-2019 budget.

It is important to note that Coastal Pines Technical College currently has space in the College of Coastal Georgia Kingsland campus, although a standalone site for the technical college will allow for more programs and resources for the training and development of highly skilled employees. The possibility of a technical college for the development of a trained and skilled workforce is paramount to current and future economic development efforts for Camden County for years to come.

# 9

# COMMUNITY WORK PROGRAM

- 9.1 Implementation Program
- 9.2 Short Term Work Program
- 9.3 Report of Accomplishments

## IMPLEMENTATION PROGRAM 9.1

The implementation program outlines a variety of action items that need to be undertaken to address the needs and opportunities. These action items include policies, ongoing efforts, short term efforts, and long term efforts. Short term efforts are those that can be accomplished in the next five years and are included in the Short Term Work Program. Long term item efforts are those that may be accomplished beyond the 5 year immediate time frame or an opportunity may arise.

## SHORT TERM WORK PROGRAM 9.2

The Short-Term Work Program (STWP) identifies specific implementation actions the County/City government or other entities intend to take during the first five-year time frame of the planning period. This includes ordinances, administrative systems, community improvements or investments, and financing arrangements or other programs/initiatives to be put in place to implement the Community Agenda. For each action the STWP outlines the following information:

- Brief description
- Time frame for undertaking the activity
- Responsible party for implementing the activity
- Estimated cost
- Funding source

### CAMDEN COUNTY

POPULATION GROWTH								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Guide new development according to existing infrastructure.	X	X	X	X	X	Planning & Development	StaffTime	General Fund
ECONOMIC DEVELOPMENT								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Coordinate with and support local development organizations, such as the Chamber, Joint Development Authority, etc.	X	X	X	X	X	Administration	StaffTime	General Fund
Inventory and promote natural, historic, cultural and recreational resources that will promote Camden County as a tourist destination.		X				Planning & Development	StaffTime	General Fund
Adopt and implement community appearance ordinances—for landscaping, litter and design control, corridor management, and the clean-up of dilapidated properties, etc.		X				Planning & Development	StaffTime	General Fund
HOUSING								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Refer to Housing Inventory of Unincorporated Camden County (2005) to encourage affordable housing.		X				Planning & Development, & Strategic Planning	StaffTime	General Fund
Explore potential developers to coordinate with to build affordable housing.	X	X	X	X	X	Planning & Administration	StaffTime	General Fund

HOUSING								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Encourage reduction the number of mobile homes by making affordable housing an option.	X	X	X	X	X	Administration, Strategic Planning	Variable	General Fund, Fed.& State Funds
Explore programs available for affordable housing.				X	X	Administration, Strategic Planning	StaffTime	General Fund
NATURAL AND CULTURAL RESOURCES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Adopt Georgia Historic Preservation Division's model ordinance requiring the protection of locally designated historic properties and districts.		X				Planning & Development & Strategic Planning	StaffTime	General Fund
Apply for the National and State Register of Historic Places Designation for buildings of historic significance.		X				Planning & Development & Strategic Planning	StaffTime	General Fund
Adopt Georgia Historic Preservation Division's model design standards for infill and material changes to historic properties or districts to maintain historic integrity and significance.		X				Planning & Development & Strategic Planning	StaffTime	General Fund
Adopt corridor overlay districts for prominent roads in the County require the preservation of existing trees in landscaped buffers.	X	X	X	X	X	Planning & Development	StaffTime	General Fund
Survey and inventory natural and cultural resources within the County.	X					Planning & Development	StaffTime	General Fund
Protect any previously undisturbed marsh hammocks.	X	X	X	X	X	Planning & Development	Variable	Property owner's participation, Grants
Require or provide incentives for new development to conserve and protect open space and greenspace within subdivisions.	X	X	X	X	X	Planning & Development	Variable	General Fund
Look for opportunities to complete connections to the Coastal Georgia Greenway and research possible funding.	X	X	X	X	X	Planning & Development & PSA	Variable	Federal & State thru Grants
COMMUNITY FACILITIES AND SERVICES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Implement a five-year capital improvements program, a long-range program for developing or improving public facilities that brings predictability to the extent of public facility expansions.	X	X	X	X	X	All Departments	StaffTime	General Fund
Prepare a long-range Parks & Recreation Master Plan.	X	X	X	X	X	PSA	StaffTime	General Fund
Explore co-locating community facilities, i.e., sheriff and fire departments, as well as meeting spaces for training, voting, etc.	X	X	X	X	X	Administration, Strategic Planning	Variable	General Fund
Conduct a location-needs study for community facilities for future development.	X	X	X	X	X	Strategic Planning	Variable	General Fund
Future Fire Station #20.				X		Strategic Planning	\$1,572,500	23% Impact Fees, General Fund, SPLOST
Future Fire Training Tower.				X		Strategic Planning	\$975,000	100% Impact Fees
Purchase a fire engine.				X		Strategic Planning	\$800,000	100% Impact Fees

## CAMDEN

COMMUNITY FACILITIES AND SERVICES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Purchase a ladder platform.				X		Strategic Planning	\$2,500,000	23% Impact Fees, General Fund, SPLOST
Purchase a tanker.				X		Strategic Planning	\$225,000	100% Impact Fees
Purchase a heavy vehicle for Fire.				X		Strategic Planning	\$591,667	100% Impact Fees
Maintain ISO rating of 4.	X	X	X	X	X	EMS	StaffTime	General Fund
Purchase library collection materials.			X	X	X	Administration	\$460,226	89% Impact fee, General Fund
Manage future water system.			X			Planning & Development	Variable	General Fund, SPLOST
Build and utilize a fleet maintenance and office facility.			X			Public Works	StaffTime	General Fund
Maintain ditch systems to manage stormwater drainage.	X	X	X	X	X	Public Works	StaffTime	General Fund
Build new ditches to facilitate increased stormwater management.	X	X	X	X	X	Public Works	StaffTime	General Fund
Continue strategic planning for water and sewer needs.	X	X	X	X	X	Administration, Planning & Development, EMS, Strategic Planning	StaffTime	General Fund
TRANSPORTATION								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Construct roads with consideration to fire, police and other emergency services for future developments.	X	X	X	X	X	Public Works	Variable	General Fund, DOT Funds
Purchase paver and add staff to Public Works Department accordingly.	X	X	X	X	X	Administration, Public Works	TBD	General Fund
Pave un-paved roads.	X	X	X	X	X	Public Works	Variable	General Fund, SPLOST
Increase staff capacity for Road Department to meet needs beyond maintenance.	X	X	X	X	X	Public Works	StaffTime	General Fund
INTERGOVERNMENTAL COORDINATION								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Continue coordinated emergency planning efforts with Naval Submarine Base Kings Bay.	X	X	X	X	X	Administration, Fire Rescue, EMS	StaffTime	General Fund
Coordinate with Chamber and other entities as the County becomes a Metropolitan Statistical Area; will need to create a Metropolitan Planning Organization.					X	Administration, Planning & Development, Strategic Planning	StaffTime, Chamber, JDA, Cities	General Fund
Coordinate infrastructure and communication improvements with surrounding counties - Brantley, Charlton, Glynn, Wayne, etc. - as needed or desired.	X	X	X	X	X	Administration, Strategic Planning	StaffTime	General Fund, State funds, GEMA
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	X	X	X	X	X	Administration, Planning & Development	StaffTime	General Fund
Continue coordinating with City of Kingsland on Fire Services Agreement.	X	X	X	X	X	Administration, Fire Rescue	StaffTime	General Fund
Implement Public Safety Communications Plan (public works, school board, sheriff, police, fire, EMS) with Cities.	X	X				Public Safety	\$30,000,000	General Fund, Bonds, Grants

INTERGOVERNMENTAL COORDINATION								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Implement County-wide initiative for water.	X	X	X	X	X	Administration	Staff Time, Cities	General Fund, Cities' general funds, GEMA
Coordinate emergency planning services with the Cities.	X	X	X	X	X	Public Safety	Staff Time	General Fund

## CITY OF KINGSLAND

DEVELOPMENT PATTERNS								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Draft a small area/corridor plan for the area west of I-95 along Highway 40 toward downtown.		X				Planning & Development	Staff Time	General Fund
Adapt Zoning Ordinance to current opportunities/issues.	X	X	X	X	X	Planning & Development	Staff Time	General Fund
Zoning Ordinance for Tiny Housing.	X					Planning & Development	Staff Time	General Fund
Encourage development in line with best practices.	X	X	X	X	X	Planning & Development	Staff Time	General Fund
Develop West Kingsland, Lakes, May Creek and Summerfield Drainage Plan.	X	X				Planning & Development	Staff Time	General Fund & Grant Funding
ECONOMIC DEVELOPMENT								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Support the Downtown Development Association's Programs and Activities.	X	X	X	X	X	City	Staff Time	General Fund
Draft Economic Development implementation plan that includes a strategy that supports Space Port Camden.	X	X	X	X	X	City	Staff Time	General Fund
Promote a development plan for Exit 6.	X	X	X	X	X	City	Staff Time	General Fund
Promote a redevelopment plan for Exit 3.	X	X	X	X	X	City	Staff Time	General Fund
Continue downtown revitalization activities as part of economic development efforts.	X	X	X	X	X	City	Staff Time	General Fund
Coordinate with and support other local development organizations such as the JDA, Camden Partnership, and St Marys.	X	X	X	X	X	City	Staff Time	General Fund
Draft Downtown Overlay District.		X			X	City/KDA	Variable	General Fund
Work with Gateway CID to develop Exit 3 attraction.	X	X	X	X	X	City/GCID	Staff Time	General Fund

## KINGSLAND

HOUSING								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Draft a small area revitalization plan for MLK Boulevard.			X			City	StaffTime	General Fund
Draft a small area revitalization plan for North and South Orange Avenue.			X			City	StaffTime	General Fund
Create a county-wide land bank and inventory property to identify sites appropriate for re-development.			X			City/CCJDA	StaffTime	General Fund
NATURAL AND CULTURAL RESOURCES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Continue the practice of encouraging developers to provide for open space in their developments that links together into a publicly accessible open space network in the PD zones.	X	X	X	X	X	City and Developers	StaffTime	General Fund
Apply for the National and State Register of Historic Places designation for buildings of historic significance.	X	X	X	X	X	DDA/City	StaffTime	General Fund
Adopt corridor overlay districts for prominent roads in the City; require the preservation of existing specimen trees in landscaped buffers.				X		City	StaffTime	General Fund
Adopt a tree ordinance.			X			City	StaffTime	General Fund
Adopt a River Corridor Protection ordinance.		X				Corp of Engineers		Corp of Engineers
Evaluate results of historic preservation programs.			X			City	StaffTime	General Fund
Continue to support the annual Catfish Festival.	X	X	X	X	X	City	StaffTime	General Fund
COMMUNITY FACILITIES AND SERVICES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Maintain a capital improvements plan.	X	X	X	X	X	Municipal Utilities	StaffTime	Enterprise & FEFA Funds
Update capital improvement projects listed in Short Term work Program.	X					Municipal Utilities	StaffTime	Enterprise Fund & GEFA Funding
Maintain water and sewer master plan.	X	X	X	X	X	Fire Dept	\$650,000.00	General Fund
Maintain map of the water and sewer system.	X	X	X	X	X	GIS/Municipal Utilities	StaffTime	General Fund
Refurbish old water lines in the downtown area.			X	X	X	Fire Dept	\$1,000,000.00	General Fund/ SPLOST
Replace dilapidated sanitary sewers in downtown and old city areas.			X	X	X	Police Dept	\$2,000,000.00	SPLOST
Participate in drafting of the Coastal Greenway Plan.	X	X				Fire Dept	\$200,000.00	General Fund/ Grant Funding
Fire Brush Truck.				X		Fire Dept	\$150,000.00	SPLOST
Fire Rescue Headquarters Station #3 Additions and Renovations.	X	X	X			Fire Dept	\$1,000,000.00	General Fund & SPLOST
Replace Fire Station #1					X	Fire Dept	\$900,000.00	General Fund

COMMUNITY FACILITIES AND SERVICES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Expand water treatment/storage facilities.		X	X			Municipal Utilities	StaffTime	Enterprise & FEFA Funds
Continue to upgrade lift stations.	X	X	X	X	X	Municipal Utilities	StaffTime	Enterprise Fund & GEFA Funding
Fire Station 4 facility expansion - Phase II		X	X			Fire Dept	\$650,000.00	General Fund
100' Platform Fire Truck			X			Fire Dept	\$1,000,000.00	General Fund/ SPLOST
New Police Headquarters			X	X		Police Dept	\$2,000,000.00	SPLOST
Breathing Apparatus	X	X				Fire Dept	\$200,000.00	General Fund/ Grant Funding
Build north, west and east sewer force mains.		X	X	X		Municipal Utilities	Unknown	GEFA/EDA/ SPLOST & Enterprise Funds
Upgrade Water Plants.			X			Municipal Utilities	Unknown	GEFA/Enterprise Fund
Develop a regional water/wastewater testing lab.			X			Municipal Utilities	Unknown	General Fund
Loader with Quick Attachments.		X				Public Works	Unknown	SPLOST
Grader.	X					Public Works	\$130,000.00	SPLOST
Mini Excavator.	X					Public Works	\$99,000.00	SPLOST
Roller.		X				Public Works	\$80,000.00	SPLOST
Dump Truck.			X			Public Works	\$100,000.00	SPLOST
Garbage Truck/Rear Loader.		X				Public Works	\$270,000.00	Enterprise Fund
Limb Wagon.			X			Public Works	\$150,000.00	Enterprise Fund
Replace Computer Servers.		X				IT	Unknown	General Fund
Server Update.			X			IT	\$65,000.00	General Fund
Archive Facility.			X			City Clerk	Unknown	General Fund
Email Billing Statements.		X				Finance	Unknown	Enterprise Fund
Replace Touch Read Meters with AMR Radio Read.	X	X	X			Finance	Unknown	GEFA Loan and Grant Funds
Upgrade to InCode V. 10.		X				Finance	Unknown	General Fund

## KINGSLAND

INTERGOVERNMENTAL COORDINATION								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Coordinate emergency planning services with the County, St Marys and Woodbine.	X	X	X	X	X	County/Cities	StaffTime	General Fund
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	X	X	X	X	X	Cities/County	StaffTime	General Fund
Continue mutual aid agreements (fire, police, building inspection, code enforcement, etc.).	X	X	X	X	X	Cities/County	StaffTime	General Fund
Update Comprehensive Plan in 2022, or sooner if major changes occur or new trends develop in conjunction with other jurisdictions.					X	Cities/County	StaffTime	General Fund
TRANSPORTATION								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Implement Rails to Trails recommendations, such as a multi-use path.	X	X	X			PSA	Unknown	PSA Funds
Connect Colerain Road to Highway 40, via Camden Woods Parkway.					X	City	Unknown	SPLOST
Boone Street Extension Phase III from end of Phase II to Mariners Landing.			X	X	X	City	\$2,000,000.00	SPLOST
Implement recommendations for the Downtown Master Plan.	X	X	X	X	X	City	StaffTime; Variable	General Fund
Widen Colerain/Laurel Island Parkway to four lanes from SR 40 west to Kings Bay Road in St. Marys	X	X	X			County/GDOT	Unknown	GDOT /County
Extend Woodbridge Road to Colerain-St Marys Road.				X		Developer	Unknown	Private
Replace Street Signs.		X	X			Public Works	Unknown	SPLOST
Sidewalks.		X	X			Public Works	\$300,000.00	SPLOST /LMIG
Gross Rd 4-laning.			X	X		Public Works	Unknown	SPLOST
May Creek Culvert Replacement.		X				Public Works	\$80,000.00	SPLOST/FEMA
Lakes Blvd East extension.		X				Public Works	Unknown	SPLOST/ Developer
Update Joint Comprehensive Transportation Plan.	X					County/Cities	Unknown	General Fund

## CITY OF ST. MARYS

LAND USE								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Codify the recommendations from the JLUS study through creation of an overlay district within 3,000 feet of the Subbase.	X	X	X	X	X	CD	Unknown	General Fund
Implement the findings of the Joint Land Use Study (JLUS)	X	X	X	X	X	CD	Unknown	General Fund
Create with the County a land bank according to State legislation.	X	X	X	X	X	City, Kingsland, County	Unknown	General Fund
Develop design standards for Midtown Renaissance commercial corridor and incorporate in zoning code.	X	X	X	X	X	CD	Unknown	General Fund
Incentivize infill residential development and allow for mixed use in downtown St. Marys.	X	X	X	X	X	CD	Unknown	General Fund
Create form based zoning in downtown St. Marys.	X	X	X	X	X	CD	Unknown	General Fund
Reduce minimum lot sizes in downtown.	X	X	X	X	X	CD	Unknown	General Fund
Add specific family friendly entertainment uses to appropriate zoning classifications.	X	X	X	X	X	CD	Unknown	General Fund
Ensure that development on the previous Mill Site and at the airport are coordinated with the SUBASE leadership.	X	X	X	X	X	CMO	Unknown	General Fund
Perform a market study for the St. Marys Airport property to determine the highest and best use and to establish appropriate zoning.	X	X	X	X	X	CD & DASM	Unknown	DOD Grant
Review and update the City's codes and development standards to ensure that future development does not adversely impact the environment.			X	X		CD	Unknown	General Fund
Incentivize the reuse or redevelopment of existing commercial/industrial buildings over the development of new properties, where appropriate.			X	X		CD, DDA & DASM	Unknown	General Fund
Work with public and private entities to develop the aquaculture industry in St. Marys including identifying harvesting locations and support facilities including the Weed Street location.					X	DASM & Volunteers	Unknown	Donations, Coastal Incentive Grant (CIG) grant
Work with the owner(s) of the Kings Bay Village to update and redevelop the site.					X	CD	Unknown	General Fund
Study feasibility of SUBASE fence line relocation to address Cumberland Harbor tower.					X	Joint Land Use Study Committee	Unknown	DOD Grant
POPULATION GROWTH								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Create upper-story housing incentives in downtown.	X	X	X	X	X	CD	Unknown	General Fund
Utilize innovative planning, zoning and funding solutions to provide affordable, quality housing for eligible civilian and military households.	X	X	X	X	X	CD	Unknown	General Fund

## ST. MARYS

POPULATION GROWTH								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Support Georgia Initiative for Community Housing program by providing board member(s) to increase opportunities to implement housing initiatives and further affordable housing development.	X	X				City	Unknown	General Fund
Expand current drainage system maintenance program.			X	X		PW	Unknown	SW Utility
Support initiatives and projects that promote mixed- age communities via a special use for independent living elderly facilities in the R-1 zone.	X	X	X	X	X	CD	Unknown	General Fund
Update Water, Sewer, and Stormwater Master plans. These plans should consider the built-out conditions that would potentially result from the proposed zoning ordinance updates.					X	PW	Unknown	W&S Fund
Determine the feasibility of recruiting one or more grocery stores to under-served areas					X	DDA	Unknown	General Fund
Develop a plan to annex islands of unincorporated Camden County that currently receive City services at little to no cost.					X	CMO	Unknown	General Fund
Encourage and support development of continuing care communities.	X	X	X	X	X	City	Unknown	General Fund
ECONOMIC DEVELOPMENT								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Implement planned downtown improvements in accordance with the CIP.	X	X	X	X	X	PW & MS	Unknown	General Fund, DOT, 319 Grant
Update design standards and development ordinances to address community interconnectivity as development occurs.	X	X				CD	Unknown	General Fund
Review and revise the existing permit and license fee structure, including alcohol licensing, to support new and existing restaurants.	X	X				CD & CMO	Unknown	General Fund
Implement a blight tax on properties to encourage compliance with property maintenance standards.	X	X				CD	Unknown	General Fund
Adopt a formal landscaping ordinance to improve the aesthetics and stormwater design of new development and redevelopment.	X	X				CD	Unknown	General Fund
Create a plan to revitalize mid-town. This plan should include events and activities in this area to increase activity, create demand, and foster investment.			X	X		CD, DDA & DASM	Unknown	DDA, General Fund, Grants
Work with Kingsland, Camden County, and State officials to support construction of the planned technical college in Kingsland.			X	X		CD	Unknown	SPLOST
Consider and budget for business incentives including tax abatement, reduced/waived fees, etc.			X	X		DDA	Unknown	General Fund, DDA, Grants
Develop partnerships to support historical tourism and related businesses.					X	DDA	Unknown	General Fund
Market opportunities to host conventions, sports activities, etc.	X	X	X	X	X	PSA	Unknown	PSA
Support the "Keep It in Camden" and "EDIMADIC" campaigns	X	X	X	X	X	City	Unknown	General Fund
Investigate, encourage and support diversification in marina opportunities.	X	X	X	X	X	City, Investors	Unknown	General Fund, Property Owner
Design and implement the completion of St. Marys Street at the waterfront.	X	X	X	X	X	City	Unknown	General Fund, Property Owner, Grants

ECONOMIC DEVELOPMENT								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Identify what steps the City could take to recruit eco-tourism businesses to St. Marys.					X	MS & DDA	Unknown	General Fund
Better utilize a revolving loan fund for economic development.					X	DDA & DASM	Unknown	General Fund, DDA, Grants
Update the Economic Diversification of Camden County Strategic Report and consider development of a new countywide Comprehensive Economic Development Strategy.					X	CMO, Camden County, JDA	Unknown	General Fund
NATURAL AND CULTURAL RESOURCES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Develop a long-term plan for Orange Hall that will ensure its restoration and continued operation.	X	X	X	X	X	City Council	Unknown	General Fund, Charitable Donations
Acquire and permanently protect low-lying wetland areas as a flood storage areas.	X	X	X	X	X	CD	Unknown	SW Utility
Adopt the Coastal Stormwater Supplement to reduce flooding and ensure that stormwater runoff does not cause pollution of the coastal marshlands.			X	X		CD	Unknown	General Fund
Develop partnerships that enhance St. Marys heritage such as oral histories, pictures, etc. and find innovative ways to exhibit those projects to residents and visitors.					X	Volunteers, CVB	Unknown	General Fund
Implement the Stormwater Master Plan.	X	X	X	X	X	City	Unknown	General Fund, GEFA
As determined feasible and upon the request of property owners, submit nomination to expand National Register and local historic district.	X	X	X	X	X	City	Unknown	General Fund, Grants
Establish a National Historic Landmark site at the Point Peter, War of 1812 encampment.	X	X	X	X	X	City, NPS	Unknown	General Fund, Grants
Establish a Veteran's memorial for all wars and all services at an appropriate location.	X	X	X	X	X	City	Unknown	General Fund, Grants, NPS
Support efforts to inventory Ft. Tammany and artifacts from the area.	X	X	X	X	X	NPS	Unknown	General Fund, Grants, NPS
Investigate and Implement new Gateway welcome structures at the various entryways to the City.	X	X	X	X	X	City	Unknown	General Fund, Grants
COMMUNITY FACILITIES AND SERVICES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Provide RV opportunities (storage and parks) as special use in defined areas.	X	X	X	X	X	CD	Unknown	
Make public buildings, parks, and city facilities Wi-Fi enabled.	X	X	X	X	X	IT	Unknown	General Fund
Explore the option for joint ventures for technologies (consolidated IT) with other cities and Camden County.	X	X	X	X	X	CMO	Unknown	General Fund
Work to maximize docking opportunities along the St. Marys Waterfront, including the Gateway Marina project.	X	X				DDA, CD & PW	Unknown	Grants
Update and modernize programming at the Senior Center to significantly increase the number of seniors served daily.	X	X				Senior Center	Unknown	General Fund
Streamline business licensing and permitting process.			X	X		CD	Unknown	General Fund
Create a Parks & Recreational Services Master Plan with the PSA and regional partners based on a regional market assessment that takes into account SUBASE programming and interest to expand youth activities.			X	X		CD, PSA, Camden County	Unknown	General Fund

## ST. MARYS

COMMUNITY FACILITIES AND SERVICES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Consider the possibility of using city operated facilities and finding partners to house a supervised and structured community center for youth that can provide entertainment and life-skills training.			X	X		CD	Unknown	General Fund
Identify funding for implementation of Tabby Trail.			X	X		CD & Bicycle Committee	Unknown	Grant Fund
Develop partnerships with regional health organizations to develop trail network.			X	X		DDA & CD	Unknown	General Fund
Consider the use of LED lighting to improve visibility in downtown neighborhoods and promote long-term cost savings and energy efficiency.					X	PW & City Council	Unknown	General Fund
Investigate a mobile farmers market program that utilizes a food truck to provide opportunities to purchase healthy foods in under served areas.					X	CVB & MS	Unknown	General Fund
PUBLIC SERVICES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
The Police Department should develop strategies to strengthen the community outreach program.	X	X	X	X	X	MPD	Unknown	General Fund
Install green infrastructure (GI)/low impact development (LID) practices to address stormwater runoff quantity and quality.	X	X	X	X	X	PW & DDA	Unknown	SW Utility
Continue coordinated emergency management response with SUBASE Kings Bay and Camden County.	X	X	X	X	X	SMFD & SMPD	Unknown	General Fund
Use NOAA sea level study findings in future required updates to the Camden County Joint Comprehensive Plan.	X	X	X	X	X	CD	Unknown	General Fund
Consider instituting Accident and Incident Recovery Fees for emergency response services performed by the City's Fire Department.	X	X				CMO	Unknown	General Fund
Improve communications with citizens through regular and meaningful updates to the website and Facebook, increased use of online services and expanded use of GIS. Develop alternative methods of reaching citizens without technology access.	X	X				All Departments	Unknown	General Fund
Develop specific golf cart regulations and education materials that allow for use on designated streets.	X	X				CD	Unknown	General Fund
Participate in a county-wide resiliency plan that is consistent with the County Plan and National Incident Management System for disaster response, recovery and redevelopment.			X	X		SMPD, SMFD & CMO	Unknown	CIG
Support efforts of the local hospital and nonprofit agencies working to increase mental health services in Camden County.					X	CD	Unknown	General Fund
Prioritize and install tide gates/flaps on stormwater outfalls below mean high tide			X	X		PW	Unknown	SW Utility

COMMUNITY FACILITIES AND SERVICES								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Update the City's hardware and software for efficiency and security.	X	X	X	X	X	IT	Unknown	General Fund
Expand the City's GIS capabilities and services.	X	X	X	X	X	CD & CMO	Unknown	General Fund
Continue to annually prioritize the many suggestions of the RSVP and include the most appropriate and financially feasible suggestions in its annual work-plan.	X	X	X	X	X	MS & DDA	Unknown	DDA
Apply for WaterFirst designation so that the City will be more competitive for grants and eligible for a discount on Georgia Environmental Finance Agency (GEFA) loans interest rates.	X	X	X	X	X	PW	Unknown	W&S Fund
Maximize benefits of the Community Rating System program to minimize impact of Federal Emergency Management Agency (FEMA) flood insurance rate increases on property owners by achieving a CRS rating of 5.	X	X	X	X	X	CD	Unknown	General Fund
Continue to implement the JLUS recommendations.	X	X	X	X	X	All Departments	Unknown	General Fund
Conduct a staffing needs assessment for all city departments.	X	X	X	X	X	HR	Unknown	General Fund
Establish a Comprehensive Resource Allocation and Capital Improvement Plan (CIP) to implement a prioritized Master Plan incorporating specified activities in the Master Plan. Plan should include all resources; financial, staff, consultant, citizen appointee utilization, equipment/facility use, maintenance and replacement.	X	X				CD, PW, SMPD, Finance, HR, SMFD & CMO	Unknown	General Fund
Develop and implement a transparent reporting apparatus and review process for St. Marys' boards and committees, which provides City Council and management a functional oversight system for tracking and auditing City priorities, policies, programs and projects.	X	X				City Council	Unknown	N/A
Work with Camden County, Kingsland, Woodbine, the JDA, and the Chamber of Commerce to effectively market the next SPLOST referendum.	X	X				CMO	Unknown	General Fund
Develop a prioritized CIP for making stormwater repairs recommended in the Resiliency Study and Stormwater Master Plan.	X	X				PW	Unknown	SW Utility
Hire such personnel as may be needed to inspect and enforce ordinances and regulations implementing the plan.			X	X		CD	Unknown	General Fund
Perform an evaluation of all relevant ordinance (signs, landscaping, tree, etc.) and determine if updates are needed to support the goals and visions of this plan.			X	X		CD	Unknown	General Fund
Consider adoption of a stormwater utility to fund needed stormwater improvements.			X	X		City Council	Unknown	Reserves
Coordinate with the National Park Service Foundation Statement for the future of the Park and Concessions at the park.	X	X	X	X	X	City	Unknown	General Fund

## ST. MARYS

TRANSPORTATION								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Implement the Gateway landscaping plan for St. Marys Road at Exit 1.	X	X	X	X	X	CMO	Unknown	LMIG
Review and update 2005 Camden County Bicycle and Pedestrian Study.	X	X	X	X	X	CD & Bicycle Committee	Unknown	General Fund, Grants
Expand the DDA facade grant program through matching funds.	X	X	X	X	X	DDA	Unknown	General Fund, Grants
Work with SUBASE Kings Bay and regional partners to cooperatively address additional traffic within the navigable channels.	X	X	X	X	X	City, Coast Guard, & USACOE	Unknown	General Fund
Perform a financial assessment of the City's water and sewer debt to determine if refinancing is a viable option.	X	X	X	X	X	CMO	Unknown	General Fund
Identify and map all known City rights of way and easements.	X	X	X	X	X	CD	Unknown	General Fund
Work with the Navy and local and State development authorities to enhance usage of the rail access as part of the Mill Site and airport property development while assuring that sufficient safety and traffic concerns are met.	X	X	X	X	X	CMO	Unknown	General Fund
Seek grants for trails and other features that provide low-impact access to the coastal environment.	X	X				CD	Unknown	General Fund
Evaluate and implement a partnership of the City of St. Marys and SUBASE Kings Bay to initiate limited gate opening and operation.	X	X				CMO	Unknown	TBD
Explore alternative funding sources and options with the County, the CRC, private transportation agencies (university, hospital, SUBASE, etc.), or private rideshare providers to provide alternative transportation in under-served areas.	X	X				PSA & EVM	Unknown	General Fund
Modify existing golf cart ordinance to meet the goals outlined in the Multi-Modal Transportation Plan.			X	X		CD	Unknown	General Fund
Consider SR 40/Osborne Road improvements, including implementation of raised and landscaped median, improved bicycle and pedestrian facilities, wayfinding signage, and landscaping.			X	X		CD	Unknown	General Fund, GDOT, FTA
Coordinate with GDOT on safety and operational issues recommended in the Multi-Modal Transportation Study.			X	X		CD	Unknown	General Fund
Upgrade intersection of St. Marys Road and SR 40/Osborne Road to incorporate Gateway elements.			X	X		CD	Unknown	General Fund/ SPLOST
Consider participation in a multi-jurisdictional Camden County Long Range Transportation Plan.			X	X		CD	Unknown	General Fund

TRANSPORTATION								
Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Adopt access management techniques (i.e. inter-parcel access roads, and corridor planning) to maintain Level of Service for limited access state routes (under SUBASE review), while providing property owners and City tax digest the highest and best use of property.			X	X		CD	Unknown	General Fund
Explore options to correct the current connectivity issues in established areas including Brant Creek and Shadowlawn.			X	X		CD	Unknown	General Fund
Implement a comprehensive wayfinding signage plan.					X	CD	Unknown	Grant
Upgrade crossings and access to Crooked River, Mary Lee Clark, and Sugar Mill Elementary Schools, as outlined in the Multi-Modal Transportation Study.					X	CD	Unknown	General Fund /SPLOST
Consider local safety projects for submittal to GDOT for funding through the lump sum safety program.					X	CD	Unknown	GDOT
Relocate Douglas Drive to directly connect to North River Causeway and create a new intersection of Douglas Drive at Point Peter Road.		X	X	X	X	City	Unknown	General Fund
Construct a multi-use path/marsh walk from St. Marys Street to the Aquatic Center through existing marsh.		X	X	X	X	City, GDOT	Unknown	General Fund, Grants
Conduct a downtown parking study.			X	X	X	City	Unknown	General Fund
Explore reducing the speed limit on the North River Causeway.		X	X	X	X	City	Unknown	General Fund
Explore with GDOT reducing the speed limits on Spur 40, etc.		X	X	X	X	City, GDOT	Unknown	General Fund, GDOT
Participate in the exploration of creating Rails-to-Trails.		X	X	X	X	City, SMRR property owner, GDOT	Unknown	General Fund, SMRR property owner, GDOT
Work with GDOT to provide a multi-use path along Osborne Road with bridge widening at Dark Entry Creek.		X	X	X	X	City, GDOT	Unknown	General Fund, GDOT
Work with GDOT and GEMA to implement emergency evacuation routes as soon as possible.		X	X	X	X	City, GDOT	Unknown	General Fund, GDOT, GEMA

## CITY OF WOODBINE

Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Complete Woodbine Library Project.	X	X				City/Non Profit	TBD	Grants/ Donations
Revise zoning regulations and procedures to include formal determination of compliance with the Comprehensive Plan.	X	X	X	X	X	City	Staff time	General Fund
Continue coordinating with adjacent jurisdictions on region-wide issues.	X	X	X	X	X	City	Staff time	General Fund
Build support for volunteers for festivals.	X	X	X	X	X	City	Staff time	General Fund
Identify local and regional partners to enhance efficient delivery of services.	X	X	X	X	X	City	Staff time	General Fund
Work in conjunction with neighboring jurisdictions to implement the joint Comprehensive Plan.	X	X	X	X	X	City	Staff time	General Fund
Renew existing intergovernmental service agreements.	X	X	X	X	X	City	Staff time	General Fund
Revise zoning regulations and procedures to include formal determination of compliance with the Comprehensive Plan.	X	X	X	X	X	City	Staff time	General Fund
Prepare annual review of rezoning activity in coordination with annual Comprehensive Plan.	X	X	X	X	X	City	Staff time	General Fund
Annually review growth data for consistency with assumptions and forecast in Plan.	X	X	X	X	X	City	Staff time	General Fund
Establish uniform mapping criteria for all Plan maps, including Future Land Use maps.	X	X	X	X	X	City	Staff time	General Fund
Prepare Major Update to Comprehensive Plan in 2018 for recertification in 2019, per DCA requirements.	X					City	Staff time	General Fund
Continue downtown revitalization activities as part of economic development efforts.	X	X	X	X	X	City	Staff time	General Fund
Continue to participate in updating and implementing the Economic Development Strategy in cooperative efforts with the Camden County Joint Development Authority.	X	X	X	X	X	City	Staff time	General Fund
Continue to develop and implement elements of the Tourism Program through the Chamber of Commerce. Continue administrative support of the annual Crawfish Festival.	X	X	X	X	X	City	Staff time	General Fund
Adopt ordinances that address the Georgia Department of Natural Resources' Part V Environmental Planning Criteria, which covers the protection of wetlands, groundwater recharge areas, designated river corridors and water supply watersheds.	X	X	X	X	X	City	Staff time	General Fund

Action/Implementation Strategy	2018	2019	2020	2021	2022	Responsible Party	Cost Estimate	Funding Source
Road projects----drainage, base and paving: West Second Street from U.S.17 west to East Oak Street, and East Oak Street, from West Second Street south to West Third Street greenspaces together, creating a publicly accessible network.	X	X	X	X	X	City	Staff time	General Fund; grants
Continue program to renovate U.S. Highway 17 medians by installing electricity.	X	X	X	X	X	City GDOT	Staff time	General Fund; grants
Dump Truck with knuckle boom loader and dump body.	X					City	\$125,000	General Fund
Clean ditches behind Ralph Bunch High School; south of school to U.S. Highway 17; in northeast, northwest, and southwest quadrants.	X	X	X	X	X	City DNR	Staff time	General Fund; grants
Undertake street resurfacing program.	X	X	X	X	X	City	Staff time	General Fund; grants
Update map of water and sewer systems.	X	X	X	X	X	City	Staff time	General Fund; grants
Participate on Standing Technical Advisory Committee to E_911 system created by PSA.	X	X	X	X	X	City	Staff time	General Fund; grants
Review capital improvement projects listed in Short Term Work Program.	X	X	X	X	X	City	Staff time	General Fund; grants

# REPORT OF ACCOMPLISHMENTS

## 9.3

### CAMDEN COUNTY

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>DEVELOPMENT PATTERNS</b>					
Adopt a Conservation Subdivision Ordinance in which homes are placed on smaller lots and a portion of land is preserved as open greenspace.	2009	Planning	StaffTime	Gen Fund	Complete
Modify subdivision regulations to require preservation of sensitive and unique natural areas; including streams, wetlands, rivers and marshlands.	2009	Planning	StaffTime	Gen Fund	Complete
Create and implement a County-wide strategic plan; develop a mission and vision for the County.	Annually	Office of Strategic Planning	StaffTime	Gen Fund	Complete / Ongoing
<b>POPULATION GROWTH</b>					
Adopt architectural and design overlay ordinances for important gateways and corridors into the County.	2009	Planning	StaffTime	Gen Fund	Complete
Guide new development according to existing infrastructure.	2009-Present	Planning	StaffTime	Gen Fund	Ongoing
<b>ECONOMIC DEVELOPMENT</b>					
Coordinate with and support local development organizations, such as the Chamber, Joint Development Authority, etc.	2009-Present	Administration	StaffTime	Gen Fund	Ongoing
Inventory and promote natural, historic, cultural and recreational resources that will promote Camden County as a tourist destination.	2009-Present	Planning	StaffTime	Gen Fund	Ongoing
Adopt and implement community appearance ordinances—for landscaping, litter and design control, corridor management, and the clean-up of dilapidated properties, etc.	2009	Planning	StaffTime	Gen Fund	Complete
<b>HOUSING</b>					
Refer to Housing Inventory of Unincorporated Camden County (2005) to implement tools to encourage affordable housing.	Hold	Planning	StaffTime	Gen Fund	Not implemented
Explore potential developers to coordinate with to build affordable housing.	Hold	Planning	StaffTime	Gen Fund	Not implemented
Reduce the number of mobile homes by making affordable housing an option.	Hold	Office of Strategic Planning	StaffTime	Gen Fund	Not implemented
Explore programs available for affordable housing.	Hold	Office of Strategic Planning	StaffTime	Various Fed and State Funds	Not implemented
Consider hiring a housing director or some other staff capacity to develop and encourage affordable housing.	Hold	Office of Strategic Planning	StaffTime	Gen Fund	Not implemented
Coordinate with Naval Submarine Base Kings Bay as privatization of housing occurs for military families.	2009-Present	Office of Strategic Planning	StaffTime	Gen Fund	Ongoing

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>CULTURAL AND NATURAL RESOURCES</b>					
Creative incentives for developers to link their open spaces together into a publicly accessible open space network.	Hold	Planning	StaffTime	Gen Fund	Not implemented
Adopt Georgia Historic Preservation Division's model ordinance requiring the protection of locally designated historic properties and districts.	Hold	Planning	StaffTime	Gen Fund	Not implemented
Apply for the National and State Register of Historic Places Designation for buildings of historic significance.	Ongoing	Planning	StaffTime	Gen Fund	Ongoing
Adopt Georgia Historic Preservation Division's model design standards for infill and material changes to historic properties or districts to maintain historic integrity and significance.	Hold	Planning	StaffTime	Gen Fund	Not implemented
Adopt corridor overlay districts for prominent roads in the County require the preservation of existing trees in landscaped buffers.	2009	Planning	StaffTime	Gen Fund	Completed
Survey and inventory natural and cultural resources within the County.	2009-Present	Planning	StaffTime	Gen Fund	Ongoing
Protect any previously undisturbed marsh hammocks.	2009-Present	Planning	StaffTime	Various Fed and State Funds	Ongoing
Require or provide incentives for new development to conserve and protect open space and greenspace within subdivisions.	2009	Planning	StaffTime	Gen Fund	Completed
<b>COMMUNITY FACILITIES AND SERVICES</b>					
Implement a five-year capital improvements program—a long-range program for developing or improving public facilities that brings predictability to the extent of public facility expansions.	Ongoing	Administration	StaffTime	Gen Fund	Ongoing
Conduct impact fee study	2009	Planning	StaffTime	Gen Fund	Completed
Implement impact fees to pay for costs of new development on infrastructure.	2009	Planning	StaffTime	Gen Fund	Completed
Perform cost-benefit analysis when reviewing new developments for impact on infrastructure.	Hold	Planning	StaffTime	Gen Fund	Not implemented
Prepare a long-range Parks & Recreation Master Plan	Ongoing	PSA	StaffTime	Gen Fund	Ongoing
Explore co-locating community facilities, i.e., sheriff and fire departments, as well as meeting spaces for training, voting, etc.	Ongoing	Administration	StaffTime	Various Funds	Ongoing
Conduct a location-needs study for community facilities for future development.	Hold	Administration	StaffTime	Various Funds	Not implemented
Conduct a feasibility study to consider the expansion or development of public facilities on County-owned property as needed.	Hold	Office of Strategic Planning	StaffTime	Various Funds	Not implemented
Purchase Dover Bluff Fire Station.	2009	Administration	TBD	Gen Fund	Completed
Purchase an engine, ladder and tanker for fire department.	2009	Fire/EMS	TBD	Gen Fund	Completed

## CAMDEN

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>COMMUNITY FACILITIES AND SERVICES</b>					
Maintain ISO rating of 4	2009-2018	Fire/EMS	StaffTime	Gen Fund	Completed
Purchase, or build and staff, Horse Stamp Fire Station.	Hold	Administration	TBD	Gen Fund	Not implemented
Continue strategic planning for water and sewer needs.	Hold	Administration	StaffTime	Gen Fund	Not implemented
Expand or improve current jail facility.	2009-2015	Office of Strategic Planning	TBD	Gen Fund	Completed
Manage future water system.	Hold	Planning	StaffTime	Gen Fund	Not implemented
Build relationship with Sanctuary Cove to facilitate water system and needs.	Hold	Planning	StaffTime	Gen Fund	Not implemented
Map future development networks, systems, etc.	2009-Present	Planning	StaffTime	Gen Fund	Ongoing
Build and utilize a fleet maintenance and office facility.	2009-Present	Public Works	StaffTime	Gen Fund	Ongoing
Maintain ditch systems to manage stormwater drainage.	2009-Present	Public Works	StaffTime	Gen Fund	Ongoing
Build new ditches to facilitate increased stormwater management.	2009-Present	Public Works	StaffTime	Gen Fund	Ongoing
<b>INTERGOVERNMENTAL COORDINATION</b>					
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	2018	Planning	StaffTime	Gen Fund	Completed
Continue coordinating with City of Kingsland on Fire Services Agreement	Ongoing	Fire/EMS	StaffTime	Gen Fund	Ongoing
Consider coordinating with Brantley County for fire protection, especially in Timberland Estates, Camden Preserve, etc.	Hold	Fire/EMS	StaffTime	Gen Fund	Not implemented
Implement Public Safety Communications Plan (public works, school board, sheriff, police, fire, EMS) with Cities.	Ongoing	Public Safety	StaffTime	Gen Fund	Ongoing
Implement County-wide initiative for water.	Hold	Administration	StaffTime	Gen Fund	Not implemented
Coordinate emergency planning services with the Cities.	2009-Present	Administration	StaffTime	Gen Fund	Ongoing
Coordinate the possible relocation of the airport with the Cities.	Ongoing	Administration	StaffTime	Gen Fund	Ongoing
Renegotiate service delivery areas.	Ongoing	Administration	StaffTime	Gen Fund	Ongoing
Continue coordinated emergency planning efforts with Naval Submarine Base Kings Bay.	Ongoing	Administration	StaffTime	Gen Fund	Ongoing

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>INTERGOVERNMENTAL COORDINATION</b>					
Coordinate with Chamber and other entities as the County becomes a Metropolitan Statistical Area; will need to create a Metropolitan Planning Organization.	Hold	Administration	StaffTime	Gen Fund	Not implemented
Coordinate infrastructure and communication improvements with surrounding counties—Brantley, Charlton, Glynn, Wayne, etc.—as needed or desired.	Ongoing	Administration	StaffTime	Gen Fund	Ongoing
Continue coordinating with adjacent jurisdictions on region-wide issues	Ongoing	Administration	StaffTime	Gen Fund	Ongoing
<b>TRANSPORTATION</b>					
Purchase the right-of-way for the new interchange at Horse Stamp Church Road on I-95.	2009	Administration	\$250,000	SPLOST	Completed
Pro-actively plan for the future I-95 interchange at Horse Stamp Church Road.	2009	Public Works	StaffTime	Gen Fund	Completed
Pave Ella Park Church Road	2009	Public Works	\$4.5 Million	SPLOST	Completed
Construct roads with consideration to fire, police and other emergency services for future developments.	Ongoing	Public Works	TBD	Various Funds	Ongoing
Purchase paver and staff new Public Works Department accordingly.	Ongoing	Administration	TBD	Various Funds	Ongoing
Maintain and replace equipment as needed.	Ongoing	Public Works	Variable	Gen Fund	Ongoing
Pave 136 miles of un-paved roads	Ongoing	Public Works	TBD	State Funds	Ongoing
Increase staff capacity for Road Department to meet needs beyond maintenance.	Ongoing	Public Works	TBD	Gen Fund	Ongoing

## CITY OF KINGSLAND

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>DEVELOPMENT PATTERNS</b>					
Conduct evaluation of land development ordinances for consistency with quality growth principals.	Ongoing	Planning and Development	Staff Time	General Fund	Ongoing
Adopt a Conservation Subdivision Ordinance in which homes are placed on smaller lots and a portion of land is preserved as open greenspace	2018	Planning and Development	Staff Time	General Fund	Completed
Modify subdivision regulations to require the preservation of sensitive/unique natural areas; including streams, wetlands rivers and marshlands.	2018	Planning and Development	Staff Time	General Fund	Completed
Acquire property or require developers to provide pockets parks and new recreational areas.	2018	Planning and Development	Staff Time	General Fund	Completed
Adopt ordinances and codes that promote compatible uses at neighborhood centers.	2018	Planning and Development	Staff Time	General Fund	Completed
Review ordinances related to manufactured housing and adopt design standards	2018	Planning and Development	Staff Time	General Fund	Completed
Draft a small area/corridor plan for the area west of I-95 along Highway 40 toward downtown.	Ongoing	Planning and Development	Staff Time	General Fund	Ongoing
Conduct a parking study for downtown.	2018	Planning and Development	Staff Time	General Fund	Completed
Adapt Zoning Ordinance to current opportunities/issues	Ongoing	Planning and Development	Staff Time	General Fund	Ongoing
Encourage development in line with best environmental and development practices	Ongoing	Planning and Development	Staff Time	General Fund	Ongoing
Develop West Kingsland Drainage Plan	Ongoing	Planning and Development	Staff Time	General Fund, GEFA, FEMA, SPLOST	Ongoing
Revise zoning regulations and procedures to include formal determination of compliance with the Comprehensive Plan.	2018	Planning and Development	Staff Time	General Fund	Completed

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>ECONOMIC DEVELOPMENT</b>					
Support the Downtown Development Association's programs and activities.	Ongoing	City	StaffTime	General Fund	Ongoing
Draft Economic Development implementation plan that includes a recruitment strategy that advances opportunities related to the ports and permutes local small businesses.	Ongoing	City	StaffTime	General Fund	Ongoing
Establish and seed Economic Development Fund.	Not Accomplished	City/KDA	StaffTime	General Fund	Not Accomplished
Research establishment of an entrepreneurial development center.	Not Accomplished	Cities/County	StaffTime	General Fund	Not Accomplished
Coordinate with and support other local development organizations such as JDA, Camden Partnership and St. Marys	Ongoing	Cities/County	StaffTime	General Fund	Ongoing
Work with Gateway CID to develop Exit 3 attraction	Ongoing	Cities/County	StaffTime	General Fund	Ongoing
Draft a development plan for Exit 6.	Ongoing	City	StaffTime	General Fund	Ongoing
Draft a redevelopment plan for Exit 3.	Ongoing	City	StaffTime	General Fund	Ongoing
Continue Downtown revitalization activities as part of economic development efforts.	Ongoing	City	StaffTime	General Fund	Ongoing
<b>HOUSING</b>					
Draft a small area revitalization plan for MLK Blvd.	Ongoing	City	StaffTime	General Fund	Ongoing
Draft a small area revitalization plan for North and South Orange Ave.	Ongoing	City	StaffTime	General Fund	Ongoing
Inventory city-owned property to identify sites appropriate for the development of workforce housing.	Ongoing	City	StaffTime	General Fund	Ongoing

## KINGSLAND

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>NATURAL AND CULTURAL RESOURCES</b>					
Continue the practice of encouraging developers to provide for open space in their developments that links together into a publicly accessible open space network.	Ongoing	City/Developers	StaffTime	General Fund	Ongoing
Inventory historic properties.	2018	City/DDA	StaffTime	General Fund	Completed
Adopt an ordinance requiring the protection of locally designated historic properties and districts, where appropriate.	Not Accomplished	City/DDA	StaffTime	General Fund	Not Accomplished
Apply for the National and State Register of Historic Places designation for buildings of historic significance.	Ongoing	City/DDA	StaffTime	General Fund	Ongoing
Adopt corridor overlay districts for prominent roads in the City; require the preservation of existing trees in landscaped buffers.	Ongoing	City	StaffTime	General Fund	Ongoing
Adopt a tree ordinance.	Postponed	City	StaffTime	General Fund	Postponed
Submit application to become a Tree City USA.	Not Accomplished	City	StaffTime	General Fund	Not Accomplished
Adopt a River Corridor Protection ordinance.	Postponed	City	StaffTime	General Fund	Postponed
Evaluate results of historic preservation programs.	Ongoing	City	StaffTime	General Fund	Ongoing
Continue to support the annual Catfish Festival.	Ongoing	City	StaffTime	General Fund	Ongoing
<b>COMMUNITY FACILITIES AND SERVICES</b>					
Maintain a capital improvements plan.	Ongoing	City	StaffTime	General Fund	Ongoing
Update capital improvement project listed in Short Term Work Program	Ongoing	City	StaffTime	General Fund	Ongoing
Explore implementing impact fees.	Not Accomplished	City	StaffTime	Proprietary Fund	Not Accomplished
Update water and sewer master plan.	Ongoing	City	StaffTime	General Fund	Ongoing
Document and map the water and sewer system.	2018	GIS/Municipal Utilities	StaffTime	General Fund	Completed
Refurbish old water lines in the downtown area.	Ongoing	Municipal Utilities	StaffTime	Proprietary Fund	Ongoing
Loop water system along Colerain to St. Marys Road, east of I-95.	2018	Municipal Utilities	StaffTime	Proprietary Fund	Completed
Replace dilapidated sanitary sewers in downtown and old city areas.	Ongoing	Municipal Utilities	StaffTime	Proprietary Fund	Ongoing
Participate in the drafting of the Coastal Greenway Plan.	Ongoing	City	StaffTime	General Fund	Ongoing

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>COMMUNITY FACILITIES AND SERVICES</b>					
Begin work on the riverfront facility.	Not Accomplished	City	StaffTime	General Fund	Not Accomplished
Develop multi-purpose facility (fire, police, administration) in west Kingsland.	Postponed	City	StaffTime	General Fund	Postponed
Expand water treatment plant.	Postponed	Municipal Utilities	Unknown	GEFA/Enterprise Fund	Postponed
Expand waste water treatment plant.	2018	Municipal Utilities	Unknown	GEFA/SPLOST/Enterprise Fund	Completed
Continue to upgrade lift stations to SCADA monitoring equipment.	2018	Municipal Utilities	Unknown	Enterprise Fund	Completed
Fire Station 4 facility expansion	Postponed	City	450,000	General Fund	Postponed
Rescue/Pumper	2014	Fire Dept.	600,000	General Fund	Completed
100' Platform Fire Truck	Postponed	Fire Dept.	1,000,000	General Fund	Postponed
Fire Station #6	Not Accomplished	Fire Dept.	800,000	General Fund	Not Accomplished. Not City Station.
Breathing Apparatus	Postponed	Fire Dept.	200,000	General Fund	Postponed
Replace Medic Unit	Not Accomplished	Fire Dept.	140,000	General Fund	Not Accomplished.
Fire Brush Truck	Postponed	Fire Dept.	StaffTime	General Fund	Postponed
Replace Fire Station #1:	Not Accomplished	Fire Dept.	StaffTime	General Fund	Not Accomplished.
Build North, West and East sewer mains	North 2016. East/West Ongoing.	Municipal Utilities	Unknown	GEFA/EDA/SPLOST	North Completed. Ongoing
Upgrade water plants	Ongoing	Municipal Utilities	Unknown	GEFA/Enterprise Fund	Ongoing
Develop lab a regional water/wastewater testing lab	Not Accomplished	Municipal Utilities	Unknown	General Fund	Not Accomplished.
Loader with Quick attachments	2013	Public Works	Unknown	SLPOST	Completed
Grader	2013	Public Works	130,000	SLPOST	Completed
Mini excavator	2014	Public Works	99,000	SLPOST	Completed
Roller	2015	Public Works	80,000	SLPOST	Completed

## KINGSLAND

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>COMMUNITY FACILITIES AND SERVICES</b>					
Dump Truck	Postponed	Public Works	100,000	SLPOST	Postponed
Garbage Truck	2015	Public Works	270,000	SLPOST	Completed
Limb Wagon	2016	Public Works	150,000	SLPOST	Completed
Complete City Fiber Optic Network	2016	IT	Unknown	General Fund	Completed
Replace Computer Server	2014	IT	Unknown	General Fund	Completed
Storage Area Network	2014	IT	Unknown	Seized Assets	Completed
IT Department UPS/Generator	2014	IT	Unknown	SPLOST	Completed
Sophicity Software	Not Accomplished.	City Clerk	Unknown	General Fund	Not Accomplished.
Archive Facility	2018	City Clerk	Unknown	General Fund	Completed
Online Account Access/Payment	2018	Finance	Unknown	Enterprise Fund	Completed
Email Billing Statements	Not Accomplished.	Finance	Unknown	Enterprise Fund	Not Accomplished.
Switched to golf carts for meter reading	Not Accomplished.	Finance	Unknown	General Fund	Not Accomplished.
Implement Incode tax software	Not Accomplished.	Finance	Unknown	General Fund	Not Accomplished.
Law Enforcement Data sharing network	2017	Cities/County	Unknown	SPLOST	Completed
Expand water treatment plant.	Postponed	Municipal Utilities	Unknown	GEFA/Enterprise Fund	Postponed
Expand waste water treatment plant.	2018	Municipal Utilities	Unknown	GEFA/SPLOST/Enterprise Fund	Completed
Continue to upgrade lift stations to SCADA monitoring equipment.	2018	Municipal Utilities	Unknown	Enterprise Fund	Completed

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>INTERGOVERNMENTAL COORDINATION</b>					
Work in conjunction with neighboring jurisdiction to implement the Joint Comprehensive Plan.	Ongoing	Cities/County	StaffTime	General Fund	Ongoing
Continue mutual aid agreements (fire, police, building inspection, code enforcement, etc.)	Ongoing	Cities/County	StaffTime	General Fund	Ongoing
Update Comprehensive Plan in 2017, or sooner if major changes occur or new trends develop in conjunction with other jurisdictions.	2018	Cities/County	StaffTime	General Fund	Completed
Coordinate emergency planning services with County, St. Marys, and Woodbine	Ongoing	Cities/County	StaffTime	General Fund	Ongoing
<b>TRANSPORTATION</b>					
Improve the intersection of Laurel Island Parkway, Boone Street and Haddock Road; Middle School and Gross Roads; Lake Blvd and Boone St.	2018	City/GDOT	Unknown	SPLOST/GDOT	Completed
Implement Rails to Trails (2007) recommendations, such as multi-use path.	Postponed	PSA	Unknown	PSA Funding	Postponed
Connect Colerain Road to highway 40 via Camden Woods Parkway.	Ongoing	City	Unknown	SPLOST/GDOT	Ongoing
Construct extension of Middle Schools Road.	Ongoing	City	800,000	SPLOST/GDOT	Ongoing
Implement recommendations from the Downtown Master Plan.	Not Accomplished	City/DDA	Staff	General Fund	Not Accomplished
Widen Colerain to St. Marys Rd. to four lanes from SR 40 west to Kings Bay Rd in St. Marys; Improve the intersection at North Old Jefferson.	Ongoing	County/GDOT	Unknown	GDOT/County	Ongoing
Install signalized rail crossings on U.S. Highway 17, Satilla St. May St. East St. and Grove Blvd.	Not Accomplished	City/GDOT	Unknown	GDOT	Not Accomplished
Replace Street Signs	Ongoing	City	StaffTime	General Fund	Ongoing
Sidewalks	Ongoing	City	\$100,000+	General Fund/SPLOST/LMIG	Ongoing
Gross Road 4-Laning	Postponed	City	\$2.3M	General Fund/SPLOST/LMIG	Postponed
May Creek Culvert Replacement	Ongoing	City	\$491,904.00	General Fund/SPLOST/GEMA/FEMA	Ongoing
Lakes Blvd East Extension	Postponed	City	\$500k	General Fund/SPLOST/LMIG	Postponed
Update Bicycle and Pedestrian Plan	Ongoing	City	Unknown	General Fund/SPLOST/LMIG	Ongoing
Extend Woodbridge Rd. to Colerain- St. Marys Rd.	Not Accomplished	Developer	Unknown	Developer	Not Accomplished

## CITY OF ST. MARYS

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>DEVELOPMENT PATTERNS</b>					
Adopt a Conservation Subdivision Ordinance in which homes are placed on smaller lots and a portion of land is preserved as open greenspace.	2018	City	StaffTime	General Fund	Completed
Modify subdivision regulations to require the preservation of sensitive/unique natural areas; including streams, wetlands, rivers and marshlands.	Ongoing	City	StaffTime	General Fund	Ongoing
Review and update ordinances and codes to incorporate design guidelines, landscaping, use-based restrictions and performance-based regulations.	Ongoing	City	StaffTime	General Fund	Ongoing
Update ordinances to permit mixed uses that are connected to neighborhoods and the downtown.	Ongoing	City	StaffTime	General Fund	Ongoing
Continue to provide financial support to the Downtown Development Authority.	2018	City	StaffTime	General Fund	Completed
Draft a master plan for the commercial corridors and entrance ways.	2018	City	StaffTime	General Fund	Completed
Evaluate and rewrite the sign ordinances.	2018	City	StaffTime	General Fund	Completed
Enforce the removal of dilapidated structures. Use Land Bank process as applicable.	Ongoing	City	StaffTime	General Fund	Ongoing
Promote the reconstruction and modification of existing strip-type malls to become more visual and pedestrian friendly.	Ongoing	City; Property owners	StaffTime	General Fund; property owners' funds; grant funds	Ongoing
Encourage the location of new and existing overhead utility wiring underground, as feasible.	Ongoing	City; Public utilities	StaffTime	General Fund; Utility funds	Ongoing
Champion landscaped islands in appropriate locations of medians.	2018	City, GDOT	StaffTime	General Fund, GDOT	Completed
Refine digital Zoning Map of the City prepared by the CGRDC.	2018	City	StaffTime	General Fund	Completed
Review and update Future Land Use Map to reflect actual zoning and growth patterns.	2018	City	StaffTime	General Fund	Completed
Continue to pursue annexation opportunities for the City.	Ongoing	City	StaffTime	General Fund	Ongoing
Prepare precise inventory of all City property, easements, and ROW in data base	2018	City	StaffTime	General Fund	Completed
Acquire the Rookery and sufficient surrounding property for a ecological preserve and study area.	2017	City, Property Owner	Property Owner	General Fund	Completed
Acquire the pond at the corner of Meeting Street and Osborne Street.	2018	City, Private Developer	StaffTime	General Fund	Completed
Support County efforts to have a Spaceport located at the old Bayer Chemical Plant on Harriet's Bluff Rd.	2018	City	StaffTime	General Fund	Completed

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>POPULATION GROWTH</b>					
Develop an infrastructure master plan to keep pace with population growth.	Not Accomplished	City	StaffTime	General Fund	Not accomplished
Promote a public transit system to aid population growth.	Not Accomplished	City	StaffTime	General Fund; State funds	Not accomplished, will continue to use CRC Coaches
Actively support and be involved with LUCA and Census 2010 and coordinate with the data available in 2011.	2010	City	StaffTime	General Fund	Completed
Participate with GEMA on emergency evacuation processes, routes and capacities.	Ongoing	City	StaffTime	General Fund; State funds; County funds	Ongoing
<b>ECONOMIC DEVELOPMENT</b>					
Continue to provide support to the CVB, DDA, and St. Marys Development Authority.	Ongoing	City	StaffTime	General Fund	Ongoing
Draft an Economic Development implementation plan that identifies locations that are best suited to the specific types of desired development and job creation.	Not accomplished	City; Chamber; DDA; St. Marys Development Authority; CVB	StaffTime	General Fund	Not accomplished
Draft a master plan focused on the "re-emerging spirit of St. Marys."	2018	City	StaffTime	General Fund	Completed
Explore opportunities to create an activity center around the Aquatic Center.	2018	City	StaffTime	General Fund	Completed
Develop methodology for St. Marys to become a destination location, based on assets—restaurants, shops, etc.	Ongoing	DDA	StaffTime	General Fund; DDA funds; grant monies	Ongoing
Plan for the creation of activity nodes, such as the aquatic center, downtown, midtown, cemetery, uptown, etc.	Ongoing	City	StaffTime	General Fund	Ongoing
Encourage businesses that will keep workers local, via good pay and benefits.	Ongoing	DDA; JDA	StaffTime	DDA; EDA; JDA	Ongoing
Identify and market opportunities for conventions and conferences.	Ongoing	DDA; JDA	StaffTime	DDA; JDA	Ongoing
Develop and/or encourage the development of the Harbor as a place for tall ships and other transient ships to dock and visit.	Ongoing	City	StaffTime	General Fund; grants	Ongoing
Stimulate the development of an 'incubator' building/Program.	Not accomplished	City; DDA; JDA; Property Owner	StaffTime	General Fund; Property owner participation; grants	Not accomplished
Develop the Airport into a viable 'boutique' facility with additional hangers, air taxi services, dirigible masts, flight school, skydiving, etc.	Not accomplished	City; FFA; Airport Authority	StaffTime	General Fund; Airport funds; FAA grants	Not accomplished
Restore the Pavilion.	Completed	City	StaffTime	General Fund; grants	Completed
Work with GEMA and GDOT to resolve the negative economic impact of inadequate evacuation routes in event of a natural or man-made disaster.	Ongoing	City; GDOT; GEMA; County; Kingsland	StaffTime	General Fund; GDOT funds; GEMA funds; County funds	Ongoing

## ST. MARYS

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>ECONOMIC DEVELOPMENT</b>					
Continue downtown revitalization activities as a part of historic and economic development efforts.	Ongoing	City	StaffTime	General Fund; DDA	Ongoing
Organize street fairs or activities at Orange Hall tied in with existing coastal charter and excursion tours.	Ongoing	City; DDA; Chamber	StaffTime	General Fund	Ongoing
Implement local elements of the Economic Development Strategy and Tourism Program.	Ongoing	City; DDA; Chamber; St. Marys Development Authority; CVB	StaffTime	General Fund	Ongoing
<b>HOUSING</b>					
Adopt ordinances that allow alternative subdivision design, housing types, and styles that promote affordable housing.	Ongoing	City	StaffTime	General Fund	Ongoing
Review ordinances to include alternative housing such as mixed-use, mother-in-law flats, cottages, etc.	Ongoing	City	StaffTime	General Fund	Ongoing
Continue support for Affordable Housing Team.	Ongoing	City	StaffTime	General Fund	Ongoing
Continue to work with the U.S. Navy to provide affordable military housing on and off the base.	Ongoing	City, U.S. Navy	StaffTime	General Fund, Federal Funds	Ongoing
Work with non-profit housing agencies to identify potential sites for affordable housing opportunities.	Ongoing	City, non-profits, churches	StaffTime	General Fund, Private Funds	Ongoing
<b>NATURAL &amp; CULTURAL RESOURCES</b>					
Establish requirements for developers to link open spaces together into a publicly accessible open space network.	Ongoing	City	StaffTime	General Fund	Ongoing
Adopt corridor overlay districts for prominent roads in the City and require the preservation of existing trees in landscaped buffers.	Ongoing	City	StaffTime	General Fund	Ongoing
Draft a commercial and industrial landscape ordinance.	Ongoing	City	StaffTime	General Fund	Ongoing
Inventory downtown sewer lines to eliminate stormwater infiltration issues, including downspouts into the sanitary sewer.	2018	City	StaffTime	General Fund	Completed
Update historic property inventory.	2018	City; HPC	StaffTime	General Fund; grant funds	Completed
Consider implementing Green Print/Open Space recommendations.	Ongoing	City	StaffTime	General Fund	Ongoing
Review opportunities to acquire properties that are suitable for providing public access to the rivers, streams and marshes and keep existing public access at street ends into the marsh, rivers, or streams.	Ongoing	City	StaffTime	General Fund	Ongoing
Preserve existing city-owned marsh and waterfront access points.	Ongoing	City	StaffTime	General Fund	Ongoing

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>NATURAL &amp; CULTURAL RESOURCES</b>					
Stimulate projects that will not cause environmental pollution or other instances of possible contamination.	Ongoing	City	StaffTime	General Fund	Ongoing
Update the tree and landscaping ordinances as appropriate.	2018	City	StaffTime	General Fund	Complete
Implement a local museum that presents the history of St. Marys from 1900 to the present, focusing on railroads, industry and growth.	Ongoing	City	StaffTime	General Fund	Ongoing
Implement bicycle trails, marsh walk trails, kayak trails and other trails as proposed by many different entities.	Ongoing	City	StaffTime	General Fund, Grants	Ongoing
Support efforts to inventory and recover War of 1812 nautical artifacts from the area—land and sea.	Ongoing	City	StaffTime	Grants	Ongoing
Maintain and establish an overlay for preservation of the viewscape and landscaping at various locations within the City.	2018	City	StaffTime	General Fund	Completed
Create a necklace of parks and parklets around and within the present city limits for Pedestrians and ADA use.	Ongoing	City	StaffTime	Grants, General Fund	Ongoing
Investigate and adopt a maritime Heritage Overlay District to promote and protect the City's maritime heritage.	2018	City	StaffTime	Grants, General Fund	Completed
<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
Continue to develop and implement our annual capital improvements program.	Ongoing	City	StaffTime	General Fund	Ongoing
Update capital improvement projects listed in Short Term Work Program.	Ongoing	City	StaffTime	General Fund	Ongoing
Implement impact fees.	Not accomplished	City	StaffTime	General Fund	Not accomplished
Implement and update as needed the water and sewer master plan.	Ongoing	City	StaffTime	General Fund	Ongoing
Implement the recommendations in the City Master Plan.	Ongoing	City	StaffTime	General Fund	Ongoing
Complete master plan for airport once the airport is relocated.	Ongoing	City Airport Authority	StaffTime	General Fund; FAA	Ongoing
Implement a curb-side recycling.	2018	City	StaffTime	General Fund	Completed
Expand Senior Center facility.	2018	City; County	StaffTime	General Fund; County funds	Completed
Update the City's Emergency Preparedness Plan.	Ongoing	City; County	StaffTime	General Fund; GEMA	Ongoing

## ST. MARYS

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
Expand Gilman Waterfront Park.	2018	City	StaffTime	General Fund; grant funds	Completed
Expand Aquatic Center to include lands around the park for trails, parking, etc.	2018	City	StaffTime	General Fund	Completed
Expand the existing library facility to meet population projections.	2018	City	StaffTime	General Fund; State grants	Completed
Investigate and implement obtaining additional governmental facilities via either renovation of an acquired existing structure or a new structure.	Ongoing	City	StaffTime	General Fund; grants	Ongoing
Investigate and implement the direct operation and interpretation of the Sugar Mill Ruins.	Ongoing	City; County	StaffTime	General Fund	Ongoing
Prepare a long term operations plan for Oak Grove Cemetery and other cemeteries in St. Marys for maintenance and tourism.	2016	City/ CEMETERY AUTH.	StaffTime	General Fund; Property owner participation (for private cemeteries); grants	Completed
Work with U.S. Navy to obtain land to locate a new WWT facility near Crooked River to potentially serve this area and the US Navy Base Housing Facilities.	Not Accomplished	City; U.S. Navy	StaffTime	General Fund; U.S. Navy funds; grant funds	Not Accomplished
Investigate and implement a site for 'safe haven' of City-owned vehicles.	2018	City	StaffTime	General Fund	Completed
Continue development of the North River Boat ramp to include toilets and river related concessions.	Ongoing	City	StaffTime	General Fund	Ongoing
Create a master plan for community gardens, vest pocket parks and parklets in traffic islands.	Ongoing	City	StaffTime	General Fund; Property owner participation	Ongoing
Prepare and annually update the City's vehicle replacement plan.	Ongoing	City	StaffTime	General Fund	Ongoing
Complete the Point Peter, Scrubby Bluff wastewater treatment plants to planned capacity – refurbish to extend life and treatment quality.	2018	City	StaffTime	General Fund	Completed
Expand the Library Building from 7,500 to 15,000 square feet to keep pace with population growth and circulation demands.	2018	City	StaffTime	General Fund; grants	Completed
Bid and Construct the Gaines/Davis Sanitary Sewer extension.	2015	City	StaffTime	General Fund; Water Sewer fund	Completed
Create a City History Trail starting at the Oak Grove Cemetery, with markers, plaques, etc.	2018	City	StaffTime	City, Grant Funds	Completed
Promote the establishment of a local Teen/ Youth Community/Activity Center	2018	PSA	StaffTime	PSA; GRANT FUNDS	Completed
Complete scanning of backlogged materials	Ongoing	City	StaffTime	General Fund	Ongoing
Complete Sea Grant for concepts to prepare the City for future sea rise from hurricanes, flooding, surge, and Climate Change.	2015	City, UGA	StaffTime	City, UGA / NOAA	Completed

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>INTERGOVERNMENTAL COORDINATION</b>					
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	Ongoing	City	StaffTime	General Fund	Ongoing
Eliminate all unincorporated "islands" as well as annex appropriate adjacent properties upon the landowner's request.	Ongoing	City	StaffTime	General Fund	Ongoing
Continue discussions with Naval Submarine Base Kings Bay to acquire property for road improvements.	Ongoing	City	StaffTime	General Fund	Ongoing
Work with the National Park Service to enhance the museum as a tourist destination and maintain the parking area in an attractive manner.	Ongoing	City	StaffTime	General Fund	Ongoing
Explore possibility of annexing federal properties.	Not accomplished	City; U.S. Navy; NPS	StaffTime	City; U.S. Navy; NPS	Not accomplished. Not feasible due to federal regulations.
Work with the City of Kingsland to eliminate Kingsland addresses for properties that are within the city limits of St. Marys.	Ongoing	City	StaffTime	General Fund	Ongoing
Actively work with anyone to create a proper emergency evacuation plan related to population.	Ongoing	City; County	StaffTime	General Fund; County funds; GEMA	Ongoing
Actively support the Coastal Regional Commission in its work.	Ongoing	City	StaffTime	General Fund	Ongoing
Actively work to continue the excellent working relationship with GDOT on projects within and adjacent to the City.	Ongoing	City	StaffTime	General Fund	Ongoing
Coordinate and implement recommendation on a plan to accomplish a functional consolidation Fire Departments with Kingsland and the County.	2018	City, County, Kingsland	StaffTime	General Fund	Completed
Coordinate and implement recommendation on a plan to accomplish a functional consolidation of Police Department with the County.	2018	City, County	StaffTime	General Fund	Completed
<b>TRANSPORTATION</b>					
Improve the intersection of St. Marys Road & Highway 40 with a fly over ramp.	Not accomplished	City; GDOT	StaffTime	General Fund, GDOT	Not accomplished.
Install a new right turn lane. At the Eastbound exit ramp of St. Marys Road where it meets GA 40	2015	GDOT	StaffTime	General Fund, GDOT	Completed
Coordinate with GDOT as Colerain Road is widened and improved.	Ongoing	City; GDOT	StaffTime	General Fund, GDOT	Ongoing
Implement the recommendations of the Camden County Bike and Pedestrian Plan.	Ongoing	City	StaffTime	General Fund	Ongoing
Explore creating a rubber tired "trolley" transit system between downtown and beyond with trolley to be a modern replica of the Toonerville trolley.	Not accomplished	City	StaffTime	General Fund	Not accomplished
Encourage GDOT to continue to synchronize traffic signals along Osborne Road.	Ongoing	City; GDOT	StaffTime	General Fund, GDOT	Ongoing

## ST. MARYS

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>TRANSPORTATION</b>					
Work with GDOT to provide a direct off ramp of I-95 north to the existing Haddock Road traffic light to improve safety.	Not accomplished	City; GDOT	Staff Time	General Fund; GDOT	Not accomplished. Not feasible.
Work with GDOT to realign Herb Bauer Drive with Findley Street to eliminate this bad intersection.	Not accomplished	City; GDOT	Staff Time	General Fund; GDOT; Property owner's participation	Not accomplished. Not feasible.
Install Historic Traffic Medians between Dillingham and Herb Bauer Drive.	Not accomplished	City; GDOT	Staff Time	General Fund; GDOT	Not accomplished. Not feasible.
Work with developer of former Mill site to construct a traffic circle to enhance the traffic flow without needing a signal.	Ongoing	City; GDOT; Property owner permission	Staff Time	General Fund; GDOT; Property owner's participation	Ongoing
Work with developer to create a new signalized intersection midway between Mickler Drive and Colerain Road.	Not accomplished	City; Property owner's participation	Staff Time	Property owners	Not accomplished. Not needed.
Complete railroad crossing of Mickler Drive.	Not accomplished	City	Staff Time	General Fund	Not accomplished.
Design and obtain Right-of-Way for a new road connecting the end of Kings Bay Road at Osborn and St. Marys Roads.	Not accomplished	City; Kingsland; County; Property owners' participation	Staff Time	General Fund; GDOT; grants	Not accomplished. Not needed.
Work to relocate or Close Airport as per US Navy request.	Completed	FAA, City	Staff Time	FAA, City, Private Investors	Completed
Expand airport service to other cities as per the master plan.	Not accomplished	City; Airport Authority	Staff Time	General Fund; FAA; grants	Not accomplished. Airport Closed.
Work with St. Marys Railroad (SMRR) to establish an interurban passenger rail service between St. Marys, Kingsland, Folkston and beyond	Not accomplished	City; Kingsland; County; Property owners' participation	Staff Time	General Fund; SMRR; grants	Not accomplished.
Continue to press GDOT to provide a shared use path along the St. Marys portion of the Colerain Road widening project.	Not accomplished	City	Staff Time	GDOT, FHA, Kingsland, St, Marys	Not accomplished.
Lobby for and support the extension of the planned Colerain Road widening from its current ending point to Spur 40 (and tie into the Douglas Drive relocation discussed elsewhere in this document.	Ongoing	City, FHA, GDOT	Staff Time	FHA, GDOT, General Fund	Ongoing
Continue to support the expansion of Colerain Road	Ongoing	GDOT, County	Staff Time	GDOT, FHA, Kingsland, St, Marys	Ongoing
Total and Complete redesign of Exit 1.	Ongoing	GDOT, City, Kingsland	Staff Time	GDOT, FHA, Kingsland, St, Marys	Ongoing

## CITY OF WOODBINE

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>DEVELOPMENT PATTERNS</b>					
Update Development Ordinances.	2015	City	TBD	General Fund	In Progress
Draft Water and Sewer Master Plan.	2015-2016	City	TBD	Water/Sewer Fund/ SPLOST	Completed
Codify Ordinances and Publish on City Website.	2015-2017	City	Staff	General Fund	In progress
Work with property owners and Camden County JDA large tract development.	2015-2016	City/JDA	Staff	General Fund	In Progress
<b>ECONOMIC DEVELOPMENT</b>					
Coordinate with and support Chamber, JDA,	2015-2017	City	Staff	General Fund	In Progress
Work with private property owners and Camden County JDA for large tract development.	2015-2017	City/JDA	Staff	General Fund	Postponed; Will resume as demand warrants.
Develop a plan to market City-owned 14 acres for commercial and industrial areas.	2015	City/JDA	StaffTime	General Fund	Postponed; Will resume as demand warrants.
Build support for volunteers for festivals.	2015-2017	City	StaffTime	General Fund	On going
Develop Eco-tourism opportunities.	2015	City/CRC	TBD	General Fund/ SPLOST/Grants	In progress
Plan for making Woodbine a wireless community.	2015-2017	City/CRC	TBD	General Fund	In progress
Create policies and programs that support entrepreneurial activities.	2015-2017	City/CRC	TBD	General Fund/ Grants	In progress
<b>HOUSING</b>					
Complete Zoning amendment Ordinance to provide for appropriate residential densities, lot sizes and mixed use neighborhoods.	2015-2017	City	TBD	Grants/General Fund	Complete
Conduct housing inventory.	2015-2017	City/CRC	TBD	General Fund	In progress
Work with housing partners to create affordable senior housing.	2015-2017	City/Habitat for Humanity	TBD	General Fund/ Grants/SPLOST	In progress
Investigate available programs and funding sources to stimulate redevelopment.	2015-2017	City/CRC	TBD	General Fund	In progress
Identify existing substandard structures and take appropriate measures.	2015-2017	City	TBD	StaffTime	In Progress
Encourage appropriate infill and take advantage of existing infrastructure.	2015-2017	City	TBD	StaffTime	In Progress

## WOODBINE

Activity	Year	Responsible Party	Cost Estimate	Funding Source	Status
<b>NATURAL AND CULTURAL RESOURCES</b>					
Encourage non-profit agencies to acquire land suitable for conservation.	2015-2017	City/CRC	StaffTime	General Fund	In Progress
Explore expanding Satilla River walkway.	2015-2017	City/CRC	TBD	General Fund, Grants/SPLOST	In Progress
<b>COMMUNITY FACILITIES AND SERVICES</b>					
Adopt a Capital Improvements program public facilities (roads, sidewalks, recreational facilities, etc.)	2016-2017	City,CRC	StaffTime	General Fund	In Progress
Construct Riverwalk improvements	2015-2016	City/DNR	TBD	SPLOST, Grant	In Progress
Satilla Waterfront improvements.	2015-2017	City, CRC	TBD	SPLOST, Grant	
Adopt a Capital Improvements program for Equipment/Vehicle Replacement.	2015-2017	City	TBD	General Fund	Complete
Rehab City Buildings.	2015-2017	City	TBD	SPLOST/Grant	In progress
Assist groups such as the Woodbine Woman's Club in developing a phased plan to establish a community lending library.	2015	City/Civic Organization	StaffTime	General Fund	In progress
<b>INTERGOVERNMENTAL COORDINATION</b>					
Work with neighboring jurisdictions to implement the Joint Comprehensive Plan.	2015-2017	City	TBD	General Fund/ Grants/SPLOST	In progress
Renew existing intergovernmental service agreements.	2015-2017	City	StaffTime	General Fund	In progress
Identify local and regional partners to enhance efficient delivery of services.	2015-2017	City	StaffTime	General Fund	In progress
Continue coordinating with adjacent jurisdictions on region-wide issues.	2015-2017	City	StaffTime	General Fund	In progress
<b>TRANSPORTATION</b>					
Implement Woodbine portions of the Signature Communities Greenprint Plan (2008).	2016-2017	City	TBD	Grants	In progress
Implement traffic calming techniques in residential neighborhoods schools and recreational areas.	2015-2017	City	TBD	Grants/SPLOST	In progress

# **Appendix A**

## **Community Participation Documentation**

**From:** [Cindy Daniels](#)  
**To:** [Eric Landon](#)  
**Subject:** FW: Ad for Comp Plan Draft.docx  
**Date:** Monday, June 18, 2018 8:07:21 AM  
**Attachments:** [Ad for Comp Plan Draft.docx](#)  
**Importance:** High

---

**From:** Cindy Daniels  
**Sent:** Thursday, March 22, 2018 3:28 PM  
**To:** Legals ([legals@tribune-georgian.com](mailto:legals@tribune-georgian.com)) <[legals@tribune-georgian.com](mailto:legals@tribune-georgian.com)>  
**Subject:** Ad for Comp Plan Draft.docx  
**Importance:** High

Please publish the attached ad in the Legal Section to run on March 29 and April 5, 2018.

Regards,

Cindy Daniels

***PLEASE TAKE OUR CUSTOMER SERVICE SURVEY***



The Camden County Board of Commissioners will hold a public hearing on the Joint Camden County Draft Comprehensive Plan on April 17, 2018 at the Government Services Building located at 200 East 4th Street, Woodbine. The purpose of the Public hearing will be to solicit comments from Camden County residents and property owners on the Joint Camden County Comprehensive Plan. The Draft Comprehensive Plan will be available for review by the public at the Camden County Planning and Development Office in Kingsland and County Clerk's Office in Woodbine and at <http://www.co.camden.ga.us/>.

Information submitted is available for public review at the Planning & Development Office located at 107 North Gross Road, Suite 3, Kingsland, Georgia 31548.

Note: Pursuant to O.C.G.A. 36-67-A-3, all parties who have made campaign contributions to any member of the Camden County Board of Commissioners in excess of Two Hundred Fifty Dollars (\$250.00) within two years immediately preceding the filing of this request, and who desires to appear at the meeting in opposition to the application, shall at least five (5) days prior to the hearing, file a campaign contribution report with the Camden County Planning & Development Office.

As set forth in the American with Disabilities Act of 1992, Camden County does not discriminate on the basis of disability, and will assist citizens with special needs, given proper notice (seven working days). For information, please call (912) 729-5603.

Please advertise above in the Legal Section on March 29 and April 5 2018. If you should have any questions please call Eric Landon at 729-5603. Thanks.

gpn16

**PUBLIC HEARING**

The Camden County Board of Commissioners will hold a public hearing on the Joint Camden County Draft Comprehensive Plan on April 17, 2018 at the Government Services Building located at 200 East 4th Street, Woodbine. The purpose of the Public hearing will be to solicit comments from Camden County residents and property owners on the Joint Camden County Comprehensive Plan. The Draft Comprehensive Plan will be available for review by the public at the Camden County Planning and Development Office in Kingsland and County Clerk's Office in Woodbine and at <http://www.co.camden.ga.us/>.

Information submitted is available for public review at the Planning & Development Office located at 107 North Gross Road, Suite 3, Kingsland, Georgia 31548.

Note: Pursuant to O.C.G.A. 36-67-A-3, all parties who have made campaign contributions to any member of the Camden County Board of Commissioners in excess of Two Hundred Fifty Dollars (\$250.00) within two years immediately preceding the filing of this request, and who desires to appear at the meeting in opposition to the application, shall at least five (5) days prior to the hearing, file a campaign contribution report with the Camden County Planning & Development Office.

As set forth in the American with Disabilities Act of 1992, Camden County does not discriminate on the basis of disability, and will assist citizens with special needs, given proper notice (seven working days). For information, please call (912) 729-5603.  
2/17  
2/13-29 & 4-05-2018  
#416383

#414704

gpn16

**PUBLIC HEARING**

The Camden County Board of Commissioners will hold a public hearing on the Joint Camden County Draft Comprehensive Plan on April 17, 2018 at the Government Services Building located at 200 East 4th Street, Woodbine. The purpose of the Public hearing will be to solicit comments from Camden County residents and property owners on the Joint Camden County Comprehensive Plan. The Draft Comprehensive Plan will be available for review by the public at the Camden County Planning and Development Office in Kingsland and County Clerk's Office in Woodbine and at <http://www.co.camden.ga.us/>.

Information submitted is available for public review at the Planning & Development Office located at 107 North Gross Road, Suite 3, Kingsland, Georgia 31548.

Note: Pursuant to O.C.G.A. 36-67-A-3, all parties who have made campaign contributions to any member of the Camden County Board of Commissioners in excess of Two Hundred Fifty Dollars (\$250.00) within two years immediately preceding the filing of this request, and who desires to appear at the meeting in opposition to the application, shall at least five (5) days prior to the hearing, file a campaign contribution report with the Camden County Planning & Development Office.

As set forth in the American with Disabilities Act of 1992, Camden County does not discriminate on the basis of disability, and will assist citizens with special needs, given proper notice (seven working days). For information, please call (912) 729-5603.  
2/13-29 & 4-05-2018  
#416383

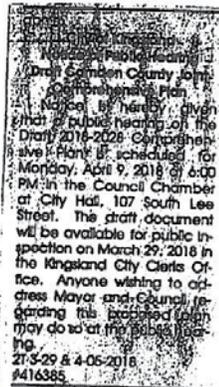
For Legal Ad:

**City of Kingsland**

**Notice of Public Hearing**

**Draft Camden County Joint Comprehensive Plan**

Notice is hereby given that a public hearing on the Draft 2018-2028 Comprehensive Plan is scheduled for Monday, April 9, 2018 at 6:00 PM in the Council Chamber at City Hall, 107 South Lee Street. The draft document will be available for public inspection on March 29, 2018 in the Kingsland City Clerk's Office. Anyone wishing to address Mayor and Council regarding this proposed plan may do so at the public hearing.



Letters

from page 4A

and the Federal Aviation Administration are actively working to deceive them, rather than to help explain the complex application process and the policies and procedures in place to protect the uninvolved public.

Last week, the Tribune & Georgian reported that Camden County has offered to work with Little Cumberland Island property owners on the assumptions included in their safety analysis and review the complex nature of the FAA licensing regulations. I believe this is a genuine olive branch to those opposing the project and an opportunity for the county to explain the steps it is taking to ensure safety of the uninvolved public.

Conspiracy theories are often self-fulfilling prophecies. It is easy to convince yourself the county is trying to pull a fast one when you attempt to wade through legal and technically dense federal regulations. It's possible that working with the subject matter experts is better than against them, will actually help to calm some concerns about the project.

Last week, Little Cumberland Island property owner, Mary Root, encouraged her fellow Little Cumberland Island property owners to engage with county management, the Federal Aviation Administration and potential spaceport companies about how, with joint investment and open minds, the safety concern can be ameliorated. That's good advice and something that will benefit everyone in Camden.

Michael Findley  
St. Marys

**Spaceport jobs will not be at site**

Dear Editor,

Some folks spoke at the FAA Spaceport hearings about the importance of the jobs we are told the spaceport will create. That is mostly a myth proven by the lack of jobs at other spaceports where the launch pads are mostly idle.

The last thing rockets and satellite companies need is a spaceport. Really? Just like you won't find Walmart's supplier factories in Bentonville, Ark., or near their Camden store, rockets and satellite companies choose site locations based on more important needs than where they will launch.

ULA builds their rockets in spaceport-free Alabama. Orbital ATK builds the rockets they launch from Virginia in Utah — no spaceport — and Russia, SpaceX's digs are in Southern California but they are playing Texas and Florida spaceports against each other for bigger subsidies. Blue Origin has a new subsidized factory at Canaveral, but primarily for the following reasons.

Long before a rocket is

launched, these companies need software engineers, electronics suppliers, orbital scientists and 3-D metal printing experts. They look for experienced suppliers of carbon composites, high-speed communications and space widgets. It is the business basics that drive site location, not the other way around. In the space industry, that means proximity to suppliers and concentrations of experienced high-technology workers. Spaceports are needed for just a few days to get the stuff off the ground. Indispensable, but only the tiniest fraction of the \$350 billion industry we keep hearing about.

Last week, the Tribune & Georgian headlined a story about Project Orbit, a startup space company promising to create 100 Camden jobs paying \$80,000 a year. Do we really believe they will choose Camden because we offered deeply discounted rent in a vacant, remodeled JDA building? Keep in mind that Camden is competing against existing idle spaceports with plenty of empty buildings, too.

But let us assume that our JDAs James Coughlin is correct and successful space companies with deep pockets and real jobs are banging at his door. How do the jobs pay back Camden taxpayers?

If the workers spent an impossible 100 percent of their paycheck in Camden stores, they would contribute just \$80,000 a year in sales tax to the county. At that rate, it would take 250 years to repay our "investment." Assume half the workers buy a new house. That would repay taxpayers in about 28 years. But the new workers would add student fees, reduced voter turnout, local taxes, so we are likely in the hole again. The space company will be gone in 10 years so no help there. Meanwhile, we will pay the 27 new employees Steve Howards needs to run his spaceport.

While so-called, Barack, police and fire services seem to be in the halls, every spaceport is a money pit requiring taxpayer subsidies to keep the doors open. Politicians assume that taxpayers won't be subsidizing those spaceport jobs with higher taxes and fewer services.

Simple common sense and a little research go a long way to debunking the myth of spaceport prosperity.

Steve Woddy  
Harrisville Bluff

Group endorses Jason Spencer

Dear Editor,

I write this letter today to inform the Camden County community of Conservative in Action's endorsement of Rep. Jason Spencer.

Conservative in Action is dedicated to advancing the conservative ideals upon which America was founded. We have worked with Rep. Spencer during his entire time in the General Assembly and we can always depend on him standing up for what is true and righteous.

Specifically, Rep. Spencer has been the lead voice in providing justice to child sexual abuse survivors under the Georgia State Capitol through his work on the Hidden Predator Act in 2015 as well as House Bill 605 (the Hidden Predator Act of 2018) during this legislative session.

We have witnessed Rep. Spencer fight for his constituents and the cause of righteousness against very powerful interest groups with success. During his tenure, he has displayed the true qualities of a statesman and demonstrates firm resolve, which is a rare finding these days in elected officials inside the state capital.

Furthermore, it is even harder to find elected officials so passionate about the issues of the day like Rep. Spencer and we proudly endorse his candidacy without reservation. Rep. Spencer is the only candidate in the House District 180 race that is endorsed by Georgia Right to Life because of his consistent pro-life and pro-child record. Also, he has been endorsed by the National Rifle Association every term he has been in office as well as being endorsed by Georgia Carry, Georgia's precinct gun rights organization.

During a time when our children, our social values and our Second Amendment rights are under attack, it is imperative that we elect the quantity back in Atlanta under the Gold Dome to fight for these conservative values. Rep. Spencer can

be depended on to stand in that gap time and time again. Please join me and re-elect Rep. Jason Spencer of Woodbine to be the voice of southeast Georgia's conservative values at the state capitol in Atlanta in the Republican Primary on May 22, 2018.

Key Godwin  
Conoverville in Action

Leave your phone and go for a walk

Dear Editor,

Carrot onion around like apple, throwing core away, not burning eyes. Candle lighting on stove, also garlic and onion fumes. Leaving spoon in coffee or soup cooks it off.

Olive oil in baking loaf pan keeps salmon loaf from sticking to bottom. Put lay leaf in flour and meal keeping bugs out and storing wool afghans. Candied ginger before consuming grease, not seasoning avoiding reflux.

Wet tea bags on eyelids clear eyes up and reduce headache tension. Peppermint oil rubbed on the stomach cools and supports digestion.

Lavender on pulse points is calming.

Massage oil in the A.M. destresses muscular aches in advance, reducing pain.

Reflexology with ball on the feet destresses organs and toes, eliminates tension. Cherries are a natural sleep aid after turning off stressful technology.

Outside cardio activity for blood flow after work unsets sleep. A morning walk in the yard gets oxygen to the bloodstream supporting mental faculties.

Cherries in the oven, carry windup timer with your phone. A small box of baking soda in the refrigerator monthly kills odors.

If you cut your finger in the kitchen, holding above heart slows bleeding; submerge infection.

Baking powder seals a wound, cover with a new white sock for the night.

Apple cider vinegar for headache, scratches, bug bites, sunburn, jellyfish, dry scalp, prevents toe fungus, before fungus, medicinal after menopause.

Mechanic hand cleaner removes butter stain from fabric and car finish.

Put cup of baking soda in sink drain and cup white vinegar foams up, need 15 minutes to cut grease, follow with warm water only.

White vinegar cleans windows, home and car, when "cool," no window streaks.

Loose put tops or drawer pulls, apply fingernail polish on threads.

If feet swell during workday, have shoes in car half a size larger.

Spray roach with extra hold hair spray, gloves wings, their lungs, killing bug.

Red roach (toad) eats leather up, garlic clove in baseball glove prevents.

Painters mark walls off 80 percent pests with no ecology, lemon slices in cars.

Spray vinegar on yard work clothes, odor goes away, bugs do not like sour.

Gnats: apply eucalyptus, mosquitoes: apply lemon grass oil.

Corn starch overnight in wet shoes kills bad odor.

Garlic clove in a shoe kills fungus, apply deodorant, air shoes in sun weekly.

If walking and jogging, you need bottled water, dehydrated cause leg cramps, headache, dizziness, severe kidney lacks.

Put phone down and get wires out of the cars preparing yourself for a productive walk with family and pet, the environment heals emotionally and physically.

J. Peston Mack  
St. Marys

Letters policy

Letters to the editor must include the writer's full name, street address and telephone number for verification purposes. Letters will be edited for grammar, punctuation and spelling. Writers are limited to 500 words and one letter per 25 days. Letters can be emailed to editor@tribune.com.

**WE WANT YOUR OPINION**  
How do you like your crawfish?

**LAST WEEK'S RESULTS**  
How do you think the EIS hearings went?

- 56% I think they didn't go well.
- 22% I think they went well.
- 11% I'm not sure.
- 14% I think they could have gone better.

**PUBLIC NOTICE**

The City of St. Marys Mayor & City Council will hold public workshops to discuss the Fiscal Year 2019 Budget.

These workshops will be held in the Council Chambers at 418 Osborne Street, St. Marys, GA 31558, on May 2, 2018 from 9:00 a.m. until 5:00 p.m. and if needed, on May 3, 2018 from 9:00 a.m. until all departmental budgets have been discussed.

These workshops are open to the public and citizens are invited and encouraged to attend.

**Public Notice**  
City of St. Marys  
Draft Joint Comprehensive Plan  
Public Hearing on  
Wednesday, May 2, 6:00 PM,  
418 Osborne St., Council Chambers,  
St. Marys City Hall

The City of St. Marys will hold a public hearing on the Draft Camden County Joint Comprehensive Plan on Wednesday, May 2, 2018 at 6:00 PM in the St. Marys Council Chambers, at St. Marys City Hall, 418 Osborne St., St. Marys, GA. The purpose of the Public Hearing will be to solicit comments from City of St. Marys residents and property owners on the Camden County Joint Comprehensive Plan. The Draft Joint Comprehensive Plan will be available for review by the public at the St. Marys City Hall and on the City of St. Marys website at [www.stmarysga.gov](http://www.stmarysga.gov).

**"HERE'S MY CARD!"**  
Local Business Guide

**Oak Grove Cemetery**  
Three Cemetery Lots For Sale  
High & Dry - 3 side by side  
Call Gloria Lovell Crowder for price 352-215-0626.  
If no answer please leave a message.

**TURNING 65 OR NEW TO MEDICARE?**  
LOSING EMPLOYER COVERAGE?  
Call for plan benefits and added benefits.  
Sharon Holmes-Johnson  
Licensed Independent Agent  
Cell: 912.258.0640 Fax: 912.729.3211  
E-Mail: [holmesjohnsons15@gmail.com](mailto:holmesjohnsons15@gmail.com)  
Medicare Plans

**Crystal Pittman**  
HOME, AUTO, LIFE  
Medicare and Health Plans  
Crystal Pittman  
crystal.pittman@gencymd.com  
2015 Osborne Road, Ste. B  
St. Marys, GA 31558  
P: (912) 510-3417  
F: (888) 618-0448

**BG 50 Handheld Blower**  
Makes cleanup work a breeze!  
\$13995  
FS 90 R Trimmer  
Revised weight (reduced) trimmer features 37cc, 4.0HP engine fuel tank, increased power and fuel efficiency!  
\$33995  
Serving Camden Since 1969  
CRAWFORD MOWER & SCAR  
1700 West Park Rd., St. Marys  
912-882-4061  
Approved by a STIHL



## Joint Comprehensive Plan &amp; Resiliency Work Shop

Monday, May 15, 2017

PSA Meeting Room  
1050 Wildcat Drive  
Kingsland, GA 31548

Name	Address
Charles McMillan	GA Conservancy 422 Bull St Suite 710 Savannah GA 31901
Ken Kessler	City of Kingsland PO Box 257 31548
ELAINE POWIERSKI	
Bob Crinion	The Nature Conservancy PO Box 484 Darien, GA 31305
PAUL SPEICH	KINGSLAND
Edith Linc	Kingsland
Madhira Russell	Brunswick GA
Amy Hendrick	Camden County Chamber of Commerce
SEOTT BRARELL	CAMDEN COUNTY
DONALD C. KOSTK	DISTRICT 5 PLANNING COM
Carolyn L. Kostk	Kingsland
Laura Early	Satilla Riverkeeper. Woodbine
Johanna McCrehan	Georgia Conservancy
Tina Coburn	Georgia Sea Grant
C. B. Yeckel	Kingsland

Joint Comprehensive Plan & Resiliency Work Shop

Monday, May 15, 2017

PSA Meeting Room  
1050 Wildcat Drive  
Kingsland, GA 31548

Name	Address
J. Smith Burns	301 Cumberland Dr Kingsland, GA 31548-6123
Singer Carlson	481 S. Cherry St. Kingsland, GA 31548
Harvey Amerson	1004 Bedell old Plantation Rd. Wadsworth. Camden Public Works
Abernethy	203 East 5th St. Woodbury GA
Gordon Jackson	180 Pro 3 Parkway St. Marys GA
Katherine Moore	419 OSBORNE ST #41 ST MARYS, GA
Mona Bell	Georgia Conservancy
Chuck Hopkinson	Georgia Sea Grant UGA









Sign  
Up  
Sheet for  
7/27/17  
Camden  
Comp Plan  
Mtg

Euler-Mascheroni constant  
Archimedes's constant  
Euler's number  
Euler-Mascheroni constant  
golden ratio

NAME	EMAIL
Laura Early	riverkeeper@sahillariverkeeper.org
STEVE P. SATHI	EDIRECTOR@CAMDENFAMENTS.ORG
C. B. Yadav	Chandya.yadav@gmail.com
Terra Cole	taCole@co.camden.ga.us
Rachel M. Baldwin	RMBALDWIN-EDS@gmail.com
JIM MCCLAJN	HIPPOSTORAGE@GMAIL.COM
Ken Kessler	kkessler@kingcounty.gov
JEFF ADAMS	jeff.adams@stunwaysga.gov
ELAINE POWERSKI	ERPOWER@TOS.NET
Joe Holler	Jcholler@COMCAST.NET
ERIC LINDEN	elindew@camden.ga.us
<del>B</del>	
Don Koski	Planning Commissioner #5
Ben Casey	District 5, Camden, ga.us
Russ Byrd	Russell I. Byrd <sup>e</sup> Navy <sup>mil</sup>
Charles McMillan	Cmem11@gaconservancy.org







**AGENDA**

Camden County Joint Comprehensive Plan  
Steering Committee Meeting  
Thursday, July 27, 2017 (12:00 pm to 2:00 pm)

1. Opening Remarks and Introductions
2. Steering Committee Meeting Overview
3. Vision Statement Discussion—Review Existing Vision Statements in Comprehensive Plan for Camden County, St. Marys, Kingsland, and Woodbine.
4. Development of Vision Statements
4. Development of Community Goals List
5. Next Steps/Meeting
  - a. Develop Community Policies
  - b. Develop Character Areas
  - c. Sharing of Information via Constant Contact – Ongoing

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_





**AGENDA**

Camden County Joint Comprehensive Plan  
Steering Committee Meeting-Economic Development Element  
Kingsland North Center, 531 N. Lee Street, Kingsland, GA  
Thursday, October 5, 2017  
Noon-2pm

- 1. Opening Remarks and Introductions
- 2. Economic Development Role Play Exercise by Georgia Conservancy
- 3. Questions/Feedback on Economic Development Role Play Exercise
- 4. Other Business
- 5. Next Steps/Next Meeting Date

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



**AGENDA**

Camden County Joint Comprehensive Plan  
Steering Committee/Community Meeting-Land Use  
Kingsland North Center, 531 N. Lee Street, Kingsland, GA  
Thursday, November 30, 2017  
Noon-2pm

1. Opening Remarks and Introductions
2. Review/Discussion of Character Areas/Defining Narratives
3. Review/Discussion of Future Land Use Map and Narrative
4. Other Business
5. Next Steps/Next Meeting Date
  - a. Transportation Element of Comp Plan
  - b. Next Meeting Date

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_



**AGENDA**

Camden County Joint Comprehensive Plan  
Steering Committee/Community Meeting-Transportation  
Kingsland North Center, 531 N. Lee Street, Kingsland, GA  
Thursday, January 25, 2018  
Noon-2pm

1. Opening Remarks and Introductions
2. Review/Discussion of Transportation Components
3. Review/Discussion of Strategies to Address Needs/Opportunities for Transportation Components
4. Other Business
5. Next Steps/Next Meeting Date
  - a. Housing Element of Comp Plan
  - b. Next Meeting Date

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_





**AGENDA**

Camden County Joint Comprehensive Plan  
Steering Committee/Community Meeting-Housing Element  
Kingsland North Center, 531 N. Lee Street, Kingsland, GA  
Thursday, March 22, 2018  
Noon-2pm

1. Opening Remarks and Introductions
2. Review/Discussion of Community Work Program as required for Comp Plan
3. Other Business
4. Next Steps/Final Comments
  - a. Remaining Project Schedule

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

[https://thebrunswicknews.com/news/local\\_news/camden-officials-discuss-joint-comprehensive-plan/article\\_2b01f6ab-4a12-59e9-bfc0-5f2e31261f92.html](https://thebrunswicknews.com/news/local_news/camden-officials-discuss-joint-comprehensive-plan/article_2b01f6ab-4a12-59e9-bfc0-5f2e31261f92.html)

## Camden officials discuss joint comprehensive plan

By GORDON JACKSON [gjackson@goldenisles.news](mailto:gjackson@goldenisles.news) May 16, 2017

KINGSLAND – City and county officials never considered the possible impact of a spaceport the last time they met to discuss Camden County's Joint Comprehensive Plan.

But it is one of many issues that each municipality in Camden County will have to consider before the plan is updated by the October 2018 deadline.

Lupita McClenning, director of planning and government services for the Coastal Regional Commission, said one goal is to ask two questions with a simple yes or no answer: Do you have it? Do you want it?

**Miracle-Ear**

DISCOVER  
**CUTTING-EDGE**  
HEARING AID TECHNOLOGY

GENIUS™ 2.0

GET YOUR FREE HEARING TEST

BRUNSWICK  
133 ALTAMA CONNECTOR  
912-289-0560

JESUP  
292 E. CHERRY ST, STE 3  
912-385-1458

**CALL TODAY!**

She said the goal of the first meeting is to get the word out about the comprehensive plan and the need for public participation and input.

The ongoing development of a master plan in St. Marys and common goals stated in the county's master plan will be helpful to the creation of the new comprehensive plan, McClenning said.

Jeff Adams, community development director in St. Marys, said a recently completed sea rise study in town will help other municipalities with their plans. He gave examples of the impacts hurricanes Katrina and Sandy had on flood rates.

"The Department of Community affairs is looking for resiliency in longterm planning," Adams said. "These types of inputs need to be looked at in the future."

Studies show sea levels rose more than 8 inches over the past century and are expected to rise at least another 8 inches by 2100.

Ken Kessler, planning director for Kingsland, said prior trends show growth is coming to Camden County. By 2030, the county's population is projected to be anywhere from 65,000 to more than 100,000.

If the most optimistic projection is accurate, an additional 20,000 housing units will have to be built in Camden County, Adams said.



"We are heavily influenced by Florida and that region," he said. "We're using our land and using it quickly. We need to identify where future growth is going."

The population increase could lead to the need for additional water and sewer capacity, more fire stations and four-lane roads.

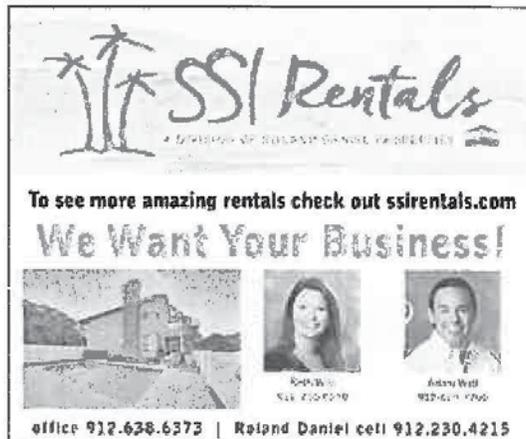
"It can make a big difference," he said of planning.

City and county officials need to plan on the type of growth they'd like to see.

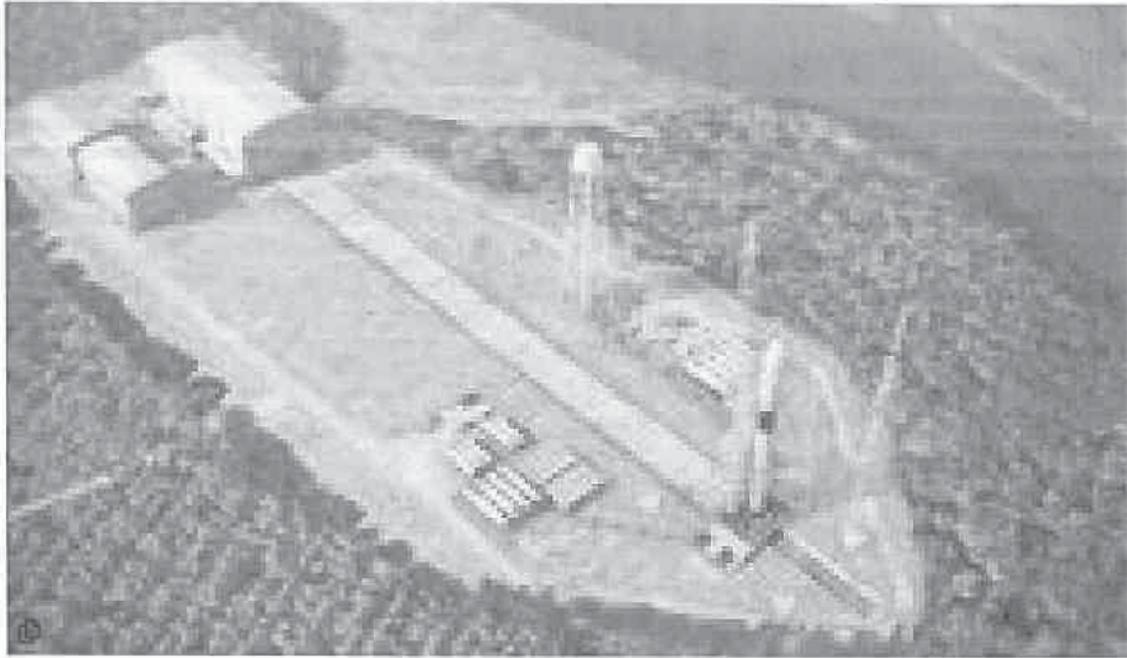
"If most growth is residential, our taxes will go up," he said.

Municipalities offering tax incentives to lure new businesses need to ask how long the incentives last.

"There are ways to encourage development. There are ways to discourage development," he said.



McClenning said more meetings will be scheduled over the next year or so the develop a new plan for the county. Glynn County is also scheduled to develop a new plan starting soon.



Camden Spaceport

Gordon Jackson

A promotional banner for Mike Murphy KIA. On the left, the dealership logo includes the text "Mike Murphy KIA" and "KIA". Below the logo, it says "KIA IS THE BEST OF ALL BRANDS", "POWERED BY THE I.A.S.T.C.", "MIKEMURPHYKIA.COM", and "912.342.4198". The central part of the banner features the text "AMERICA'S BEST VALUE SUMMER EVENT" and "2018 BORN TO EX-2.4L OPTIMA EX" with a large "0% APR" offer. To the right, two cars are shown: a white Kia Optima and a white Kia Sorento. The names "OPTIMA" and "SORENTO" are printed above each car. A small "X" icon is in the top right corner of the banner.

( This page intentionally blank )