

Community Work Program



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The Community Work Program (CWP) presents the specific action items designed to address each of the needs and opportunities. It is important to note that there are numerous actions items listed within this plan and that implementation of all these elements within the 10-year time frame may not be realistic. However; after much consideration, the MPSC and the City of St. Marys elected to include all recommended action items with the understanding that circumstances that currently limit options may change (e.g. future development, federal and state infrastructure programs, tax legislation, debt restructuring, etc.) and that such changes may give the City an opportunity to consider additional action items in the future. Therefore, a complete listing of desired activities and programs is included within this plan.

The CWP includes the following information for each listed action item:

- ⇒ Action Item: Brief description of the activity.
- ⇒ Time Frame: The timeframe for initiating and/or completing each action item is broken into three categories: 1) Ongoing (currently in-process) 2) Immediate (1-2 years); 3) Short-Term (2-5 years); and 4) Long-Term (5–10 years). Items identified for immediate or short-term implementation should be viewed as having a priority status.
- ⇒ Priority: With an understanding that the City has limited resources to dedicate to implementation of the CWP, the MPSC has assigned a priority status to each action item in an effort to assist the City with identification of the most urgent, necessary, and/or desired programs. However, it is important to recognize that all action items included herein relate to needs and opportunities identified within this Master Plan. The four priority levels are: *Current*, i.e. already in-process (C), *High* (H), *Medium* (M), and *Low* (L).
- ⇒ Responsible Party: Parties identified as being responsible for the implementation of the action items include City departments, agencies, and authorities. The responsible parties identified within this workplan are listed by the following acronyms:

- CD - Community Development
- CMO - City Manager's Office
- CVB - Community Visitors Bureau
- DASM - Development Authority of St. Marys
- DDA - Downtown Development Authority
- EVM - Every Voice Matters
- HR - Human Resources
- JDA - Joint Development Authority
- IT - Information Technology
- MS - Main Street
- PSA - Public Services Authority
- PW - Public Works
- SMFD - St. Marys Fire Department
- SMPD - St. Marys Police Department

- ⇒ Potential Funding Source: This identifies the potential or recommended funding source. It may be a specific City fund or a grant/loan program.

Table 3: Community Work Program

Action Item		Time Frame	Priority	Potential Task Leader	Potential Funding Source
Plan Implementation					
1	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.	Immediate	H	CD, PW, SMPD, Finance, HR, SMFD & CMO	General Fund
Economic Development					
2	Implement planned downtown improvements in accordance with the CIP.	Ongoing	C	PW & MS	General Fund, DOT, 319 Grant
3	Streamline business licensing and permitting process.	Short-Term	M	CD	General Fund
4	Consider and budget for business incentives including tax abatement, reduced/waived fees, etc.	Short-Term	M	DDA	General Fund, DDA, Grants
5	Review and revise the existing permit and license fee structure, including alcohol licensing, to support new and existing restaurants.	Immediate	M	CD & CMO	General Fund
6	Incentivize the reuse or redevelopment of existing commercial/industrial buildings over the development of new properties, where appropriate.	Short-Term	M	CD, DDA & DASM	General Fund
7	Better utilize a revolving loan fund for economic development.	Long-Term	L	DDA & DASM	General Fund, DDA, Grants

Action Item		Time Frame	Priority	Potential Task Leader	Potential Funding Source
8	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.	Short-Term	H	CD, DDA & DASM	DDA, General Fund, Grants
9	Expand the DDA façade grant program through matching funds.	Ongoing	C	DDA	General Fund, Grants
10	Continue to annually prioritize the many suggestions of the RSVP and include the most appropriate and financially feasible suggestions in its annual workplan.	Ongoing	C	MS & DDA	DDA
11	Identify what steps the City could take to recruit eco-tourism businesses to St. Marys.	Long-Term	L	MS & DDA	General Fund
12	Develop partnerships to support historical tourism and related businesses.	Long-Term	L	DDA	General Fund
13	Work with the owner(s) of the Kings Bay Village to update and redevelop the site.	Long-Term	M	CD	General Fund
14	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.	Long-Term	M	DASM & Volunteers	Donations, Coastal Incentive Grant (CIG) grant
15	Work to maximize docking opportunities along the St. Marys Waterfront, including the Gateway Marina project.	Immediate	H	DDA, CD & PW	Grants

Action Item		Time Frame	Priority	Potential Task Leader	Potential Funding Source
16	Update the Economic Diversification of Camden County Strategic Report and consider development of a new countywide Comprehensive Economic Development Strategy.	Long-Term	L	CMO, Camden County, JDA	General Fund
17	Evaluate and implement a partnership of the City of St. Marys and SUBASE Kings Bay to initiate limited gate opening and operation.	Immediate	H	CMO	TBD
Land Use					
18	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.	Short-Term	M	CD	General Fund
19	Adopt a formal landscaping ordinance to improve the aesthetics and stormwater design of new development and redevelopment.	Immediate	M	CD	General Fund
20	Codify the recommendations from the JLUS study through creation of an overlay district within 3,000 feet of the Subbase.	Ongoing	C	CD	General Fund & Department of Defense (DOD) Grant
21	Develop design standards for Midtown Renaissance commercial corridor and incorporate in zoning code.	Ongoing	C	CD	
22	Add specific family friendly entertainment uses to appropriate zoning classifications.	Ongoing	C	CD	
23	Incentivize infill residential development and allow for mixed use in downtown St. Marys.	Ongoing	C	CD	
24	Create form based zoning in downtown St. Marys.	Ongoing	C	CD	
25	Reduce minimum lot sizes in downtown.	Ongoing	C	CD	
26	Create upper-story housing incentives in downtown.	Ongoing	C	CD	

Action Item		Time Frame	Priority	Potential Task Leader	Potential Funding Source
27	Provide RV opportunities (storage and parks) as special use in defined areas.	Ongoing	C	CD	
28	Perform a market study for the St. Marys Airport property to determine the highest and best use and to establish appropriate zoning.	Ongoing	C	CD & DASM	DOD Grant
29	Implement a blight tax on properties to encourage compliance with property maintenance standards.	Immediate	H	CD	General Fund
30	Hire such personnel as may be needed to inspect and enforce ordinances and regulations implementing the plan.	Short-Term	M	CD	General Fund
Housing					
31	Utilize innovative planning, zoning and funding solutions to provide affordable, quality housing for eligible civilian and military households.	Ongoing	C	CD	General Fund
32	Support Georgia Initiative for Community Housing program by providing board member(s) to increase opportunities to implement housing initiatives and further affordable housing development.	Immediate	M	CD	General Fund
Natural and Cultural Resources					
33	Seek grants for trails and other features that provide low-impact access to the coastal environment.	Immediate	H	CD	General Fund
34	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.	Long-Term	L	Volunteers, CVB	General Fund
35	Review and update the City's codes and development standards to ensure that future development does not adversely impact the environment.	Short-Term	M	CD	General Fund

Action Item		Time Frame	Priority	Potential Task Leader	Potential Funding Source
36	Adopt the Coastal Stormwater Supplement to reduce flooding and ensure that stormwater runoff does not cause pollution of the coastal marshlands.	Short-Term	H	CD	General Fund
37	Develop a long-term plan for Orange Hall that will ensure its restoration and continued operation.	Ongoing	C	City Council	General Fund, Charitable Donations
City Facilities, Services and Funding					
38	The Police Department should develop strategies to strengthen the community outreach program.	Ongoing	C	MPD	General Fund
39	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.	Short-Term	M	CD, PSA, Camden County	General Fund
40	Implement a comprehensive wayfinding signage plan.	Long-Term	H	CD	Grant
41	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.	Long-Term	M	PW	W&S Fund
42	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.	Ongoing	C	PW	W&S Fund
43	Consider instituting Accident and Incident Recovery Fees for emergency response services performed by the City's Fire Department.	Immediate	H	CMO	General Fund
44	Conduct a staffing needs assessment for all city departments.	Ongoing	H	HR	General Fund

Action Item		Time Frame	Priority	Potential Task Leader	Potential Funding Source
45	Develop a plan to annex islands of unincorporated Camden County that currently receive City services at little to no cost.	Long-Term	H	CMO	General Fund
46	Update and modernize programming at the Senior Center to significantly increase the number of seniors served daily.	Immediate	H	Senior Center	General Fund
47	Perform a financial assessment of the City's water and sewer debt to determine if refinancing is a viable option.	Ongoing	C	CMO	General Fund
48	Work with Camden County, Kingsland, Woodbine, the JDA, and the Chamber of Commerce to effectively market the next SPLOST referendum.	Immediate	H	CMO	General Fund
49	Consider the use of LED lighting to improve visibility in downtown neighborhoods and promote long-term cost savings and energy efficiency.	Long-Term	L	PW & City Council	General Fund
50	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.	Immediate	H	All Departments	General Fund
51	Explore options to correct the current connectivity issues in established areas including Brant Creek and Shadowlawn.	Short-Term	M	CD	General Fund
52	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.	Immediate	H	City Council	N/A
53	Consider adoption of a stormwater utility to fund needed stormwater improvements.	Short-Term	H	City Council	Reserves

Action Item		Time Frame	Priority	Potential Task Leader	Potential Funding Source
Resiliency					
54	Prioritize and install tide gates/flaps on stormwater outfalls below mean high tide	Short-Term	M	PW	SW Utility
55	Acquire and permanently protect low-lying wetland areas as a flood storage areas.	Ongoing	C	CD	SW Utility
56	Install green infrastructure (GI)/low impact development (LID) practices to address stormwater runoff quantity and quality.	Ongoing	C	PW & DDA	SW Utility
57	Develop a prioritized CIP for making stormwater repairs recommended in the Resiliency Study and Stormwater Master Plan.	Immediate	H	PW	SW Utility
58	Expand current drainage system maintenance program.	Short-Term	M	PW	SW Utility
59	Participate in a countywide resiliency plan that is consistent with the County Plan and National Incident Management System for disaster response, recovery and redevelopment.	Short-Term	H	SMPD, SMFD & CMO	CIG
60	Continue coordinated emergency management response with SUBASE Kings Bay and Camden County.	Ongoing	C	SMFD & SMPD	General Fund
61	Use NOAA sea level study findings in future required updates to the Camden County Joint Comprehensive Plan	Ongoing	C	CD	General Fund
62	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.	Ongoing	C	CD	General Fund
Military Relationship					
63	Continue to implement the JLUS recommendations.	Ongoing	C	All Departments	General Fund

Action Item		Time Frame	Priority	Potential Task Leader	Potential Funding Source
64	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.	Ongoing	C	CMO	General Fund
65	Work with SUBASE Kings Bay and regional partners to cooperatively address additional traffic within the navigable channels.	Ongoing	C	City, Coast Guard, & USACOE	General Fund
66	Study feasibility of SUBASE fence line relocation to address Cumberland Harbor tower.	Long-Term	L	Joint Land Use Study Committee	DOD Grant
67	Ensure that development on the previous Mill Site and at the airport are coordinated with the SUBASE leadership.	Ongoing	C	CMO	General Fund
Community Health					
68	Determine the feasibility of recruiting one or more grocery stores to underserved areas	Long-Term	L	DDA	General Fund
69	Support efforts of the local hospital and nonprofit agencies working to increase mental health services in Camden County.	Long-Term	M	CD	General Fund
70	Develop partnerships with regional health organizations to develop trail network.	Short-Term	M	DDA & CD	General Fund
71	Investigate a mobile farmers market program that utilizes a food truck to provide opportunities to purchase healthy foods in underserved areas.	Long-Term	H	CVB & MS	General Fund
Technology					
72	Make public buildings, parks, and city facilities Wi-Fi enabled.	Ongoing	C	IT	General Fund

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73	Explore the option for joint ventures for technologies (consolidated IT) with other cities and Camden County.	Ongoing	C	CMO	General Fund
74	Update the City's hardware and software for efficiency and security.	Ongoing	C	IT	General Fund
75	Expand the City's GIS capabilities and services.	Ongoing	C	CD & CMO	General Fund
Education					
76	Work with Kingsland, Camden County, and State officials to support construction of the planned technical college in Kingsland.	Short-Term	M	CD	SPLOST
77	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.	Short-Term	H	CD	General Fund
Transportation					
78	Modify existing golf cart ordinance to meet the goals outlined in the Multi-Modal Transportation Plan.	Short-Term	M	CD	General Fund
79	Develop specific golf cart regulations and education materials that allow for use on designated streets.	Immediate	M	CD	General Fund
80	Update design standards and development ordinances to address community interconnectivity as development occurs.	Immediate	H	CD	General Fund
81	Implement the Gateway landscaping plan for St. Marys Road at Exit 1.	Ongoing	C	CMO	LMIG
82	Review and update 2005 Camden County Bicycle and Pedestrian Study.	Ongoing	C	CD & Bicycle Committee	General Fund, Grants

Action Item		Time Frame	Priority	Potential Task Leader	Potential Funding Source
85	Identify and map all known City rights of way and easements.	Ongoing	C	CD	General Fund
86	Identify funding for implementation of Tabby Trail.	Short-Term	H	CD & Bicycle Committee	Grant Fund
87	Consider SR 40/Osborne Road improvements, including implementation of raised and landscaped median, improved bicycle and pedestrian facilities, wayfinding signage, and landscaping.	Short-Term	M	CD	General Fund, GDOT, FTA
88	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 underserved areas.	Immediate	H	PSA & EVM	General Fund
89	Coordinate with GDOT on safety and operational issues recommended in the Multi- Modal Transportation Study	Short-Term	M	CD	General Fund
90	Perform gap and accessibility analysis to address and correct crossing safety issues at St. Marys Middle School.	Ongoing	C	GDOT & PW	General Fund/ SPLOST
91	Upgrade crossings and access to Crooked River, Mary Lee Clark, and Sugar Mill Elementary Schools, as outlined in the Multi- Modal Transportation Study.	Long-Term	M	CD	General Fund /SPLOST
92	Upgrade intersection of St. Marys Road and SR 40/Osborne Road to incorporate Gateway elements.	Short-Term	M	CD	General Fund/ SPLOST
93	Consider local safety projects for submittal to GDOT for funding through the lump sum safety program.	Long-Term	M	CD	GDOT
94	Consider participation in a multi-jurisdictional Camden County Long Range Transportation Plan.	Short-Term	M	CD	General Fund

Action Item	Time Frame	Priority	Potential Task Leader	Potential Funding Source
95 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.	Short-Term	M	CD	General Fund