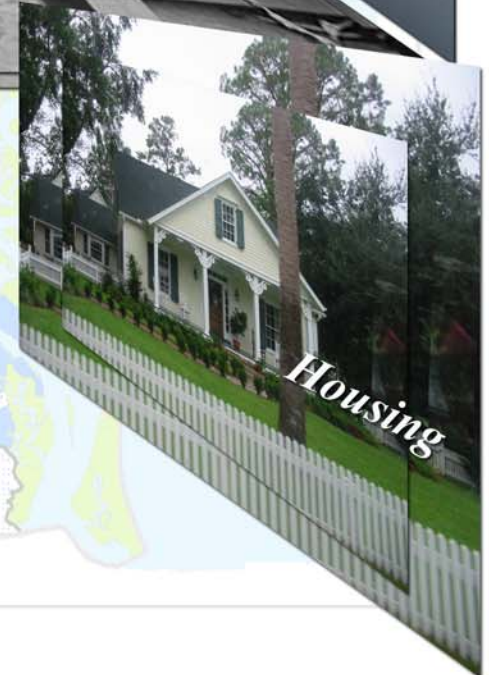
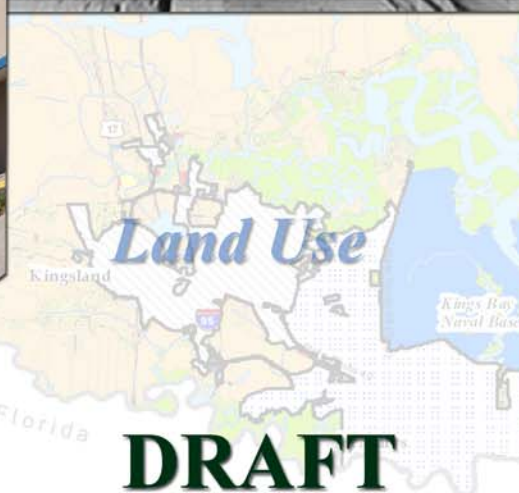
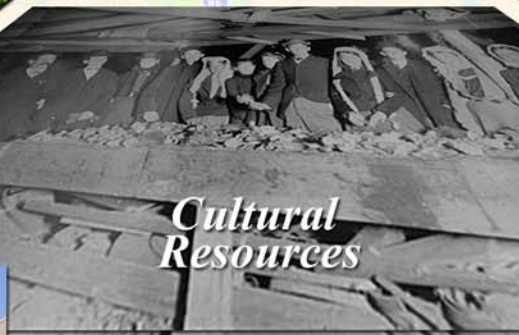
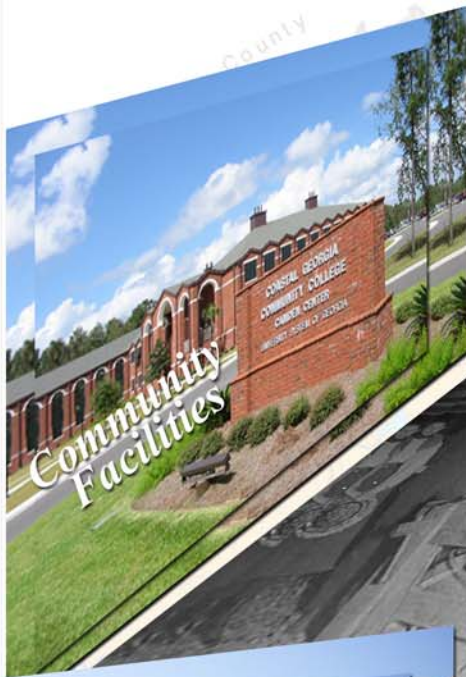


Camden County  
City of Kingsland  
City of St. Marys  
City of Woodbine

Joint  
Comprehensive Plan  
2007 - 2027

*Community  
Agenda*



**DRAFT**

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*Coastal Georgia*  
Regional Development Center

## Introduction

Why should cities and counties plan? While the answer seems intuitive, planning for the future growth and development of municipalities is imperative to sustaining healthy, vibrant and livable communities for current residents and for generations to come.

Land, unfortunately, is a non-renewable resource that we must protect and utilize judiciously. As renowned conservationist and planner, Edward T. McMahon contends, “Growth is inevitable and desirable, but destruction of community character is not. The question is not whether your part of the world is going to change. The question is how.”

As such, in 1989 the state of Georgia General Assembly passed the Georgia Planning Act. The Act requires that each community and county in Georgia prepare and adopt a local Comprehensive Plan. The requirements for a Comprehensive Plan are established by the Georgia Department of Community Affairs (DCA), effective May 1, 2005. As part of the requirements for the Comprehensive Plan, DCA administers Rules for Local Comprehensive Planning for all Qualified Local Governments in the state. These rules provide guidance for local governments in attaining the state’s identified goals for long-range planning. These goals include:

- Involve all segments of the community in developing a vision for the community’s future;
- Generate local pride and enthusiasm about the future of the community;
- Engage the interest of citizens in implementing the plans; and
- Provide a guide to everyday decision-making for use by the local government officials and other community leaders.

The Comprehensive Plan is comprised of three main components: the Community Assessment, Community Participation Plan, and Community Agenda. Camden County and the Cities of Kingsland, St. Marys and Woodbine submitted their *Community Assessments* and *Community Participation Plans* in 2007. This document is the *Community Agenda* of the Joint Comprehensive Plan for Camden County and the Cities of Kingsland, St. Marys and Woodbine.

The purpose of the Community Agenda is to lay out a road map for the community’s future, developed through a public process of involving community leaders, stakeholders and the public. DCA defines the intent the Community Agenda as follows:

*“The Community Agenda is the most important part of the plan, for it includes the community’s Vision for the Future, key issues and opportunities it chooses to address during the planning period, and its implementation program for achieving this vision and addressing the identified issues and opportunities. The Community Agenda is intended to generate local pride and enthusiasm about the future of the community, thereby making citizens wish to ensure that the plan is implemented.”*

The format of this document considers the outline proposed in the State Planning Recommendations, as well as Chapter 110-12-1-.05 of the Rules.

- The Vision for the Future is established through the public involvement process. The Vision for the Future includes the Future Development Map (FDM) and Defining Narrative as it evolved from the Character Area Map in the Community Assessment.
- A summary of the Issues and Opportunities as development through the Community Assessment follows the Vision for the Future. Through the public involvement process, these Issues and Opportunities were updated and attributed to community-wide objectives associated with the state's Quality Community Objectives (QCOs).
- The Implementation Plan includes a Short-Term Work Program (STWP), Report of Accomplishments (ROA), Policies, Long-Range Activities, and Supplemental Plans.

The Community Agenda was prepared with public and stakeholder involvement as specified in the Community Participation Program for each community. The result is a concise, user-friendly document for decision-making by community leaders as they work toward achieving the desired future goals for Camden County and its municipalities.

## **Camden County Joint Comprehensive Plan Executive Summary**

The Camden County Joint Comprehensive Plan Community Agenda Executive Summary provides a brief overview of the Vision for the Future for Camden County and the Cities of Kingsland, St. Marys and Woodbine, as well as the Implementation Program for each respective government to ensure that development occurs in a way that is both desirable and conducive to sustainability.

While this document represents a joint effort by Camden County and its municipalities, in order for each government to easily access relevant information regarding policies and strategies for growth, the Community Agenda is written in such a way that government officials, administrators, developers, and residents can examine each community's respective section separately—meaning each section stands independently. To this end, the Community Agenda document for the Camden County Joint Comprehensive Plan provides an overall picture for future growth and development for the four jurisdictions collectively; yet, each section is able to stand alone for review as desired.

### ***Camden County***

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that Camden County can expect an increase in population from its 2000 size of 43,664 residents to 70,997 residents in 2030—just over 63 percent. However as large developments continue to locate in the County, these numbers are likely to be inaccurate or lower than actual population counts. Due to this disparity, planning for future growth and development remains critical.

Throughout the Community Agenda process, Camden County officials and residents participated in a series of public workshops designed to facilitate discussion about the community's vision for the future and their preferences to ensure development occurs at a pace and scale that accommodates their objectives. As Camden County is ideally situated along Georgia's coast and serves as a gateway to the state, sense of place is important not only to maintain the County's historical heritage and culture but also to promote economic development. Because residential growth abounds throughout the County, it is imperative that this trend is balanced with an appropriate mix of job opportunity. Camden County's Vision for the Future reflects these priorities.

Building on the Vision for the Future, Camden County's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Conservation Areas
- Major Highway Gateway Areas
- Military Areas
- Rural Residential/Agricultural Areas
- Rural Village Areas

- Suburban Developing Areas

As part of the Defining Narrative as required by DCA's Local Planning Requirements, refined Issues and Opportunities are paired with FDM Designation Areas. Each FDM Designation Area includes a specific vision and description, as well as recommended implementation measures to achieve the vision for each area. The written descriptions, along with accompanying photographs, make it clear what types, forms, styles and patterns of development are to be encouraged in each area.

Following the description and Vision Statement for each Future Development Map Designation Area is a chart that provides the Quality Community Objectives (QCOs) that will be pursued in each area, the appropriate land uses to be encouraged in each area, and corresponding implementation measures to achieve the desired development patterns in each area.

Additional Issues and Opportunities that are not specific to designated areas on the Future Development Map are grouped according to the Quality Community Objective (QCO) that addresses these concerns. The four primary objectives are Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations. Similar to the Future Development Map Defining Narrative, the QCO Narrative includes a specific vision, policies, and recommended implementation measures to achieve the vision for each area.

Camden County's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, sense of place and balancing economic opportunity with residential growth are objectives identified by the community to enhance quality of life in Camden County. Specific implementation measures towards this end include: adopting architectural and corridor overlays for gateways and entrances to the County; encouraging development patterns such as preserving greenspace through a conservation subdivision ordinance as well as linking together open space into a County-wide network; developing incentives to promote housing affordability for all income levels; and instituting innovative funding mechanisms to meet future infrastructure and service needs.

### ***City of Kingsland***

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of Kingsland can expect an increase in population from its 2000 size of 10,506 residents to 18,996 residents in 2030—an increase of 81 percent. However as the City continues to annex large tracts of land for residential developments such as the Villages of Kingsland, these numbers are likely to be inaccurate or lower than actual population counts. Due to this disparity, planning for future growth and development remains critical.

Throughout the Community Agenda process, Kingsland city officials and residents participated in a series of public workshops designed to facilitate discussion about the community's vision for the future and their preferences to ensure development occurs at a

pace and scale that accommodates their objectives. The City of Kingsland is committed to maintaining a family-friendly environment that fosters growth but also manages a quality of life that residents desire. With the rapid growth occurring in this coastal community, it is imperative that the City's Vision for the Future reflect these priorities.

Building on the Vision for the Future, Kingsland's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Commercial Areas
- Conservation Areas
- Corridor/Gateway Areas
- Historic Areas
- Neighborhood Infill Areas
- Suburban Developing Areas

As with Camden County, the City of Kingsland's Future Development Map and Defining Narrative provide a comprehensive overview of Issues and Opportunities, desired growth patterns and associated implementation measures to ensure the community's vision is achieved in each FDM Designation Area.

Again, additional Issues and Opportunities that are not specific to designated areas on the Future Development Map are grouped according to the Quality Community Objective (QCO) that addresses these concerns. The four primary objectives are Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

The City of Kingsland's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, Kingsland aspires to encourage opportunity and development within the City in such a way that growth and family-friendly values continue to coexist. Specific implementation measures towards this end include: evaluating land development ordinances to ensure consistency with quality growth principles; acquiring property or requiring developers to provide pocket parks and new recreational areas; continuing downtown revitalization efforts; participating in the drafting of the Coastal Greenway Plan; and implementing recommendations from the *Rails to Trails Feasibility Study, Kingsland to Riceboro* (2007), such as multi-use paths, etc.

### ***City of St. Marys***

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of St. Marys can expect an increase in population from its 2000 size of 13,761 residents to 22,589 residents in 2030—a 64 percent increase. However as St. Marys continues to experience rapid growth, these numbers are likely to be inaccurate or lower than actual population counts. Due to this disparity, planning for future growth and development remains critical.

Throughout the Community Agenda process, St. Marys city officials and residents participated in a series of public workshops designed to facilitate discussion about the community's vision for the future and their preferences to ensure development occurs at a pace and scale that accommodates their objectives. As one of the nation's oldest cities, St. Marys prides itself in its historic waterfront heritage. A small, coastal community, the City seeks to promote itself as a destination location with a reawakening awareness of the many opportunities available for tourism and economic growth. St. Marys' Vision for the Future reflects these priorities.

Building on the Vision for the Future, the City of St. Marys' Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Commercial Areas
- Conservation Areas
- Corridor/Gateway Areas
- Historic Areas
- Neighborhood Infill Areas
- Suburban Developing Areas

As with Camden County, the City of St. Marys' Future Development Map and Defining Narrative provide a comprehensive overview of Issues and Opportunities, desired growth patterns and associated implementation measures to ensure the community's vision is achieved in each FDM Designation Area.

Again, additional Issues and Opportunities that are not specific to designated areas on the Future Development Map are grouped according to the Quality Community Objective (QCO) that addresses these concerns. The four primary objectives are Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

The City of St. Marys' Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, St. Marys aspires to become a destination city that celebrates its heritage while promoting economic opportunity and growth.

Specific implementation measures towards this end are: updating ordinances to permit mixed uses that are connected to neighborhoods and downtown; drafting a master plan focused on the "re-emerging spirit of St. Marys;" developing as a destination location based on community assets, such as the waterfront, access to the National Seashore on Cumberland Island, restaurants, shops, etc.; implementing bicycle trails, marsh walk trails and kayaking opportunities; and creating a museum to present the history of the City, including its on-going relationship with the U.S. Navy and Naval Submarine Base Kings Bay.



## ***City of Woodbine***

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of Woodbine can expect an increase in population from its 2000 size of 1,218 residents to 1,980 residents in 2030—just over 62 percent. However, the City must prepare for future growth as several large developments are planned for the northern end of the County.

Throughout the Community Agenda process, Woodbine officials and residents participated in a series of public workshops designed to facilitate discussion about the community's vision for the future and their preferences to ensure development occurs at a pace and scale that accommodates their objectives. The City of Woodbine seeks to create an environment that capitalizes on its small town appeal by maintaining development patterns that encourage walkability and innovative design. In addition, the City has already taken strides to create a unique opportunity for eco-tourism with its Riverwalk. These principles are reflected in the community's Vision for the Future.

Building on the Vision for the Future, Woodbine's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Commercial Areas
- Conservation Areas
- Corridor/Gateway Areas
- Historic Areas
- Neighborhood Infill Areas
- Suburban Developing Areas

As with Camden County, the City of Woodbine's Future Development Map and Defining Narrative provide a comprehensive overview of Issues and Opportunities, desired growth patterns and associated implementation measures to ensure the community's vision is achieved in each FDM Designation Area.

Again, additional Issues and Opportunities that are not specific to designated areas on the Future Development Map are grouped according to the Quality Community Objective (QCO) that addresses these concerns. The four primary objectives are Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

The City of Woodbine's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, Woodbine aspires to promote itself as a progressive, small town community with family-friendly values that encourage opportunity for residents of all ages. Specific implementation measures towards this end include: utilizing incentive packages to promote Woodbine and attract business development; identifying niche market opportunities; developing eco-tourism initiative, building off of the Riverwalk and other



resources; promoting the Woodbine Community Center, Opry and Museum; and developing Woodbine as a wireless community.

## **City of St. Marys**

### **Vision for the Future**

The City of St. Marys established a vision for its future through comprehensive public involvement. The public was given the chance to share their views on future development and quality of life issues through participation in a community visioning process. Feedback gathered through this process was interpreted by Coastal Georgia Regional Development Center staff and submitted to the public during a series of public workshops for review.

The Vision Statement for future development and growth in the City of St. Marys is as follows:

*The City of St. Marys is a friendly, reawakening community with great historical heritage, coastal amenities and promising economic opportunities.*

*Our goals are to maintain our welcoming, small-town community atmosphere as a Georgia gateway and destination; and to remain committed to investing in our natural and cultural resources while proactively planning for continued myriad growth opportunities.*

*Our priorities include: creating an open and engaging community that is committed to improving quality of life through expanding opportunities for economic development and implementing policies that will foster sustainable growth.*

### **Future Development Map Defining Narrative**

The Character Areas found in the Community Agenda have been updated based on public review and comments from a series of public workshops and now form the basis of the Future Development Map for the City of St. Marys. St. Marys' Future Development Map can be found at the back of this document.

The Defining Narrative includes a specific vision and description for each Future Development Map (FDM) Designation Area, as well as recommended implementation measures to achieve the vision for each area. The written descriptions for each FDM Designation Area, along with accompanying photographs, make it clear what types, forms, styles and patterns of development are to be encouraged in each area.


Following the description and Vision Statement for each Future Development Map Designation Area is a chart that provides the Quality Community Objectives (QCOs) that will be pursued in each area, the appropriate land uses to be encouraged in each area, and corresponding implementation measures to achieve the desired development patterns in each area.


This information, along with the descriptions and Vision Statement are meant to help guide development policies as they relate to land use, population growth, economic development, housing, natural and cultural resources, community facilities and services, intergovernmental coordination and transportation. The final section of the Community Agenda, the Implementation Plan, incorporates policy recommendations and work program/action items to facilitate the realization of the stated goals for future growth and development in the City of St. Marys.


### ***St. Marys***


The following Future Development Map represents the boundaries of previously identified Character Areas and corridors throughout the City of St. Marys. These Character Areas were identified and designated during the Community Assessment phase of the Comprehensive Plan process. St. Marys originally identified the following Character Areas:

- Greenway Corridor
- Conservation Areas/Greenspace
- High Density Urban Development
- Traditional Areas
- Traditional Commercial Corridor
- Historic Waterfront
- Hospital/Medical Center
- Mid-Town Commercial Corridor
- Industrial
- Major Highway Gateway
- Neighborhood Commercial
- Regional Activity Center
- Suburban Area Developing
- Suburban Corridor
- Traditional Neighborhood Declining
- Traditional Neighborhood Redevelopment Area
- Traditional Neighborhood Stable


<b>Future Development Map Designation: Commercial Areas</b>		
<p><b>Vision:</b> To support the local economy and small business development, promoting sense of place and quality of life for residents, tourists and business-owners.</p>	<p><b>Description/Location:</b> Existing C-1 zone: Osborne Street between the Library and Waterfront, and St. Marys Street between Bartlett and Ready Streets. Also, area surrounding New Point Peter Road, where there are unattractive, declining or vacant small storefronts.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Retail and Office Commercial</li> <li>• Mixed-Use Residential</li> <li>• Public Gathering Space</li> <li>• Public/Institutional</li> </ul>		
<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Appropriate Businesses</li> <li>• Employment Options</li> <li>• Heritage Preservation</li> <li>• Transportation Alternatives</li> <li>• Housing Opportunities</li> <li>• Infill Development</li> <li>• Sense of Place</li> </ul>		
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• The downtown is an increasingly attractive place for businesses that should be promoted and enhanced to further economic potential.</li> <li>• As the population continues to grow, there will be increasing opportunities to expand local businesses.</li> <li>• Partnership opportunities exist to enhance collaborative efforts to promote St. Marys as a tourist destination.</li> <li>• Parking availability within the traditional commercial district will need to be evaluated as the City grows and becomes an active tourist destination.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage mixed uses within the historic downtown area, emphasizing first-floor commercial and second-floor office or residential space.</li> <li>• Promote design guidelines and standards throughout the traditional business district.</li> <li>• Encourage pedestrian-centered activities.</li> <li>• Implement recommendations outlined by various entities and studies, such as the 2005 <i>Economic Diversification of Camden County</i>.</li> <li>• Support the shop local campaign—"Keep It in Camden."</li> <li>• Encourage opportunities for tourism.</li> <li>• Consider options to improve transportation opportunities, such as a trolley system.</li> <li>• Investigate ways to offer additional parking.</li> </ul>	<ul style="list-style-type: none"> <li>• Update ordinances to allow for a mix of uses.</li> <li>• Evaluate and rewrite sign ordinances with special restrictions for the downtown district.</li> <li>• Locate new and existing overhead utility wiring underground.</li> <li>• Implement pedestrian-friendly streetscape design, such as wide sidewalks, crosswalks, landscaping, benches, lighting, etc.</li> <li>• Continue to provide financial support to the CVB, DDA and St. Marys Development Authority.</li> <li>• Create an Economic Development Implementation Plan.</li> <li>• Support the commercial district as an activity node, developing as a destination location.</li> <li>• Provide interpretive kiosks outlining the area's history.</li> <li>• Conduct a parking study.</li> </ul>


<b>Future Development Map Designation: Conservation Areas</b>		
<p><b>Vision:</b> To preserve and protect the City's scenic vistas and viewsheds provided by its unique relationship to the water, limiting residential use to existing structures and allowing for low impact recreational use.</p>	<p><b>Description/Location:</b> Entire marsh/river areas within or around the City of St. Marys. Also, various areas of natural beauty and open space located throughout the City, including public parks, greenspace, scenic corridors and other ecologically-significant areas.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Active and Passive Recreation</li> <li>• Public Gathering Space/Parks</li> <li>• Single-Family Residential</li> </ul>		
<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Heritage Preservation</li> <li>• Open Space Preservation</li> <li>• Environmental Protection</li> <li>• Transportation Alternatives</li> </ul>		
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• New or innovative developments typically evoke neighborhood opposition.</li> <li>• Partnership opportunities exist to enhance collaborative efforts to promote recreational opportunities.</li> <li>• Although citizens are aware of the natural resources within the community, awareness and protection can be enhanced as public understanding of the value of these resources is increased.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage open space and greenspace preservation within new subdivisions.</li> <li>• Preserve scenic vistas and natural ecological features.</li> <li>• Explore and support opportunities for heritage and eco-tourism.</li> <li>• Increase awareness of outdoor activities and recreational opportunities.</li> <li>• Protect marshlands and projections of the City's existing right of ways into the marsh.</li> <li>• Promote, enhance and improve natural resources, particularly along the waterfront.</li> <li>• Protect the waterfront from obtrusive high-rise development.</li> <li>• Maintain and preserve open space with significant cultural or historical heritage, such as old shipping and seafood docks.</li> <li>• Investigate the feasibility of a rails-by-trails path.</li> </ul>	<ul style="list-style-type: none"> <li>• Adopt a Conservation Subdivision Ordinance.</li> <li>• Modify subdivision regulations to require preservation of sensitive natural areas.</li> <li>• Require developers to link open spaces together into a publicly accessible open space network.</li> <li>• Partner with PSA to increase awareness of outdoor and recreational opportunities, etc.</li> <li>• Enforce litter control guidelines, etc.</li> <li>• Consider implementing GreenPrint recommendations, as appropriate or desired.</li> <li>• Expand multi-use paths, as recommended in the Master Plan and the <i>Camden County Bike and Pedestrian Plan</i>.</li> </ul>

<b>Future Development Map Designation: Corridor/Gateway Areas</b>		
<p><b>Vision:</b> To improve mobility and accessibility to the City of St. Marys, promoting quality commercial development and alternative modes of transportation.</p>	<p><b>Description/Location:</b> Areas adjacent to Exit 1 on I-95; Areas east of I-95; State Route 40/Osborn Road; Spur 40/Charles Smith Highway; the intersection of Winding Road and Colerain Road. Developed or undeveloped land on both sides of designated high volume transportation facilities, such as arterials and expressways. With the water-taxi service that runs from Fernandina Beach, FL, to St. Marys, an additional gateway includes Gilman Waterfront Park.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Retail/Office Commercial</li> <li>• Hotel/Restaurant Services</li> <li>• Distribution/Industrial</li> <li>• Signage</li> </ul>		
<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Growth Preparedness</li> <li>• Appropriate Businesses</li> <li>• Transportation Alternatives</li> <li>• Infill Development</li> </ul>		
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• St. Marys has some unattractive commercial areas, such as strip-mall shopping centers.</li> <li>• Trees are being lost to new development.</li> <li>• Although high intensity uses are concentrated along major corridors, the City lacks public transportation options.</li> <li>• Corridors are designed in ways that discourage pedestrian and bicycle activity.</li> <li>• Corridors are congested at peak hours.</li> <li>• Opportunities exist to utilize the corridor for directing tourists to desirable locations throughout the City.</li> <li>• Corridor management during emergency situations needs to be improved.</li> </ul>	<ul style="list-style-type: none"> <li>• Create appropriate ordinances to control corridor development.</li> <li>• Discourage billboards and other types of undesirable signs.</li> <li>• Promote use of signage to direct visitors downtown and to scenic areas.</li> <li>• Encourage modification of existing strip-mall centers to become more visual and pedestrian friendly.</li> <li>• Encourage landscaped median where appropriate.</li> <li>• Address requirements for commercial and industrial landscaping.</li> <li>• Explore the feasibility of a regional transit system.</li> <li>• Consider recommendations from <i>Camden County Bike and Pedestrian Plan</i>.</li> <li>• Coordinate with GDOT to mitigate traffic congestion, improve transportation concerns, encouraging signalization where needed.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft a master plan for the commercial corridors and entranceways.</li> <li>• Annex Exit 1, ensuring development will occur as desired.</li> <li>• Update sign ordinances, implementing recommendations of the way-finding initiative.</li> <li>• Draft and enforce commercial and industrial landscape ordinance, adopting minimum standards for design, setbacks, buffers, etc.</li> <li>• Adopt corridor overlay districts for prominent roads in the City, requiring the preservation of existing trees in landscaped buffers.</li> <li>• Implement GreenPrint recommendations, as appropriate or desired.</li> <li>• Investigate the potential of multi-use trails, such as rails-with-trails path.</li> <li>• Coordinate with GDOT/GEMA to improve evacuation routes.</li> </ul>

<b>Future Development Map Designation: Historic Areas</b>		
<p><b>Vision:</b> To promote and protect the historic waterfront district as a significant community resource, enhancing both the sense of place and the quality of life for residents and tourists alike.</p>	<p><b>Description/Location:</b> The perimeter of the downtown area adjacent to the riverfront.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Mixed-Use—Retail, Office Residential</li> <li>• Restaurant/Hotel Services</li> <li>• Parks/Recreation</li> <li>• Public/Institutional</li> </ul>		
<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Appropriate Businesses</li> <li>• Heritage Preservation</li> <li>• Transportation Alternatives</li> <li>• Infill Development</li> <li>• Sense of Place</li> </ul>		
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• Downtown St. Marys needs to be promoted as an attractive place for business development.</li> <li>• Although citizens are aware of the natural resources and historic properties within the community, awareness and protection can be enhanced as public understanding of these structures is increased.</li> <li>• There is a lack of public transportation and parking availability, for residents and tourists.</li> </ul>	<ul style="list-style-type: none"> <li>• Support the shop local campaign—“Keep It in Camden.”</li> <li>• Encourage opportunities for tourism.</li> <li>• Plan for mixed-use economic development, through planning and zoning.</li> <li>• Encourage mixed uses within the historic downtown area.</li> <li>• Maintain current quality of life and sense of place.</li> <li>• Protect the waterfront from obtrusive development, discouraging high-rise development.</li> <li>• Maintain and expand waterfront opportunities and accessibility for the public.</li> <li>• Promote, enhance and improve natural and historic resources and the waterfront in particular.</li> <li>• Consider options to improve transportation opportunities, such as a trolley, cart paths, etc.</li> <li>• Investigate parking options.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to provide financial support to the CVB, DDA and St. Marys Development Authority.</li> <li>• Draft a master plan based on SCAD study, highlighting the “re-emerging spirit of St. Marys.”</li> <li>• Provide interpretive kiosks outlining the area’s history.</li> <li>• Support a water taxi service to other cities/locations from a base at the waterfront.</li> <li>• Restore the Pavilion.</li> <li>• Review and update ordinances to incorporate design standards and landscaping guidelines.</li> <li>• Expand Gilman Waterfront Park.</li> <li>• Create a “trolley” transit system for the waterfront.</li> <li>• Conduct a downtown parking study.</li> <li>• Establish a memorial for all wars and services on the waterfront.</li> </ul>



<b>Future Development Map Designation: Neighborhood Infill Areas</b>		
<p><b>Vision:</b> To encourage redevelopment opportunities to preserve and enhance the area's traditional character and architectural styles, creating additional housing opportunities.</p> <p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Single-Family Residential</li> <li>• Multi-Family Residential</li> <li>• Office Space/Retail Commercial</li> <li>• Parks/Recreation</li> </ul> <p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Regional Identity</li> <li>• Heritage Preservation</li> <li>• Housing Opportunities</li> <li>• Traditional Neighborhood</li> <li>• Infill Development</li> </ul>	<p><b>Description/Location:</b> Located north of the City's downtown, and in and around the airport. Also, areas along Spur 40 and adjacent to Naval Submarine Base Kings Bay.</p>	
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• There is an inadequate mix of uses within the City.</li> <li>• Some areas of St. Marys are dilapidated and in need of revitalization and/or upgrade.</li> <li>• There is a need for workforce and military housing.</li> <li>• There is not enough affordable housing.</li> <li>• Although citizens are aware of the natural resources and historic properties within the community, awareness and protection can be enhanced as public understanding of these structures is increased.</li> <li>• Use of alternatives modes of transportation can be increased.</li> <li>• Neighborhoods need to be prepared for emergency management concerns.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage mixed-use opportunities by reviewing and evaluating zoning and development ordinances.</li> <li>• Consider redevelopment opportunities to maintain and preserve neighborhood character.</li> <li>• Encourage rapid redevelopment of newly vacant or abandoned properties.</li> <li>• Support affordable housing and alternative housing opportunities.</li> <li>• Encourage compatible architectural styles that maintain regional character.</li> <li>• Protect historic structures, where appropriate.</li> <li>• Promote alternative modes of transportation, including pedestrian-friendly design, cart paths, etc.</li> <li>• Encourage hurricane resistant retrofits on existing structures.</li> </ul>	<ul style="list-style-type: none"> <li>• Review and update ordinances to incorporate design standards and landscaping guidelines.</li> <li>• Condemn or rehabilitate structures, based on need assessed during housing inventory.</li> <li>• Develop volunteer-based grassroots rehabilitation program for home repair.</li> <li>• Formulate a redevelopment plan, preserving original housing stock; allowing for compatible infill development and maintaining pedestrian orientation.</li> <li>• Adopt ordinances that allow alternative types of affordable housing.</li> <li>• Expand the historic district, seeking NRHP designation once completed.</li> <li>• Continue to update ordinances, permitting mixed uses.</li> <li>• Continually update Emergency Preparedness Plan.</li> </ul>

<b>Future Development Map Designation: Suburban Developing Areas</b>		
<p><b>Vision:</b> To promote livable communities where residential and commercial uses coexist; creating connectivity and walkability while promoting an appropriate mix of function, use and design.</p>	<p><b>Description/Location:</b> Areas north of Georgia State Highway 40 and west of Charles Smith Highway. Areas of suburban type subdivision development. Also, the former Durango paper mill site. Areas of higher density development, including condominiums, single-family and multi-family homes, mixed with limited commercial retail.</p>	
<p><b>Specific Land Uses:</b></p> <ul style="list-style-type: none"> <li>• Single-Family Residential</li> <li>• Multi-Family Residential</li> <li>• Retail and Office Commercial</li> <li>• Mixed-Use</li> </ul>		
<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Growth Preparedness</li> <li>• Appropriate Businesses</li> <li>• Open Space Preservation</li> <li>• Transportation Alternatives</li> <li>• Housing Opportunities</li> <li>• Traditional Neighborhood</li> </ul>		
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• New or innovative development and high-density development typically evokes neighborhood opposition.</li> <li>• There is an inadequate mix of uses, such as corner grocery stores, within the City.</li> <li>• Innovative development is taking place; however, infrastructure needs and impact on natural resources must be considered.</li> <li>• There is not enough affordable housing.</li> <li>• Trees are being lost to new development.</li> <li>• There are contaminated properties surrounding the Durango site.</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate zoning and development ordinances, planning for mixed uses.</li> <li>• Encourage and support development of active adult and continuing care communities.</li> <li>• Encourage development to take place in areas with adequate public facilities.</li> <li>• Explore opportunities for development to pay for itself.</li> <li>• Consider impacts of new developments on existing infrastructure as well as natural and culture resources.</li> <li>• Encourage alternative housing opportunities that will facilitate affordable housing options.</li> <li>• Investigate former industrial properties that might cause environmental pollution.</li> <li>• Encourage new projects that will not cause environmental pollution.</li> </ul>	<ul style="list-style-type: none"> <li>• Update ordinances to allow mixed uses and higher densities.</li> <li>• Promote mixed age communities.</li> <li>• Develop infrastructure master plan.</li> <li>• Promote a public transit system.</li> <li>• Develop a Safe Routes to School plan for all elementary schools except for Crooked River.</li> <li>• Adopt ordinances that promote affordable workforce housing.</li> <li>• Support the development of an Affordable Housing Team.</li> <li>• Require developers to link open spaces, creating an open space network.</li> <li>• Consider GreenPrint recommendations, as appropriate or desired.</li> <li>• Adopt a conservation subdivision ordinance.</li> </ul>

## **Community Issues and Opportunities**

Identifying issues and opportunities is only one piece of a thorough and effective Comprehensive Plan. As encouraged by the Georgia Department of Community Affairs, a community's Comprehensive Plan should also proactively address these concerns by outlining an action plan or provide potential solutions to these issues, such as recommended land use policies, development standards and community-based projects and programs. Part 110-12-1-.05 of DCA's guidelines for developing the Community Agenda states:

*This [Chapter] is the final, locally agreed upon, list of issues and opportunities the community intends to address...Each of these issues or opportunities must be followed-up with corresponding implementation measures in the Implementation Program.*


The following discussion contains issues and opportunities adapted from the Community Assessment (2007) of Camden County's Joint Comprehensive Plan, which includes not only the County, but also the Cities of Kingsland, St. Marys and Woodbine. Over a series of three public workshops in each municipality, the original list of issues and opportunities was refined, based on citizen input and staff administrative knowledge.


## **Quality Community Objectives**


The list of Issues and Opportunities provides a City-wide perspective on the DCA identified elements of Population Growth, Economic Development, Housing, Natural and Cultural Resources, Community Facilities and Services, Intergovernmental Coordination and Transportation, plus the additional element of Development Patterns. Because not all of these issues and opportunities relate to a specific Future Development Map Designation Areas, it is necessary to consider how these concerns apply throughout the City of St. Marys.

In an effort to further this objective while simultaneously promoting the state's overall goal of creating sustainable and livable communities, the Georgia Department of Community Affairs' Quality Community Objectives (QCOs) were utilized to create a framework by which to consider these broader Issues and Opportunities. The QCO Narrative addresses the four primary objectives of Development Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.


Similar to the Future Development Map Defining Narrative, the QCO Narrative includes a specific vision, policies, and recommended implementation measures to achieve the vision for each area.

<b>Quality Community Objective: Development Patterns</b>		
<p><b>Vision:</b> To promote quality growth, affordability and a sense of place, while continuing to provide effective and efficient service delivery to all residents.</p> <p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Traditional Neighborhood</li> <li>• Infill Development</li> <li>• Sense of Place</li> <li>• Transportation Alternatives</li> <li>• Regional Identity</li> </ul>	<p><b>Description/Location:</b> City-wide</p>	
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• As rapid population growth occurs, community facilities will need to be expanded and improved.</li> <li>• Rapid population growth, both now and in the future, poses a challenge for city officials to discern how quickly and where services and infrastructure will be needed.</li> <li>• Some parts of the City are not adequately being served by water and wastewater facilities.</li> <li>• The cost of providing services and facilities for new development is nearly exceeding the revenue incurred.</li> <li>• The placement of overhead wires is unattractive and prevalent throughout the City.</li> <li>• Population growth will impact water, stormwater and waste water capacities.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore and prioritize areas in need of infrastructure and facility improvements.</li> <li>• Provide services and facilities to meet the demands of the growing population.</li> <li>• Encourage location of new and existing overhead utility wiring underground as feasible.</li> <li>• Maintain functional and efficient water and waste water capacities to support new development.</li> <li>• Encourage master planning for infill development to promote compatible architecture, etc.</li> <li>• Consider using impact fees to pay for new development.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the City's Master Plan.</li> <li>• Continue to develop an annual Capital Improvements Plan.</li> <li>• Implement and update, as needed, the water and sewer master plan.</li> <li>• Require new utility extensions and overhead lines to be ran underground, where possible.</li> <li>• Inventory downtown sewer lines to eliminate stormwater infiltration issues, including downspouts into the sanitary system.</li> <li>• Implement Stormwater Master Plan.</li> <li>• Develop an annexation plan.</li> <li>• Adopt landscape and design guidelines.</li> <li>• Evaluate ordinances and zoning regulations; update as necessary or create new restrictions, as needed.</li> <li>• Implement impact fees.</li> </ul>

<b>Quality Community Objective: Resource Conservation</b>		
<p><b>Vision:</b> To preserve, protect and promote the City's natural, historic and cultural resources with special consideration to the unique coastal resources inherent to the City of St. Marys.</p> <p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Heritage Preservation</li> <li>• Open Space Preservation</li> <li>• Environmental Protection</li> </ul>	<p><b>Description/Location:</b> City-wide</p>	
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• Natural, cultural and historic resources are protected throughout the City; however, as public awareness is increased, these resources will be improved, enhanced and promoted.</li> <li>• Public access to the waterfront and associated recreational activities is limited.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage heritage tourism opportunities to promote public education and preservation of resources.</li> <li>• Explore opportunities to provide increased access to natural, cultural and historical resources throughout the City.</li> <li>• Explore opportunities to maintain and expand waterfront accessibility for the public</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a local museum that presents the history of St. Marys from 1900 to the present, focusing on railroads, industry and growth.</li> <li>• Establish a National Historic Landmark site at the Point Peter, War of 1812 encampment.</li> <li>• Support efforts to inventory and recover War of 1812 nautical artifacts from the area—both land and sea.</li> <li>• Support efforts to inventory Fort Tammany and recover any available artifacts.</li> <li>• Establish a memorial for all wars and services on the waterfront.</li> <li>• Consider implementing GreenPrint recommendations, as appropriate or desired.</li> <li>• Review opportunities to acquire properties that are suitable for providing public access to rivers, streams and marshes.</li> <li>• Maintain existing public access at street ends into the marsh, rivers and streams.</li> </ul>

<b>Quality Community Objective: Social and Economic Development</b>		
<p><b>Vision:</b> To enhance the quality of life for all residents and visitors—improving economic opportunity, housing diversity and sense of community.</p>	<p><b>Description/Location:</b> City-wide</p>	
<p><b>Quality Community Objectives:</b></p> <ul style="list-style-type: none"> <li>• Growth Preparedness</li> <li>• Appropriate Businesses</li> <li>• Employment Options</li> <li>• Housing Opportunities</li> <li>• Educational Opportunities</li> </ul>		
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• The economy is dependent upon the Naval Submarine Base Kings Bay to some extent.</li> <li>• Activity centers throughout the City need to be enhanced and promoted.</li> <li>• Population projections indicate that over 14% of the City's population will be aged 50 and older by 2030.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide support to economic development agencies, supporting the KIC campaign.</li> <li>• Encourage businesses that will keep workers local via good pay and benefits.</li> <li>• Encourage development of the Harbor to accommodate both tall and transient ships.</li> <li>• Investigate, encourage and support diversification of the marina.</li> <li>• Encourage the development of an "incubator," building in the Boch Plant.</li> <li>• Research the possibility of transitioning the St. Marys Airport into a "boutique" facility.</li> <li>• Explore strategies and locations to create activity nodes, such as the Aquatic Center, Downtown and Midtown.</li> <li>• Encourage and support development of active adult and continuing care communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Draft Economic Development Implementation Plan.</li> <li>• Market opportunities to host conventions, sports activities, etc.</li> <li>• Support efforts of CVB, DDA and St. Marys Development Authority to recruit and retain local businesses.</li> <li>• Develop the Harbor as place for tall ships and transient ships to dock/visit.</li> <li>• Update the Airport into "boutique" facility with additional hangers, air taxi services, dirigible masts, flight school, sky-diving, etc.</li> <li>• Utilize the Airport to promote St. Marys as destination for dining shopping, etc.</li> <li>• Complete master plan for the airport.</li> <li>• Expand the existing library facility to meet future needs.</li> <li>• Create development and activity centers at desired locations.</li> <li>• Expand Aquatic Center to include lands around the park for trails, parking, etc.</li> <li>• Reconstitute the Housing Authority.</li> <li>• Draft a master plan based on SCAD study, highlighting the "re-emerging spirit of St. Marys."</li> <li>• Promote the development of mixed-age communities.</li> </ul>



<b>Quality Community Objective: Governmental Relations</b>		
<b>Vision:</b> To maintain cooperative initiatives while actively pursuing additional partnership opportunities with local municipalities, as well as surrounding jurisdictions, in order to provide the highest quality of services for residents and business-owners.	<b>Description/Location:</b> City-wide	
<b>Quality Community Objectives:</b> <ul style="list-style-type: none"> <li>• Regional Solutions</li> <li>• Regional Cooperation</li> </ul>		
<b>Issues &amp; Opportunities</b>	<b>Policy</b>	<b>Implementation Measure</b>
<ul style="list-style-type: none"> <li>• The City of St. Marys is land-locked by the City of Kingsland.</li> <li>• The City maintains working relationships with the County, the Cities of Kingsland and Woodbine, as well as the National Park Service (NPS) at Cumberland Island and Naval Submarine Base Kings Bay.</li> <li>• New population projections will require increased coordination with related agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage opportunities for additional cooperation and partnership with neighboring Kingsland and other jurisdictions.</li> <li>• Encourage NPS to enhance and promote tourism opportunities at the museum in St. Marys.</li> <li>• Encourage the NPS to request the annexation of Cumberland Island by the City of St. Marys.</li> <li>• Encourage the discussion of annexing Naval Submarine Base Kings Bay.</li> <li>• Actively support LUCA and Census 2010, coordinating with the data available in 2011.</li> </ul>	<ul style="list-style-type: none"> <li>• Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.</li> <li>• Eliminate unincorporated “islands,” created by spot annexation.</li> <li>• Coordinate with Naval Submarine Base Kings Bay to attain land for sewer plan and road improvements.</li> <li>• Continue efforts to change the address of the Welcome Center and other properties within the City of St. Marys that have Kingsland addresses.</li> <li>• Prepare for population growth by partnering with RDC and U.S. Census on LUCA for Census 2010.</li> </ul>



## Implementation Program

The Comprehensive Plan is a living document, and a critical part of its evolution is the implementation program. As such, the implementation program serves as the overall strategy for the City of St. Marys to achieve its vision for the future. In addition, the implementation encourages compliance with both the Character Area and Future Development maps. It also aids St. Marys as it seeks to address the identified issues and opportunities.

By identifying specific programs and tasks to be undertaken by the City in order to implement the Agenda, the implementation program consists of policies, the short term work program (STWP), and long-range activities. A proposed schedule, responsible parties and potential funding sources are all outlined within this program.

The Georgia Department of Community Affairs requires the following elements as part of a community's implementation program:

- Short Term Work Program – Communities must develop a STWP to identify specific implementation actions the local government, or other entities, intend to take during the first five-year time frame for the planning period. This includes any ordinances, administrative systems (such as site plan review, design review, etc.), community improvements or investments, financing arrangements, or other initiatives to be put in place to implement the Plan. The STWP must include the following information for each listed activity:
  - Brief description of the activity;
  - Timeframe for undertaking the activity;
  - Responsible party for implementing the activity;
  - Estimated cost (if any) of implementing the activity; and
  - Funding source(s), if applicable.
- Report of Accomplishments (ROA) – The ROA identifies the current status of each activity in the community's previous STWP from its recent Comprehensive Plan. Local governments are required by DCA to indicate activities that:
  - Have been completed;
  - Are currently underway (including a projected completion date);
  - Have been postponed (with explanation); or
  - Have not been accomplished and are no longer activities the local government intends to undertake (with explanation).
- Policies – Communities must develop a set of policies the local government is willing to adopt to provide ongoing guidance and direction to local government officials for making decisions consistent with achieving the Community Vision or addressing identified Issues and Opportunities.

- Long-Range Activities (optional) – items that local governments anticipate undertaking beyond the first five-year time frame of the planning period.
- Supplemental Plans (optional) – Communities should incorporate by reference any supplemental plans that focus on special areas, situations or issues of importance to the community, such as plans for conservation or management of natural or cultural resources, redevelopment plans for particular areas of the community, master plans for downtown development, neighborhood plans, gateway plans, rural preservation plans, recreation plans, or the community's required solid waste management plan (see definition in Chapter 110-12-1-.09).

## ***City of St. Marys***

### **Short Term Work Program**

City of St. Marys Short Term Work Program, 2008-2012.

<b>Project or Activity</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Responsible Party</b>	<b>Cost Estimate</b>	<b>Funding Source</b>
<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.	☀	☀				City	Staff time	General Fund
Modify subdivision regulations to require the preservation of sensitive/unique natural areas; including streams, wetlands, rivers and marshlands.	☀	☀				City	Staff time	General Fund
Review and update ordinances and codes to incorporate design guidelines, landscaping, use-based restrictions and performance-based regulations.	☀	☀				City	Staff time	General Fund
Update ordinances to permit mixed uses that are connected to neighborhoods and the downtown.	☀					City	Staff time	General Fund
Continue to provide financial support to the Downtown Development Authority.	☀	☀	☀	☀	☀	City	Unknown	General Fund
Draft a master plan for the commercial corridors and entranceways.		☀				City	Staff time	General Fund
Evaluate and rewrite the sign ordinances.	☀					City	Staff time	General Fund

Enforce the removal of dilapidated structures via the creation of a revolving loan fund.	☼	☼				City	Staff time	General Fund
Encourage the reconstruction and modification of existing strip-type malls to become more visual and pedestrian friendly.	☼	☼	☼			City; Property owners	Unknown	General Fund; property owners' funds; grant funds
Encourage the location of new and existing overhead utility wiring underground, as feasible.	☼	☼	☼	☼	☼	City; Public utilities	Unknown	General Fund; Utility funds
Encourage landscaped islands in appropriate locations of medians.	☼	☼				City; GDOT	Unknown	General Fund; GDOT
Refine digital Zoning Map of the City prepared by the CGRDC.	☼					City	Staff time	General Fund
Review and update Future Land Use Map to reflect actual zoning and growth patterns.	☼	☼				City	Staff time	General Fund
<b>POPULATION GROWTH</b>								
Support initiatives and projects that promote mixed-age communities via a special use for independent living elderly facilities in the R-1 zone.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Develop an infrastructure master plan to keep pace with population growth.	☼					City	Staff time	General Fund
Promote a public transit system to aid population growth.	☼	☼				City	Staff time	General Fund; State funds
Encourage and support development of continuing care communities.		☼				City	Staff time	General Fund
Actively support and be involved with LUCA and Census 2010 and coordinate with the data available in 2011.	☼	☼	☼	☼	☼	City	Staff time	General Fund

Participate with GEMA on emergency evacuation processes, routes and capacities.	☼	☼	☼	☼	☼	City	Staff time	General Fund; State funds; County funds
<b>ECONOMIC DEVELOPMENT</b>								
Continue to provide support to the CVB, DDA, and St. Marys Development Authority.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Draft an Economic Development implementation plan that identifies locations that are best suited to the specific types of desired development and job creation.	☼	☼				City; Chamber; DDA; St. Marys Development Authority; CVB	Staff time	General Fund
Draft a master plan focused on the “re-emerging spirit of St. Marys.”	☼					City	Staff time	General Fund
Explore opportunities to create an activity center around the Aquatic Center.			☼			City	Staff time	General Fund
Market opportunities to host conventions, sports activities, etc.	☼	☼	☼	☼	☼	City; DDA; CVB; civic groups	Staff time	General Fund
Develop methodology for St. Marys to become a destination location, based on assets—restaurants, shops, etc.	☼	☼	☼	☼	☼	DDA	Staff time	General Fund; DDA funds; grant monies
Plan for the creation of activity nodes, such as the aquatic center, downtown, midtown, cemetery, uptown, etc.		☼				City	Staff time	General Fund
Support the “Keep It in Camden” campaign.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Encourage businesses that will keep workers local, via good pay and benefits.	☼	☼	☼	☼	☼	DDA; JDA	Unknown	DDA; EDA; JDA

Identify and market opportunities for conventions and conferences.	☼	☼	☼	☼	☼	DDA; JDA	Unknown	DDA; JDA
Develop and/or encourage the development of the Harbor as a place for tall ships and other transient ships to dock and visit.	☼	☼	☼	☼	☼	City	Unknown	General Fund; grants
Support a water taxi service to other cities and locations from a base at the waterfront.	☼					City	Unknown	General Fund
Encourage the development of an 'incubator' building at the Boch Plant.		☼	☼			City; DDA; JDA; Property owner	Unknown	General Fund; Property owner participation; grants
Work with SMRR to identify and develop opportunities to keep the SMRR as a viable part of St. Marys	☼	☼	☼	☼	☼	City; DDA; Property owner	Unknown	General Fund; Property owner participation; grants
Develop the Airport into a viable 'boutique' facility with additional hangers, air taxi services, dirigible masts, flight school, skydiving, etc.	☼	☼	☼			City; FFA; Airport Authority	Unknown	General Fund; Airport funds; FAA grants
Investigate, encourage and support diversification in marina opportunities.	☼	☼	☼			City; Investors	Unknown	General Fund; Property owner
Design and implement the completion of St. Marys Street at the waterfront.	☼	☼				City	Unknown	General Fund; Property owner investment; grants
Restore the Pavilion.	☼	☼				City	\$200,000	General Fund; grants
Work with GEMA and GDOT to resolve the negative economic impact of inadequate evacuation routes in event of a natural or man-made disaster.	☼	☼	☼	☼	☼	City; GDOT; GEMA; County; Kingsland	Unknown	General Fund; GDOT funds; GEMA funds; County funds
Continue downtown revitalization activities as a part of historic and economic development efforts.	☼	☼	☼	☼	☼	City	Staff time	General Fund; DDA

Organize street fairs or activities at Orange Hall tied in with existing coastal charter and excursion tours.	☼	☼				City; DDA; Chamber	Staff time	General Fund
Implement local elements of the Economic Development Strategy and Tourism Program.	☼	☼	☼	☼	☼	City; DDA; Chamber; St. Marys Development Authority; CVB	Staff time	General Fund
<b>HOUSING</b>								
Adopt ordinances that allow alternative subdivision design, housing types, and styles that promote affordable housing.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Review ordinances to include alternative housing such as mixed-use, mother-in-law flats, cottages, etc.	☼	☼				City	Staff time	General Fund
Continue support for Affordable Housing Team.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Continue to work with the U.S. Navy to provide affordable military housing on and off the base.	☼	☼	☼	☼	☼	City; U.S. Navy	Staff time	General Fund; Federal funds
Reconstitute the Housing Authority to utilize possible HUD funding for affordable housing opportunities.	☼	☼	☼	☼	☼	City; Housing Authority	Unknown	General Fund; HUD; State funds
Work with non-profit housing agencies to identify potential sites for affordable housing opportunities.	☼	☼	☼	☼	☼	City; non-profits; churches	Unknown	General Fund; Private funds
<b>NATURAL &amp; CULTURAL RESOURCES</b>								
Establish requirements for developers to link open spaces together into a publicly accessible open space network.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Adopt corridor overlay districts for prominent roads in the City and require the preservation of existing trees in landscaped buffers.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Draft a commercial and industrial landscape ordinance.	☼					City	Staff time	General Fund



Implement the Stormwater Master Plan.	☼	☼	☼	☼	☼	City	Staff time	General Fund; GEFA
Inventory downtown sewer lines to eliminate stormwater infiltration issues, including downspouts into the sanitary sewer.		☼				City	Staff time	General Fund
Update historic property inventory.	☼					City; HPC	Staff time	General Fund; grant funds
As determined feasible and upon the request of property owners, submit nomination to expand National Register and local historic district.		☼				City	Staff time	General Fund; grant funds
Consider implementing Green Print recommendations.	☼	☼	☼			City	Staff time	General Fund
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.	☼	☼	☼	☼	☼	City	Unknown	Land Conservation Fund; Property owner donation; grant funds
Preserve existing city-owned marsh and waterfront access points.	☼	☼	☼	☼	☼	City	Unknown	General Fund
Encourage new projects that will not cause environmental pollution or other instances of possible contamination.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Update the Tree and Landscaping ordinances, as appropriate.				☼	☼	City	Unknown	General Fund; grants
Implement a local museum that presents the history of St. Marys from 1900 to the present, focusing on railroads, industry and growth.			☼			City	Unknown	General Fund
Implement bicycle trails, marsh walk trails, kayak trails and other trails as proposed by many different entities.		☼	☼			City	Unknown	General Fund; Property owner participation; grants
Establish a National Historic Landmark site at the Point Peter, War of 1812 encampment.	☼	☼				City; NPS; Property owner	Unknown	General Fund; Property owner participation; grants
Support efforts to inventory and recover War of 1812 nautical artifacts from the area—land and sea.	☼	☼	☼	☼	☼	City	Unknown	Unknown

Support efforts to inventory Fort Tammany location and recover any available artifacts.				☼		City; NPS	Unknown	NPS
Establish a Veteran's memorial for all wars and all services on the waterfront.	☼					City	Unknown	General Fund; grants from Veterans' organizations
<b>COMMUNITY FACILITIES &amp; SERVICES</b>								
Continue to develop and implement our annual capital improvements program.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Update capital improvement projects listed in Short Term Work Program.	☼					City	Staff time	General Fund
Implement impact fees.			☼			City	Staff time	General Fund
Implement and update as needed the water and sewer master plan.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Implement the recommendations in the City Master Plan.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Complete master plan for airport.	☼	☼				City Airport Authority	Staff time	General Fund; FAA
Implement a curb-side recycling.	☼					City	Staff time	General Fund
Expand Senior Center facility.	☼	☼				City; County	Staff time	General Fund; County funds
Update the City's Emergency Preparedness Plan.	☼	☼	☼	☼	☼	City; County	Staff time	General Fund; GEMA
Expand Gilman Waterfront Park.	☼	☼				City	Unknown	General Fund; grant funds
Expand Aquatic Center to include lands around the park for trails, parking, etc.	☼	☼	☼			City	Unknown	General Fund
Expand the existing library facility to meet population projections.	☼	☼	☼			City	Unknown	General Fund; State grants
Investigate and implement obtaining additional governmental facilities via either renovation of an acquired existing structure or a new structure.	☼	☼	☼			City	Unknown	General Fund; grants

Investigate and implement the direct operation and interpretation of the Sugar Mill Ruins.			☀			City; County	Unknown	General Fund
Prepare a long term operations plan for Oak Grove Cemetery and other cemeteries in St. Marys for maintenance and tourism.		☀	☀			City	Unknown	General Fund; Property owner participation (for private cemeteries); grants
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.	☀	☀	☀			City; U.S. Navy	Unknown	General Fund; U.S. Navy funds; grant funds
Develop and implement a Safe Routes to School (SRTS) plan for schools in St. Marys.	☀	☀				City; GDOT; County	Unknown	General Fund; grant funds
Investigate and implement a site for 'safe haven' of City-owned vehicles.	☀					City	Unknown	General Fund
Continue development of the North River Boat ramp to include toilets and river related concessions.	☀	☀				City	Unknown	General Fund
Create a master plan for community gardens, vest pocket parks and parklets in traffic islands.		☀				City	Unknown	General Fund; Property owner participation
Prepare and annually update the City's vehicle replacement plan.	☀	☀	☀	☀	☀	City	Staff time	General Fund
Complete the Point Peter, Scrubby Bluff wastewater treatment plants to planned capacity—refurbish to extend life and treatment quality.	☀	☀				City	Staff time	General Fund
Expand the Library Building from 7,500 to 15,000 square feet to keep pace wit population growth and circulation demands.		☀	☀			City	Staff time	General Fund; grants
<b>INTERGOVERNMENTAL COORDINATION</b>								
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	☀	☀	☀	☀	☀	City	Staff time	General Fund
Eliminate all unincorporated "islands" as well as annex appropriate adjacent properties upon the landowner's request.		☀	☀			City	Staff time	General Fund

Continue discussions with Naval Submarine Base Kings Bay to acquire property for road improvements and wastewater treatment plant.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Work with the National Park Service to enhance the museum as a tourist destination and maintain the parking area in an attractive manner.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Explore possibility of annexing federal properties.	☼	☼				City; U.S. Navy; NPS	Staff time	General Fund
Work with the City of Kingsland to eliminate Kingsland addresses for properties that are within the city limits of St. Marys.	☼					City	Staff time	General Fund
Actively work with anyone to create a proper emergency evacuation plan related to population.	☼	☼	☼	☼	☼	City; County	Staff time	General Fund; County funds; GEMA
Actively support the Coastal Regional Commission in its work.	☼	☼	☼	☼	☼	City	Staff time	General Fund
Actively work to continue the excellent working relationship with GDOT on projects within and adjacent to the City.	☼	☼	☼	☼	☼	City	Unknown	General Fund
Work with the National Park Service to expand and market the National Park Service museum.	☼	☼	☼			City; NPS	Unknown	General Fund
<b>TRANSPORTATION</b>								
Improve the intersection of St. Marys Road & Highway 40 with a fly over ramp and with a new right turn lane.	☼	☼				City; GDOT	Unknown	General Fund: GDOT
Relocate Douglas Drive to directly connect to North River Causeway and create a new intersection of Douglas Drive at Point Peter Road.			☼	☼		City	Unknown	General Fund
Construct a multi-use path/marsh walk from St. Marys Street to the Aquatic Center through existing marsh.		☼	☼			City; Property owners	Unknown	General Fund; grants
Coordinate with GDOT as Colerain Road is widened and improved.	☼	☼	☼	☼	☼	City; GDOT	Unknown	General Fund; GDOT
Implement the recommendations of the Camden County Bike and Pedestrian Plan.		☼	☼			City	Unknown	General Fund
Explore creating a rubber tired "trolley" transit system between downtown and beyond with trolley			☼			City	Unknown	General Fund

to be a modern replica of the Toonerville trolley.								
Conduct a downtown parking study.		☼				City	Staff time	General Fund
Explore reducing the speed limit on the North River Causeway.		☼				City	Staff time	General Fund
Explore with GDOT reducing the speed limits on Spur 40, etc.		☼				City; GDOT	Unknown	General Fund; GDOT
Participate in the exploration of creating Rails-by-Trails.	☼	☼	☼			City; SMRR Property owner; GDOT	Unknown	General Fund; SMRR Property owner; GDOT
Encourage GDOT to continue to synchronize traffic signals along Osborne Road.		☼				City; GDOT	Unknown	General Fund; GDOT
Work with GDOT to provide a multi-use path along Osborne Road with bridge widening at Dark Entry Creek.			☼			City; GDOT	Unknown	General Fund; GDOT
Work with GDOT and GEMA to implement emergency evacuation routes as soon as possible.	☼					City; GDOT; GEMA	Unknown	General Fund; GDOT; GEMA
Work with GDOT to provide a direct off ramp of I-95 north to the existing Haddock Road traffic light to improve safety.	☼	☼				City; GDOT	Unknown	General Fund; GDOT
Work with GDOT to realign Herb Bauer Drive with Findley Street to eliminate this bad intersection.		☼	☼			City; GDOT	Unknown	General Fund; GDOT; Property owner's participation
Install historic traffic medians between Dillingham and Herb Bauer Drive.			☼	☼		City; GDOT	Unknown	General Fund; GDOT
Work with developer of former Mill site to construct a traffic circle to enhance the traffic flow without needing a signal.		☼	☼			City; GDOT; Property owner permission	Unknown	General Fund; GDOT; Property owner's participation
Work with developer to create a new signalized intersection midway between Mickler Drive and Colerain Road.	☼	☼				City; Property owner's participation	Unknown	Property owners
Complete railroad crossing of Mickler Drive.	☼	☼				City	Unknown	General Fund

Design and obtain Right-of-Way for a new road connecting the end of Kings Bay Road at Osborn and St. Marys Roads.			☀	☀		City; Kingsland; County; Property owners' participation	Unknown	General Fund; GDOT; grants
Expand airport service to other cities as per the master plan.	☀	☀	☀			City; Airport Authority	Unknown	General Fund; FAA; grants
Work with SMRR to establish an interurban passenger rail service between St. Marys, Kingsland, and Folkston and beyond.		☀	☀			City; Kingsland; Folkston; County	Unknown	General Fund; Property owner participation; grants

## Report of Accomplishments

City of St. Marys Report of Accomplishments, 2002-2007.

Report of Accomplishments	Status of Project or Activity				** Explanation for Postponed or Not Accomplished Project or Activity
	Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished
<b>LAND USE</b>					
Adopt Sign Regulations	X				
Refine digital Zoning Map of the City prepared by RDC.		X			
Prepare annual review of rezoning activity in coordination with annual Comprehensive Plan review.	X				
Annually review growth data for consistency with assumptions and forecasts in Plan.	X				
Review and update Future Land Use Map to reflect actual zoning and growth patterns.		X			
<b>ECONOMIC DEVELOPMENT</b>					
Participate in preparation of Economic Development Strategy, including Tourism Program, developed through Chamber of Commerce.	X				Ga Tech study completed
Continue downtown revitalization activities as a part of historic & economic development effort.		X			

Organize street fairs or activities at Orange Hall tied in with existing coastal charter and excursion tours.		X			
Implement local elements of Economic Development Strategy and Tourism Program.		X			
<b>NATURAL &amp; CULTURAL RESOURCES</b>					
Review Bd. of Health requirements and practices re: min. lot sizes by soil types; evaluate locations of soil limitations.	X				
Evaluate results of historic preservation programs.	X				
Continue to support and protect St. Marys Historic Dist and include in downtown renewal plans.	X				
Continue and support the annual 4th of July, Mardi Gras and Rock Shrimp Festivals.	X				
<b>COMMUNITY FACILITIES &amp; SERVICES</b>					
Install 12-inch water main along St. Marys Road from Osprey Cove to the I-95 Welcome Center.	X				
Install water mains from near Colerain Road to County Road 78 (new Elem School site), along C.R. 78 to near Spur 40, and along Spur 40 connecting subdivisions.	X				
Refurbish Mission Trace well and increase capacity to 3500 gpm.	X				



Increase water storage capacity by 500,000 gals. with new tank near I-95 and St. Marys Road.				X	Not needed per 2004 water/sewer master plan. New 500,000 gallon tower constructed at Cumberland Harbor.
Install an 8-inch water main connecting Osprey Cove lines to Shadowlawn Subdivision lines.	X				
Install 12-inch water main along Kings Bay Road between Colerain Road and Spur 40.				X	Not included in 2004 water/sewer master plan.
Extend 12-inch water main along Colerain from north of Kings Bay Road to C.R. 78.				X	Not included in 2004 water/sewer master plan.
Install a 10-inch water transmission line along C.R. 78 from the new Elementary School to Colerain Road.				X	Not included in 2004 water/sewer master plan.
Install 12-inch water main along St. Marys Road between Colerain Road and Spur 40.				X	Not included in 2004 water/sewer master plan.
Install a 10-inch water main along C.R. 78 from Colerain Road to Kings Bay Road.				X	Not included in 2004 water/sewer master plan.
Install a 10-inch water main along Spur 40 from Crooked River Subdivision to past the Cherry Point Gate to the naval base.				X	To be completed 2011 per 2004 water/sewer master plan.
Erect a 500,000 gallon elevated storage tank off Spur 40 near the Cherry Point Gate.				X	Not included in 2004 water/sewer master plan.

Refurbish and improve existing wastewater treatment plants to extend life and treatment quality.		X			Point Peter WWTP upgrades currently underway (2007). Scrubby Bluff WWTP upgrades in design (2007).
Prepare connection fee study under Ga. Development Impact Fee Act to assist with funding of sewerage improvements.	X				
Select site for Scrubby Bluff wastewater plant and land application area and secure through option or purchase.	X				
Install lift stations, force mains, etc., to redirect 300,000 gpd of wastewater to the Kings Bay Naval Base.				X	Kings Bay Naval Base declined to allow us to connect.
Install 1,500 gpm lift station at PS 42 Site, and 700 feet of 6-inch force main along SR 40 west of Spur 40.				X	To be completed 2009 per 2004 water/sewer master plan.
Construct force main and a new 550,000 gpd wastewater treatment plant in the Scrubby Bluff area, utilizing a land application disposal process.	X				
Construct lift stations, force mains and gravity line to provide sewerage service to C.R. 78 area.	X				
Update capital improvement projects listed in Short Term Work Program.		X			
<b>Public Safety:</b>					

Participate on Standing Technical Advisory Committee to E-911 system created by PSA.					E-911 operated by Sheriff
Prepare and annually update vehicle replacement plan.		X			
New Police Complex - renovate existing structure or build new facility for police administrative offices, municipal court, probation office, evidence storage, etc.	X				
<b>Public Library:</b>					
Expand the Library Building from 7,500 to 15,000 square feet to keep pace with population growth and circulation demands.		X			
<b>GENERAL GOVERNMENT</b>					
Participate in County-wide Consolidation Study through PSA Board.					Service delivery strategy done
Purchase McDonald Property on waterfront and incorporate into Downtown Waterfront plans.	X				
Downtown Waterfront Renovation - add boardwalks.	X				
Coordinate with County, Kingsland and Woodbine to establish uniform mapping services for all Plan maps, including Future Land Use maps.		X			
Prepare Major Update to Comprehensive Plan in 2001 for recertification in 2002, per DCA requirements.	X				

TRANSPORTATION					
Improve SR 40 with grass median and turning lanes from Kings Bay Road to Spur 40.	X				
Signalize Colerain/Kings Bay Road intersection.	X				
Signalize Colerain/St. Marys Road intersection.	X				
Signalize SR 40 intersections at St. Marys Road and Martha Drive as part of SR 40 improvement project.	X	X			SR 40 @St. Marys Road completed 2007; Martha Drive @SR 40 currently underway
Replace North River Causeway Bridge.	X				
Pave County Road 78 as 2-lane road from Colerain to Kings Bay Road.	X				
Colerain-St. Marys Road - widen to 4 lanes from Kingsland to Kings Bay Road in coordination w/Kingsland and County.		X			Currently being designed by DOT
Install navigational aids at airport.	X				
Investigate feasibility of establishing passenger ferry service to Fernandina Beach.		X			Currently being looked at by private vendor

## **Policies**

This section of the Implementation Program outlines policies developed for use by local government officials, community organizations and leaders, boards and authorities, and other entities responsible for shaping the future of the City of St. Marys. Policies provide overall guidance for making decision consistent with the community's vision. As outlined in the Community Agenda, the policies identified in this section will serve as a tool for elected and administrative officials when making future land use and zoning decisions. The purpose of the State Planning Act is for the Comprehensive Plan to be developed, implemented and activity utilized by the local government.

The policies outlined in the following discussion reflect conclusions drawn from the analysis provided in the Community Assessment as well as the issues and opportunities identified during the Public Participation Plan.

## ***Development Patterns***

The City of St. Marys seeks to encourage development patterns that are consistent with promoting an overall community vision that supports the "reemerging Spirit of St. Marys." As such, it is necessary that City officials review current zoning and other land use regulations. By encouraging a mix of uses in the City's historic downtown waterfront, St. Marys advances the community vision identified through the public participation process of the Community Agenda.

### *Policies in Support of Development Patterns:*

- St. Marys will evaluate its zoning and development ordinances.
- St. Marys will plan for mixed use, economic development planning through zoning.
- St. Marys will encourage mixed use within the historic downtown area.
- St. Marys will control corridor development by creating appropriate ordinances.

## ***Population Growth***

There is no question that people are moving to coastal Georgia. As the City of St. Marys continues to grow in population, the impact of this growth will inevitably be felt on the City's infrastructure, such as roads, schools and various other municipal services. Preparing for this growth in advance will enable City officials to mitigate the effects of an increasing population.

In addition as a waterfront community, St. Marys anticipates a significant portion of new residents will be retirees and active adults. As such, the City seeks to create an environment that is conducive to the needs and demands of this unique demographic.

### *Policies in Support of Population Growth:*

- St. Marys will develop an infrastructure plan to keep pace with population growth.
- St. Marys will promote public transit system.
- St. Marys will encourage growth as a mixed age community.
- St. Marys will encourage and support development of continuing care communities.

## ***Economic Development***

Economic development is important to the vitality and quality of life of a community—it means jobs, business growth, revenues and tax dollars. St. Marys has identified a desire to promote itself as a destination city as the host of conventions and sporting events and by supporting local business and entrepreneur opportunities, such as restaurants, retail shopping, etc. With the City's airport and Aquatic Center, the potential to make this vision a reality abounds.

Other important themes are addressed in the *Economic Diversification of Camden County* study released by the Georgia Institute of Technology's Enterprise Innovation Institute in 2005.

### *Policies in Support of Economic Development:*

- St. Marys will continue provide support to economic development agencies.
- St. Marys will continue to promote projects with consideration to impacts on infrastructure, natural resources.
- St. Marys will seek ways to increase funding to economic development agencies.
- St. Marys will create economic development implementation plan.
- St. Marys will support the shop local campaign – Keep it in Camden (St Marys).
- St. Marys will develop as a destination based on assets – restaurants, shops, arts.
- St. Marys will create activity nodes – aquatic center, downtown, midtown.
- St. Marys will create good paying jobs that keep workers locally.
- St. Marys will identify opportunities for conventions/conferences – convention center, hotels, destination marketing.
- St. Marys will increase awareness of its outdoor activities/develop sports opportunities.

## ***Housing***

While the City of St. Marys is experiencing significant residential growth, little attention is given to housing affordability and the development of workforce housing. The availability of appropriate residential options for all income levels is necessary and crucial to support a dynamic economy.

As stated before, encouraging home-ownership through education and innovative outreach programs are also a priority established through the Community Agenda process. Housing density and specialty housing needs must also be addressed in St. Marys as the population continues to grow, particularly as active adults flocks to the coast for retirement and seasonal residences.

### *Policies in Support of Housing:*

- St. Marys will develop an initiative to create workforce housing.
- St. Marys will support affordable housing team.
- St. Marys will encourage alternative housing opportunities – mixed use, live-work, mother-in-law flats.

## ***Natural Resources***

During the public participation process, the City of St. Marys identified the protection of open space, waterfront properties and marshlands as priorities for future development and to ensure quality of life for visitors and residents alike. Natural resources and environmentally-sensitive areas are important features that promote a community's inherent sense of place, especially in Georgia's coastal communities; as such, these resources should be both protected and promoted.

### *Policies in Support of Natural Resources:*

- St. Marys will address requirements for commercial and industrial landscaping.
- St. Marys will require developers to meet minimum standards for commercial and industrial landscaping.
- St. Marys will develop a plan for minimum commercial and industrial landscaping requirements.
- St. Marys will investigate industrial properties that might cause environmental pollution or other instances of contamination.
- St. Marys will encourage industrial and commercial properties to maintain environmental standards to eliminate contamination.
- St. Marys will eliminate downspouts into the sewer system.
- St. Marys will enhance and expand its parks and parklands.
- St. Marys will consider implementing GreenPrint recommendations.
- St. Marys will protect its waterfront from obtrusive development.
- St. Marys will maintain and expand waterfront opportunities and accessibility for the public.
- St. Marys will promote, enhance and improve its natural resources and the waterfront in particular.
- St. Marys will protect its marshlands and projections of the City's existing right of ways into the marsh.

## ***Cultural Resources***

As stated above, a community's sense of place is maintained by protecting and promoting its resources. Cultural and historic resources are equally important to achieving this objective. The City of St. Marys seeks to expand its local historic district as well as to continue to identify structures that have potential to be listed on the National Register of Historic Places.

### *Policies in Support of Cultural Resources:*

- St. Marys will expand its local historic district.
- St. Marys will consider nomination of expanded local historic district, once completed, for the National Register.
- St. Marys will maintain its current quality of life and sense of place.

## ***Community Facilities and Services***

A community's facilities and services are vital to the function and efficiency of that community. As St. Marys continues to grow, the City's infrastructure will be

increasingly strained, requiring both upgrade and expansion. The City must proactively plan for the demand on facilities through exploring innovative funding sources as well as maintaining quality service provision by adhering to master plans for water, sewer, etc.

*Policies in Support of Community Facilities and Services:*

- St. Marys will implement and update, as needed, the master water-sewer plan.
- St. Marys will expand multi-use paths and implement recommendations from the master plan.
- St. Marys will implement impact fees for new development.
- St. Marys will complete the update of its airport master plan.
- St. Marys will encourage and promote the community image of the airport.
- St. Marys will implement a curbside recycling program.
- St. Marys will expand the senior center, programs and services.
- St. Marys will explore offering new city services and facilities, including hazard mitigation and updating emergency preparedness plan.
- St. Marys will consider expanding the city park.
- St. Marys will consider the expansion and use of pond near Aquatic Center.

***Intergovernmental Coordination***

The City of St. Marys endeavors to promote open communication and coordination with Camden County and the neighboring Cities of Kingsland and Woodbine. Because the City is adjacent to Naval Submarine Base Kings Bay and the point of access to the National Seashore on Cumberland Island, St. Marys must also maintain amicable and working relationships with various entities of the federal government, including the United States Navy and the National Park Service.

*Policies in Support of Intergovernmental Coordination:*

- St. Marys will work cooperatively with the County and encourage opportunities for additional cooperation and partnership.
- St. Marys will encourage opportunities for additional cooperation and partnership with neighboring Kingsland.
- St. Marys will eliminate unincorporated “islands” created by spot annexation.
- St. Marys will continue working with Naval Submarine Base Kings Bay to attain land for sewer plant and road improvements.
- St. Marys will encourage the National Park Service to enhance and promote the tourist opportunities at the museum.
- St. Marys will encourage the National Park Service to request the annexation of Cumberland Island.
- St. Marys will encourage discussion of annexing Naval Submarine Base Kings Bay.
- St. Marys will continue efforts to change the address of the Welcome Center and other properties within the City of St. Marys that Kingsland addresses to have St. Marys addresses.



## ***Transportation***

Transportation is an important element to the Community Agenda in that transportation is impacted by all areas of the Comprehensive Plan. Population growth means more people on the roads; residential growth dictates where the roads will be built or expanded; economic development determines traffic congestion; natural and cultural resources often direct people's leisure travel and activities; community facilities and services ensures that the capacity exists to maintain transportation corridors; and intergovernmental coordination is necessary for roads to be built, maintained and safely traveled upon.

As such, it is imperative that the City of St. Marys address transportation concerns, such as connectivity, road conditions, as well as adequate access to hurricane evacuation routes.

### *Policies in Support of Transportation:*

- St. Marys will consider options to improve transportation opportunities for tourists, such as a trolley.
- St. Marys will coordinate with DOT on the expansion of Colerain Road.
- St. Marys will include bike lanes in the expansion of Colerain Road.
- St. Marys will investigate ways to offer additional parking during special events.
- St. Marys will explore and consider the long-term needs for additional parking as the downtown develops.
- St. Marys will explore conducting a downtown parking study.
- St. Marys will consider the proposal of a trail from St. Marys Street to the Aquatic Center.
- St. Marys will study the possibility of expanding the cart paths throughout the city.
- St. Marys will consider and plan for safety concerns associated with the cart paths throughout the city.
- St. Marys will coordinate with the rail line to investigate the feasibility of rails-by-trails path.
- St. Marys will improve intersection of St. Marys Road and SR 40 and study opportunities for additional improvements in other areas in the City.
- St. Marys will study traffic management and encourage signalization and other traffic improvements by GDOT.
- St. Marys will coordinate with GDOT to enhance the evacuation routes.

## Long Term Activities

This section of the Implementation Program outlines long-term action items developed for use by local government officials, community organizations and leaders, boards and authorities, and other entities responsible for shaping the future of the City of St. Marys. Long-term activities are specific implementation strategies that are either on-going or last beyond the initial five-year time frame of the Comprehensive Planning period.

Similar to the Short-Term Work Program, the City of St. Marys has identified the following activities, entities responsible for implementing the action items, as well as cost estimates and potential funding sources.

Table 3. City of St. Marys Long Term Activities.

Project or Activity	Responsible Party	Cost Estimate	Funding Source
<b>DEVELOPMENT PATTERNS</b>			
Encourage the location of new and existing overhead utility wiring underground, as feasible.	City; Public utilities	Unknown	General Fund; Utility funds
<b>POPULATION GROWTH</b>			
Support initiatives and projects that promote mixed-age communities via a special use for independent living elderly facilities in the R-1 zone.	City	Staff time	General Fund
Promote a public transit system to aid population growth.	City	Staff time	General Fund; State funds
Participate with GEMA on emergency evacuation processes, routes and capacities.	City	Staff time	General Fund; State funds; County funds
<b>ECONOMIC DEVELOPMENT</b>			
Continue to provide support to the CVB, DDA, and St. Marys Development Authority.	City	Staff time	General Fund
Market opportunities to host conventions, sports activities, etc.	City; DDA; CVB; civic groups	Staff time	General Fund
Develop methodology for St. Marys to become a destination location, based on assets—restaurants, shops, etc.	DDA	Staff time	General Fund; DDA funds; grant monies
Support the “Keep It in Camden” campaign.	City	Staff time	General Fund
Encourage businesses that will keep workers local, via good pay and benefits.	DDA; JDA	Unknown	DDA; EDA; JDA
Identify and market opportunities for conventions and conferences.	DDA; JDA	Unknown	DDA; JDA
Develop and/or encourage the development of the Harbor as a place for tall ships and other transient ships to dock and visit.	City	Unknown	General Fund; grants

Increase economic opportunities related to outdoor activities.	City	Staff time	General Fund
Encourage the development of an 'incubator' building at the Boch Plant.	City; DDA; JDA; Property owner	Unknown	General Fund; Property owner participation; grants
Work with SMRR to identify and develop opportunities to keep the SMRR as a viable part of St. Marys	City; DDA; Property owner	Unknown	General Fund; Property owner participation; grants
Develop the Airport into a viable 'boutique' facility with additional hangers, air taxi services, dirigible masts, flight school, skydiving, etc.	City; FFA; Airport Authority	Unknown	General Fund; Airport funds; FAA grants
Investigate, encourage and support diversification in marina opportunities.	City; Investors	Unknown	General Fund; Property owner
Work with GEMA and GDOT to resolve the negative economic impact of inadequate evacuation routes in event of a natural or man-made disaster.	City; GDOT; GEMA; County; Kingsland	Unknown	General Fund; GDOT funds; GEMA funds; County funds
<b>HOUSING</b>			
Adopt ordinances that allow alternative subdivision design, housing types, and styles that promote affordable housing.	City	Staff time	General Fund
Continue support for Affordable Housing Team.	City	Staff time	General Fund
Continue to work with the U.S. Navy to provide affordable military housing on and off the base.	City; U.S. Navy	Staff time	General Fund; Federal funds
Reconstitute the Housing Authority to utilize possible HUD funding for affordable housing opportunities.	City; Housing Authority	Unknown	General Fund; HUD; State funds
Work with non-profit housing agencies to identify potential sites for affordable housing opportunities.	City; non-profits; churches	Unknown	General Fund; Private funds
<b>NATURAL &amp; CULTURAL RESOURCES</b>			
Establish requirements for developers to link open spaces together into a publicly accessible open space network.	City	Staff time	General Fund
Adopt corridor overlay districts for prominent roads in the City and require the preservation of existing trees in landscaped buffers.	City	Staff time	General Fund
Implement the Stormwater Master Plan.	City	Staff time	General Fund; GEFA
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.	City	Unknown	Land Conservation Fund; Property owner donation; grant funds
Preserve existing city-owned marsh and waterfront access points.	City	Unknown	General Fund
Encourage new projects that will not cause environmental pollution or other instances of possible contamination.	City	Staff time	General Fund
Update the Tree and Landscaping ordinances, as appropriate.	City	Unknown	General Fund; grants

Implement bicycle trails, marsh walk trails, kayak trails and other trails as proposed by many different entities.	City	Unknown	General Fund; Property owner participation; grants
<b>COMMUNITY FACILITIES &amp; SERVICES</b>			
Continue to develop and implement our annual capital improvements program.	City	Staff time	General Fund
Implement and update as needed the water and sewer master plan.	City	Staff time	General Fund
Implement the recommendations in the City Master Plan.	City	Staff time	General Fund
Update the City's Emergency Preparedness Plan.	City; County	Staff time	General Fund; GEMA
Prepare a long term operations plan for Oak Grove Cemetery and other cemeteries in St. Marys for maintenance and tourism.	City	Unknown	General Fund; Property owner participation (for private cemeteries); grants
<b>INTERGOVERNMENTAL COORDINATION</b>			
Work in conjunction with neighboring jurisdictions to implement the Joint Comprehensive Plan.	City	Staff time	General Fund
Continue discussions with Naval Submarine Base Kings Bay to acquire property for road improvements and wastewater treatment plant.	City	Staff time	General Fund
Work with the National Park Service to enhance the museum as a tourist destination and maintain the parking area in an attractive manner.	City	Staff time	General Fund
Actively work with anyone to create a proper emergency evacuation plan related to population.	City; County	Staff time	General Fund; County funds; GEMA
Actively support the Coastal Regional Commission in its work.	City	Staff time	General Fund
Actively work to continue the excellent working relationship with GDOT on projects within and adjacent to the City.	City	Unknown	General Fund
<b>TRANSPORTATION</b>			
Coordinate with GDOT as Colerain Road is widened and improved.	City; GDOT	Unknown	General Fund; GDOT
Explore the feasibility of a regional transit system.	City; GDOT	Unknown	General Fund; GDOT

## Supplemental Plans

As reported in the Community Participation Plan, Camden County and its municipalities have had the benefit of having several significant plans and reports completed related to future development trends and needs throughout the County. The following discussion provides a brief summary of these documents.

In 2004, DCA dispatched a Quality Growth Resource Team to Camden County to assist the County and the three Cities in achieving more desirable development patterns. The report addresses appropriate economic development, housing choices, natural resources protection, transportation alternatives, and places heavy emphasis on development strategies for quality growth.

Also, in August of 2004, Camden County contracted with Jordan, Jones & Goulding, Inc. to prepare a *Comprehensive Transportation Plan (CTP)* for all of Camden County, including the three municipalities of Kingsland, St. Mary and Woodbine. 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.

Camden County's Family Connection sponsored the *Community Three-Year Strategic Plan for Camden Families and Children* in March of 2005. This plan includes input from over 1,400 citizens, providing a forum for the community to express its strengths, weaknesses, concerns, and priorities. This strategic plan is relevant through June 30, 2008.

The Coastal Georgia Regional Development Center completed the *Camden County Pedestrian and Bicycle Plan* in May 2005. The plan was designed to facilitate and encourage a community where people could bicycle and/or walk safely and conveniently to all desired destinations and to provide alternative transportation options that would be available to all citizens or visitors to Camden County. The *Pedestrian and Bicycle Plan* considered current conditions; planning, design and safety standards; as well as provided a recommended implementation program.

In October 2005, the *Economic Diversification of Camden County* study prepared for The Camden Partnership and Camden County Public Service Authority by Georgia Institute of Technology was presented. This study provides a detailed account of community identified economic diversification issues and strategic plan recommendations, and captures Camden County's economic diversification situation and future potential. It summarizes the results of interviews conducted with stakeholders and partners; assesses Camden County's economic development performance and programs; identifies business growth opportunities and issues affecting the County's potential for maintaining and enhancing its quality of life; inventories key assets for growth and development; audits current tools in place for managing growth; assesses the current physical and natural resource infrastructure's ability to meet current and future needs; and provides an

assessment of the County's workforce development strengths and challenges and key assets for growing the tourism industry.

The Camden County Board of Commissioners directed a *Housing Inventory of Unincorporated Camden County* to be completed by the Coastal Georgia Regional Development Center in February 2006. Providing the community with a snapshot of up-to-date housing conditions in the unincorporated areas of the County, the housing inventory highlighted growth rates, the type and condition of housing, as well as identified areas where housing stock was in need of special attention. The study was completed in June of the same year.

In October 2006, the Camden County Solid Waste Authority completed an update of their Solid Waste Management Plan. This plan addressed the five core planning elements specified by the Georgia Department of Community Affairs, Minimum Planning Standards and Procedures for Solid Waste Management, as revised in 2004. These elements include waste reduction, collection, disposal, land limitation, as well as education and public involvement.

In collaboration with the Georgia Department of Transportation, the *Rails to Trails Feasibility Study, Kingsland to Riceboro* was another planning initiative completed by the Coastal Georgia Regional Development Center for Camden County. Completed in June 2007, the *Rails to Trails Feasibility Study* considered the possibility of implementing a multi-use path or trail way along the abandoned railroad corridor in Camden, Glynn, McIntosh and Liberty Counties. The study included a needs assessment; public input; an analysis of property ownership and existing conditions; cost estimates; social environmental and economic impacts; as well as an implementation strategy, including design maintenance and operation of the proposed trail.





## City of St. Marys FUTURE DEVELOPMENT

### Legend

- Interstate
  - State Highway
  - Water
  - Rivers and Creeks
  - Parcels
  - City of Kingsland
  - City of St. Marys
  - Military Area
  - County Boundary
- FutureAreas**
- Commercial Areas
  - Conservation Areas
  - Corridor/Gateway Areas
  - Historic Areas
  - Neighborhood Infill Areas
  - Suburban Developing Areas



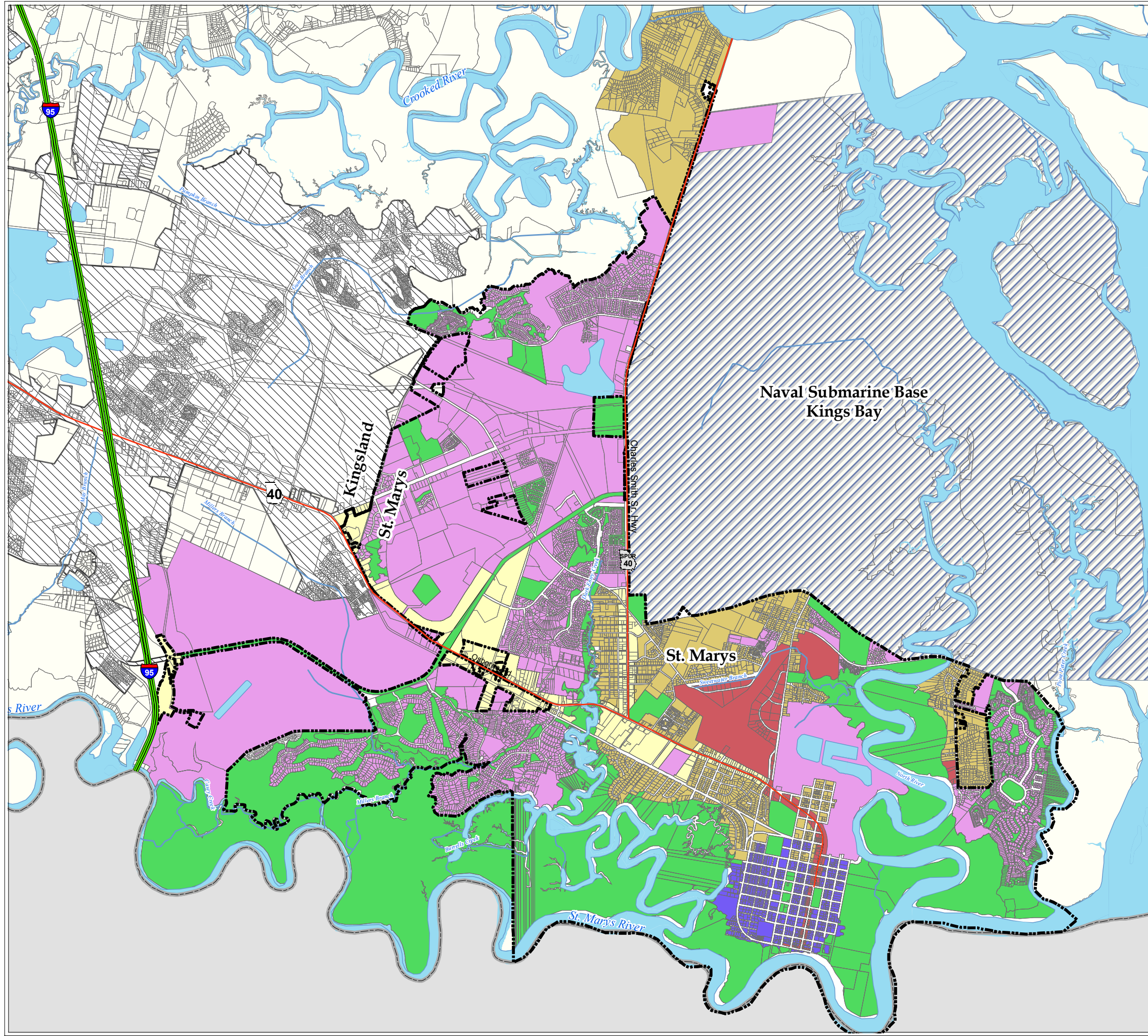
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Source: CGRDC / City of St Marys

**DISCLAIMER:** This map has been prepared to facilitate public access to information. Data shown is for planning purposes only and it's accuracy is NOT warranted. CGRDC assumes no liability for the quality, content, accuracy or completeness of the information and other items contained in this map. Individuals are advised to independently verify information before use.



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# Camden County Joint Comprehensive Plan



## City of Kingsland FUTURE DEVELOPMENT

### Legend

- Interstate
  - State Highway
  - Roads
  - Rivers and Creeks
  - Water
  - City of Kingsland
  - City of St. Marys
  - County Boundary
- ### FutureAreas
- Commercial Areas
  - Conservation Areas
  - Corridor/Gateway Areas
  - Historic Areas
  - Neighborhood Infill Areas
  - Suburban Developing Areas



0 1 2 4 Miles

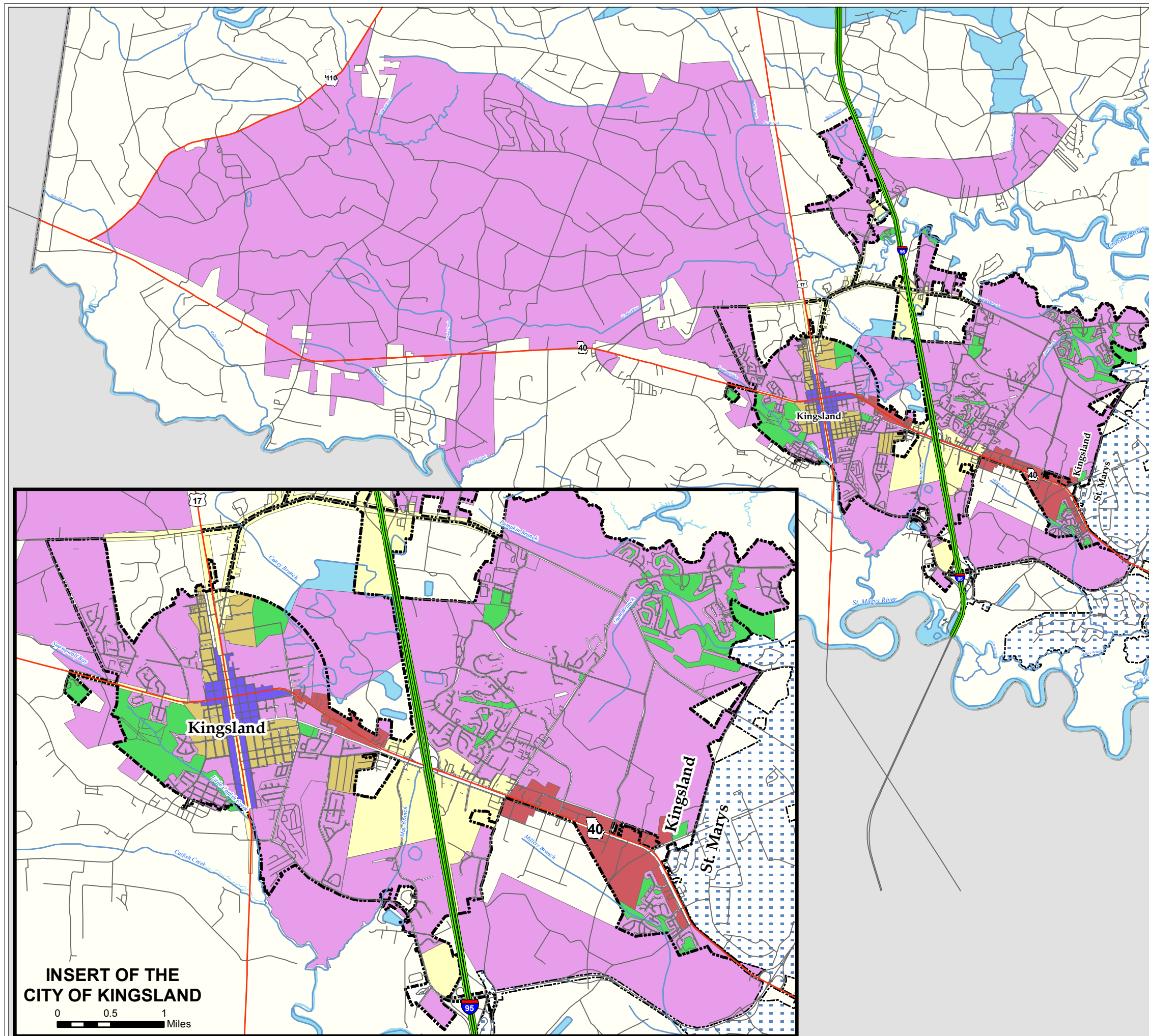
Source: CGRDC/City of Kingsland

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*Coastal Georgia*  
Regional Development Center

Geographic Information Systems/Information Technology Department  
April 2008

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## Camden County FUTURE DEVELOPMENT

### Legend

- Interstate
  - State Highway
  - Roads
  - Rivers and Creeks
  - Water
  - City of Kingsland
  - City of St. Marys
  - City of Woodbine
  - County Boundary
  - Military Area
- Future Development Areas**
- Bayer Crop Area
  - Commercial Areas
  - Conservation Areas
  - Corridor/Gateway Areas
  - Historic Areas
  - Neighborhood Infill Areas
  - Suburban Developing Areas
  - Timberland Areas



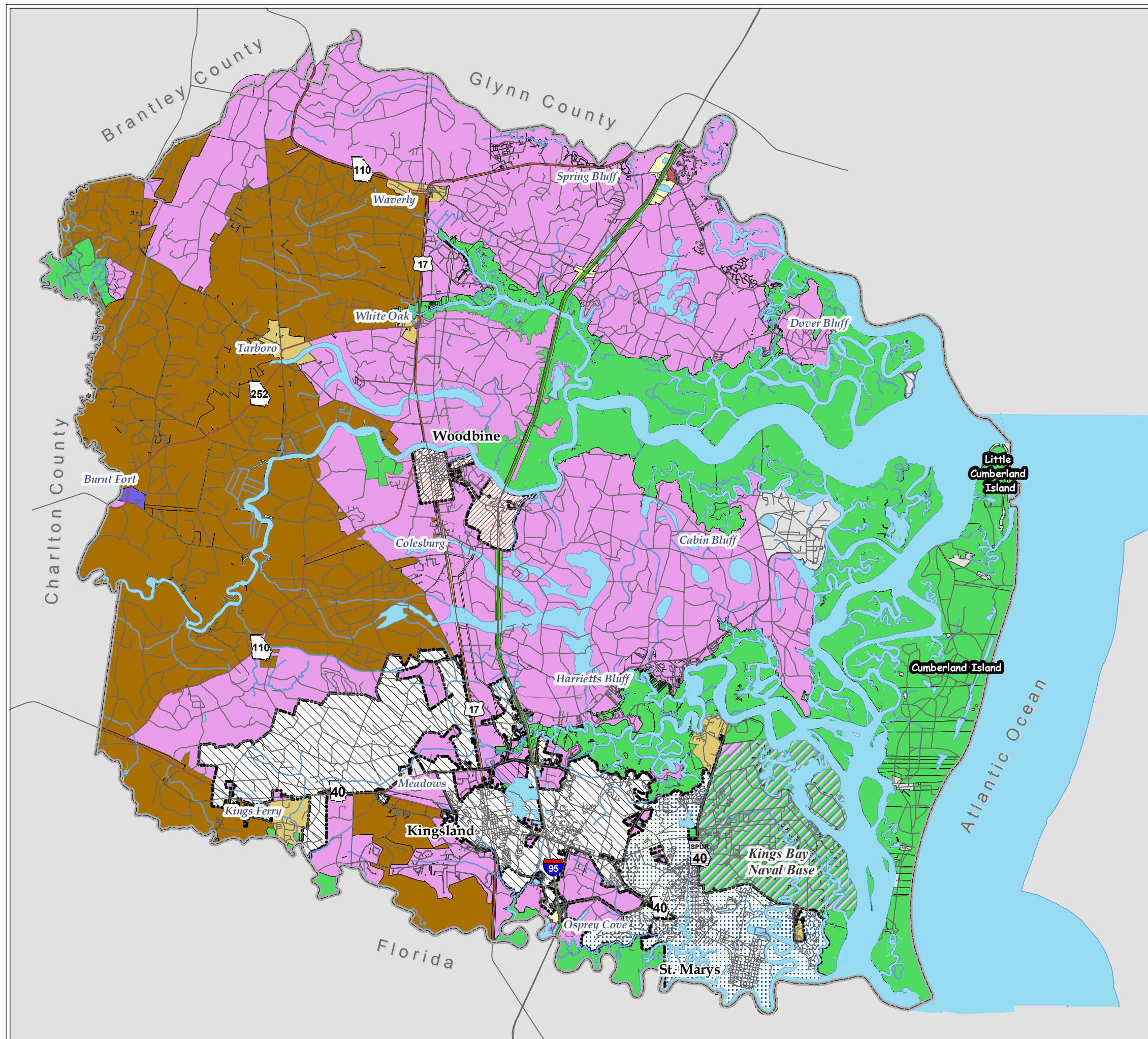
0 2 4 8 Miles

Source: CGRDC / Camden County

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# Camden County Joint Comprehensive Plan



## City of Woodbine

### FUTURE DEVELOPMENT

#### Legend

- Interstate
- State Highway
- Parcels
- City of Woodbine
- Water

#### Future Development Areas

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



0 0.5 1 2 Miles

Source: CGRDC / City of Woodbine

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