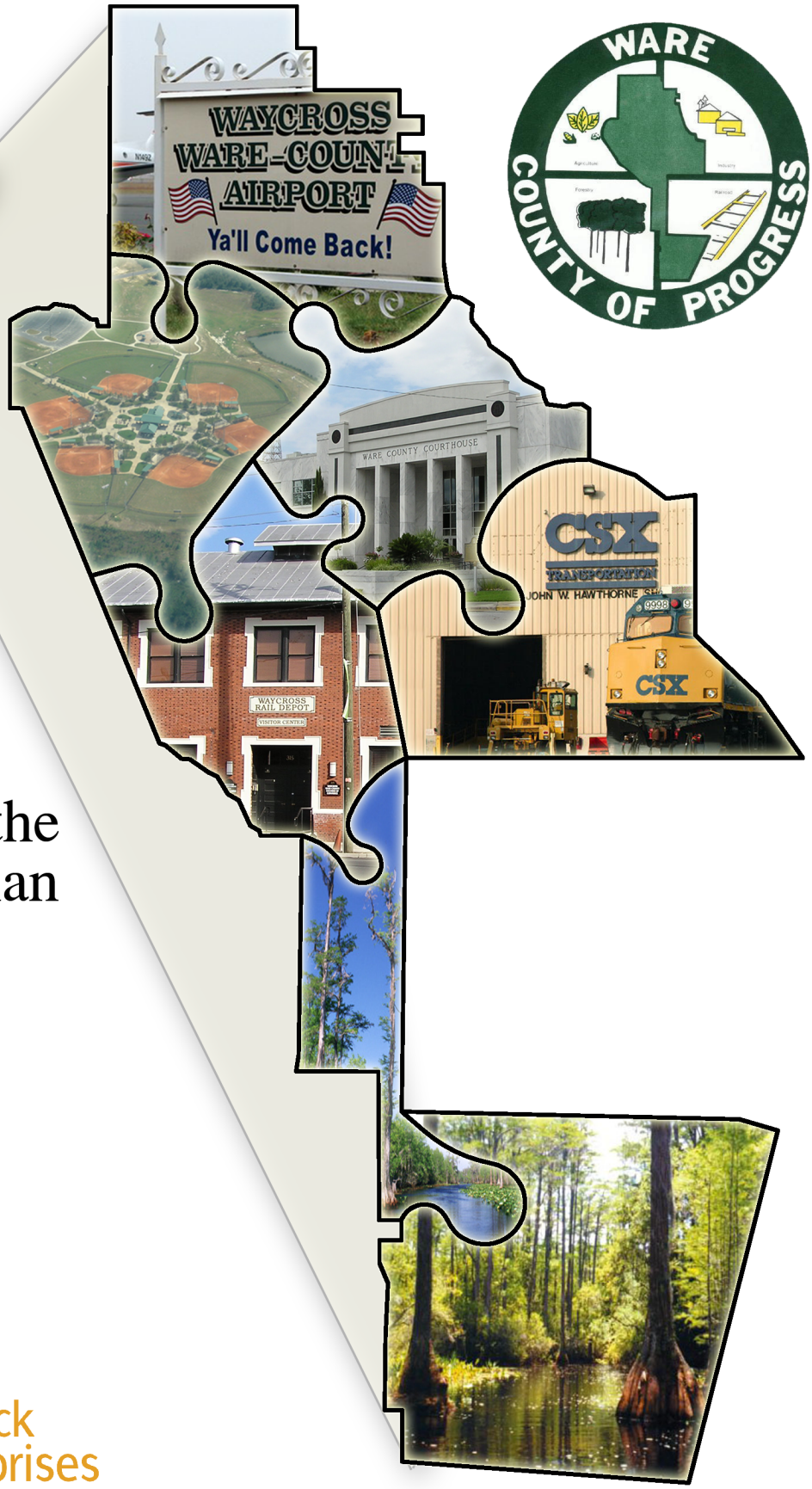
Ware County, Georgia



WARE COUNTY OF PROGRESS

Partial Update to the Comprehensive Plan

June, 2008

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DEVOTED TO YOUR COMMUNITY

nelsnick enterprises
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Table of Contents

PURPOSE AND SCOPE **1**

EXISTING LAND USE **2**

Table 1: Existing Land Uses 2
Table 2: Existing Land Use Category Definitions 3
Parks/Recreation/Conservation *3*
Agriculture/Forestry *4*
Residential Land Uses *4*
Commercial Land Uses *5*
Industry *5*
Other Land Uses *5*
Manufactured Homes *5*
Table 3: Manufactured Homes in Waycross and Ware County, 2007 6
Figure 1: Ware County Base Map 7
Figure 2: Ware County Existing Land Use Map 8
Figure 3: Ware County Existing Land Use Map, Waycross Area 9

QUALITY COMMUNITY OBJECTIVES **10**

DEVELOPMENT PATTERNS 10
RESOURCE CONSERVATION 10
SOCIAL AND ECONOMIC DEVELOPMENT 11
GOVERNMENTAL RELATIONS 11

AREAS REQUIRING SPECIAL ATTENTION **12**

SIGNIFICANT NATURAL RESOURCES 12
AREAS WHERE DEVELOPMENT OR CHANGE IN LANDUSE IS LIKELY TO OCCUR 12
SIGNIFICANT HISTORIC AND CULTURAL RESOURCES 14
AREAS WITH SIGNIFICANT INFILL DEVELOPMENT OPPORTUNITIES 14
BROWNFIELDS 14
AREAS OF DISINVESTMENT, NEEDING REDEVELOPMENT, OR IMPROVEMENTS TO AESTHETICS OR ATTRACTIVENESS 15
Figure 4: Preliminary Areas Requiring Special Attention Map 16
Figure 5: Preliminary Areas Requiring Special Attention Map, Waycross Area 17

PRELIMINARY ISSUES AND OPPORTUNITIES AND POLICIES **18**

A. POPULATION CHANGE 18
B. ECONOMIC DEVELOPMENT 20
C. NATURAL & CULTURAL RESOURCES 22
D. FACILITIES AND SERVICES 22
E. HOUSING 24
F. LAND USE 25
G. TRANSPORTATION 25
H. INTERGOVERNMENTAL COORDINATION 26

SHORT TERM WORK PROGRAM **27**

APPENDIX I: QUALITY COMMUNITY OBJECTIVES LOCAL ASSESSMENT **36**

APPENDIX II: LIST OF ACCOMPLISHMENTS **47**

Purpose and Scope

The purpose of this Partial Update to the Comprehensive Plan is to provide a document for use as a policy guide in the interim period between Comprehensive Plan updates resulting from a shift in the statewide Comprehensive Plan recertification schedule. When implemented, this plan will help Ware County address critical issues and opportunities during the transitional period between Comprehensive Plan Updates. Ware County is planning to begin the planning process for its full update to the Comprehensive Plan in the summer of 2008.

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

A Public Hearing was held on February 18, 2008. The purpose of the hearing was to brief the community on the identified issues and opportunities that will be addressed through the updated Implementation Program, allow residents an opportunity to comment, and notify the community of when the Partial Update will be transmitted to the Southeast Georgia Regional Development Center.

The Partial Update will be transmitted to the DCA for their review for compliance to the new rules in February, 2008. Upon acceptance by DCA, it will then be adopted by Ware County. It is anticipated that this process will be completed by May, 2008.

Existing Land Use

An existing land use map is a representation of the land uses existing in a community at a given time. For the purpose of this analysis, the Ware County Existing Land Use Map shows what is on the ground as of October 2007. The map is based on a number of field surveys undertaken in the fall of 2007, an analysis of aerial photography, a review of tax records, and input by Ware County staff. The uses were categorized using a variation of the standard category system prescribed by the DCA. **Table 2** lists the definitions of each land use category. **Table 1** shows the amount of land categorized under each use.

The original town development pattern of Waycross has been followed outside of the City into unincorporated Ware County. There are large areas of open space surrounding the City due to slow population growth. Although there is demand for 5-acre residential uses in the unincorporated County near Waycross, speculative residential developments west of Waycross along State Route 122 and US 84 have not sold as well.

Table 1: Existing Land Uses

Classification	Acreage	% of Total Unincorporated County	% of Unincorporated County Excluding Okefenokee Swamp
Ag/For	210,827	36.7%	54.3%
Commercial	1,018	0.2%	0.3%
Total Residential	24,645	4.3%	6.3%
Single Family	21,760	3.8%	5.6%
Multi-Family	24	0.0%	0.0%
Manufactured Home*	2,677	0.5%	0.7%
Estate Residential	167	0.0%	0.0%
Duplex	17	0.0%	0.0%
Industrial	873	0.2%	0.2%
Public Institutional	1,009	0.2%	0.3%
Total Park/Rec/Conservation	325,586	56.7%	36.0%
Okefenokee Swamp	185,781	32.4%	n/a
Laura S. Walker State Park	626	0.1%	0.2%
Dixon Memorial Forest	31,500	5.5%	8.1%
All Other	107,679	18.8%	27.7%
Trans/Comm/Utilities	634	0.1%	0.2%
Unclassified	0	0.0%	0.0%
Undeveloped/Vacant	3,803	0.7%	1.0%
ROW	5,421	0.9%	1.4%
Total Unincorporated Acreage	573,991	100.0%	--
Unincorporated County minus Okefenokee Swamp	388,210	67.6%	100.0%

*A more detailed analysis of Manufactured Housing is shown in **Table 3**.

Table 2: Existing Land Use Category Definitions

	Definition
Agriculture/Forestry	Land used for agricultural purposes, such as cropland or livestock production, and all land used or potentially used for commercial timber production.
Total Residential	Residential uses that include all the subcategories listed below.
Single-Family	A subcategory of residential that includes detached, single-family residential uses, excluding single manufactured homes on individual lots.
Duplex/Multi-Family	A subcategory of residential that includes residential structures containing two or more units attached.
Manufactured Home	A subcategory of residential that includes land used for manufactured homes on individual lots as well as manufactured home communities.
Commercial	Land used by commercial that includes commercial and office uses such as retail stores, strip malls, auto-related businesses, restaurants, convenience stores, and office buildings.
Industry	Land used by industrial uses including manufacturing, warehouses, and assembly operations.
Public/Institutional	Community facilities (except utilities), general government, and institutional uses. Examples include schools, city halls, churches, hospitals, and libraries.
Parks/Recreation/Conservation	Active and passive recreation areas, parks, and protected lands.
Transportation/Communication/Utilities	Land used by transportation, communication, or utility facilities such as cell towers, power stations, sewer plants, water towers, and water treatment facilities.
Right of Way	Land that is in the right of way for roads and railroad facilities*.
Vacant/ Undeveloped	No active use on the property, includes property improved for real estate sales and property with vacant or abandoned structures with which no employment or residence can be associated.

*Railroad parcels are included in Transportation/Communication/Utilities. Right of Way applies to tracks.

Parks/Recreation/Conservation

The southern third of Ware County is comprised almost entirely of the Okefenokee National Wildlife Refuge. The Okefenokee Swamp is located in Ware, Charlton, and Clinch Counties, Georgia and Baker County, Florida. Established in 1936, the Okefenokee Swamp covers 438,000 acres and The Okefenokee National Wildlife Refuge is over 402,000 acres. The wilderness area consists of 353,981 acres and was created by the Okefenokee Wilderness Act of 1974 which is part of the Wilderness Preservation System. The Okefenokee National Wildlife Refuge is the largest National Wildlife Refuge in the eastern United States. **Figure 1** shows the location of the National Wildlife Refuge. The remaining maps in this Partial Comprehensive Plan Update focus on the northern portion of the County because the National Wildlife Refuge is considered one land use and is administered by the U.S. Fish and Wildlife Service.

Nearly one third of Ware County is comprised of the Okefenokee Swamp National Wildlife Refuge. The focus of this comprehensive plan is on the other two thirds of Ware County. Therefore, **Table 1** shows two calculations for the shares of land use. The first is the percent of the entire County for each land use. The second shows the percent of the northern two thirds of the County for each land use.

Of the County's 325,586 acres of Parks/Recreation/Conservation, more than half are in the Wildlife Refuge. When the wildlife refuge is excluded from the calculation, 36% of the remainder of the County is made up of Parks/Recreation/Conservation Lands, including Laura Walker State Park and Dixon Memorial Forest. Laura Walker State Park is a 626 acre State Park with nature trails, a swimming pool, campgrounds, and picnic shelters. Visitors can fish, water ski, and boat on the Park's 120 acre lake. The Dixon Memorial Forest is a very bio-diverse forest including approximately 15,000 acres of the Okefenokee Swamp and 16,500 acres of pine timberland. The stewardship management plan has the forest divided into 41 compartments containing 7 stands averaging 390 acres each within each compartment. The forest is managed as a Wildlife Management Area (WMA) by the Georgia Department of Natural Resources Wildlife Resources Division (DNR-WRD) and is the 4th largest WMA in the state.

The majority of the remaining Park/Recreation/Conservation land is dominated by wetlands and floodplains as defined in Ware County's Zoning Resolution. For the purposes of this analysis, parcels with 50% or more land area in "Conservation Area" as defined by the Zoning Resolution were defined as "Park/Recreation/Conservation".

Agriculture/Forestry

Ware County's vast size (902 square miles) and soil conditions have been suitable for and used by large timber companies to farm timber in thousands of acre tracts covering most of the County. More than half of the land in the northern two-thirds of Ware County is currently used for agriculture or forestry. This category excludes areas that are floodplains and wetlands, therefore much of this land may be made available for other uses in the future.

Residential Land Uses

Currently, about 6.3% of the land in the northern two-thirds of unincorporated Ware County is used for residential purposes, the vast majority of which are single-family detached homes. Very little land is devoted to multi-family. Manufactured Housing accounts for 0.7% of the Residential uses shown in **Table 1** and on **Figure 1**. A more detailed analysis of Manufactured Homes is included at the end of this section on page 5.

Commercial Land Uses

About 0.3% of unincorporated Ware County's northern acreage is in commercial use. Although this is a very small amount of land relative to the entire County, commercial development is very important to the County. It is one of the fastest growing and most intense land uses. The area with the most commercial growth is US 1 South to US 82 just southeast of Waycross.

Industry

Industrial uses account for about 0.2% of the land use in northern Ware County. The majority of industry is located in the Waycross-Ware County Industrial Park northwest of Waycross next to the Waycross-Ware County Airport.

Other Land Uses

Other land uses include Public/Institutional, Transportation/Communication/Utilities, Undeveloped/Vacant, and Right of Way. Combined, these account for about 3% of the total land in northern unincorporated County and about 2% of the County as a whole. The largest of these uses is Right of Way.

Manufactured Homes

An analysis of Ware County's tax records and 2000 Census data indicate that there are a significant number of manufactured homes in Ware County. According to the U.S. Census there were 3,373 manufactured homes ("mobile homes") in Ware County in 2000. **Table 3** on the following page uses tax records to illustrate the number of manufactured homes and the estimated acreage dedicated to them in Waycross and Ware County in 2007. Using this information, nearly 11,000 acres are estimated to be dedicated to manufactured home in Ware County: 153 in Waycross and 10,792 in the unincorporated county.

The 10,792 acres devoted to manufactured homes from the tax assessor's data is significantly larger than the 2,677 from **Table 1**. Many of the manufactured homes, especially rentals, are located on land that is classified as agriculture/forestry or commercial in the Existing Land Use analysis. In most cases, there may be a housing unit on the property, but the primary use is agriculture/forestry. This distinction will be further defined in the Full Update to the Comprehensive Plan that is scheduled to commence in the summer of 2008. Given the large number of acres devoted to manufactured homes, it is expected that unique land-use categories will be developed for the Full Update. For example, a subcategory of Agriculture/Forestry could be "with Manufactured Home".

Table 3: Manufactured Homes in Waycross and Ware County, 2007

	Number of Units	Acres*
Owner Occupied		
City	186	57.8
County	1,147	4,995.2
Total	1,333	5,053.0
Rental		
City	306	95.2
County	1,331	5,796.5
Total	1,637	5,891.7
Totals		
City	492	152.9
County	2,478	10,791.7
Total	2,970	10,944.6

Figure 1: Ware County Base Map

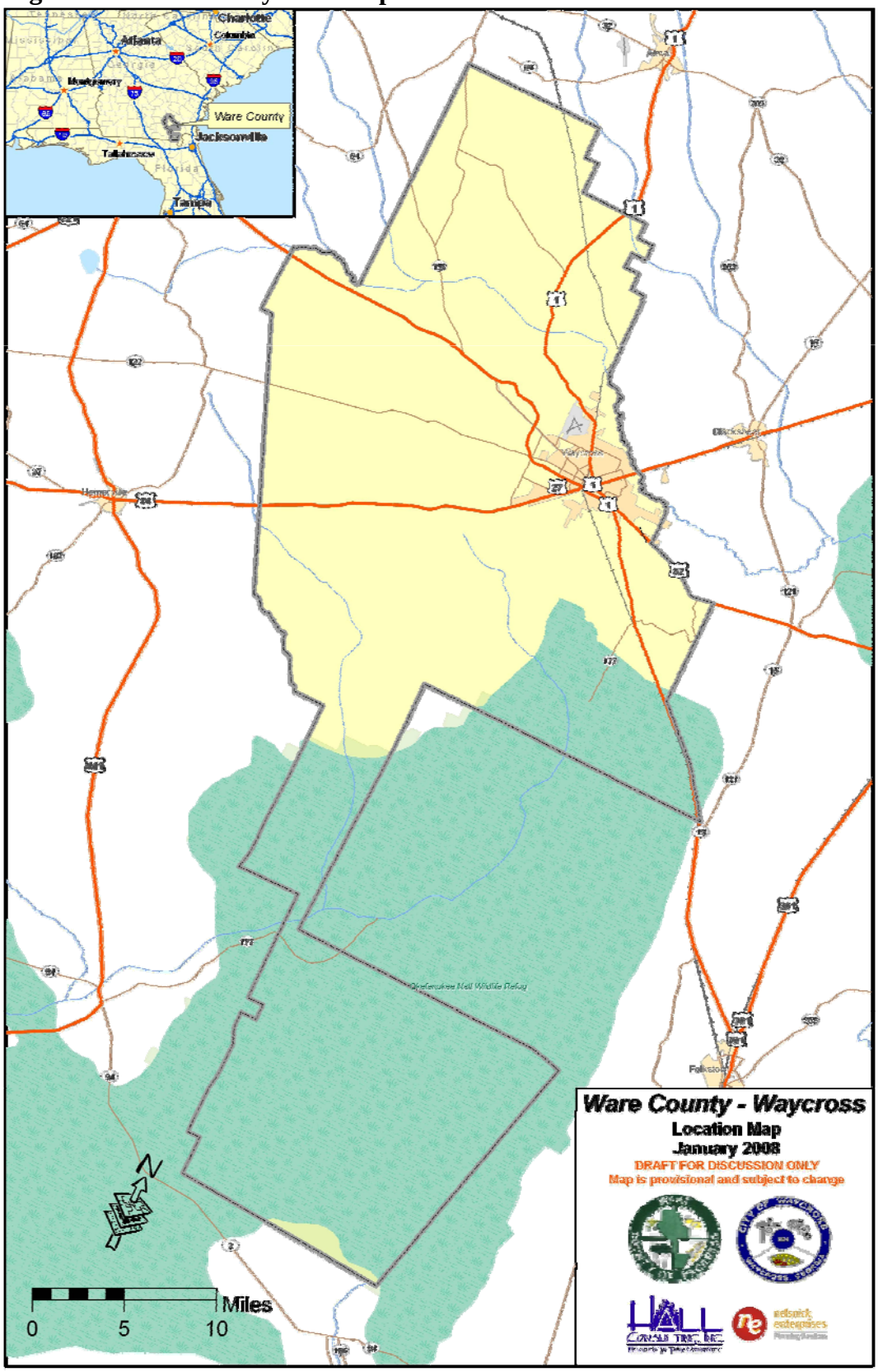


Figure 2: Ware County Existing Land Use Map

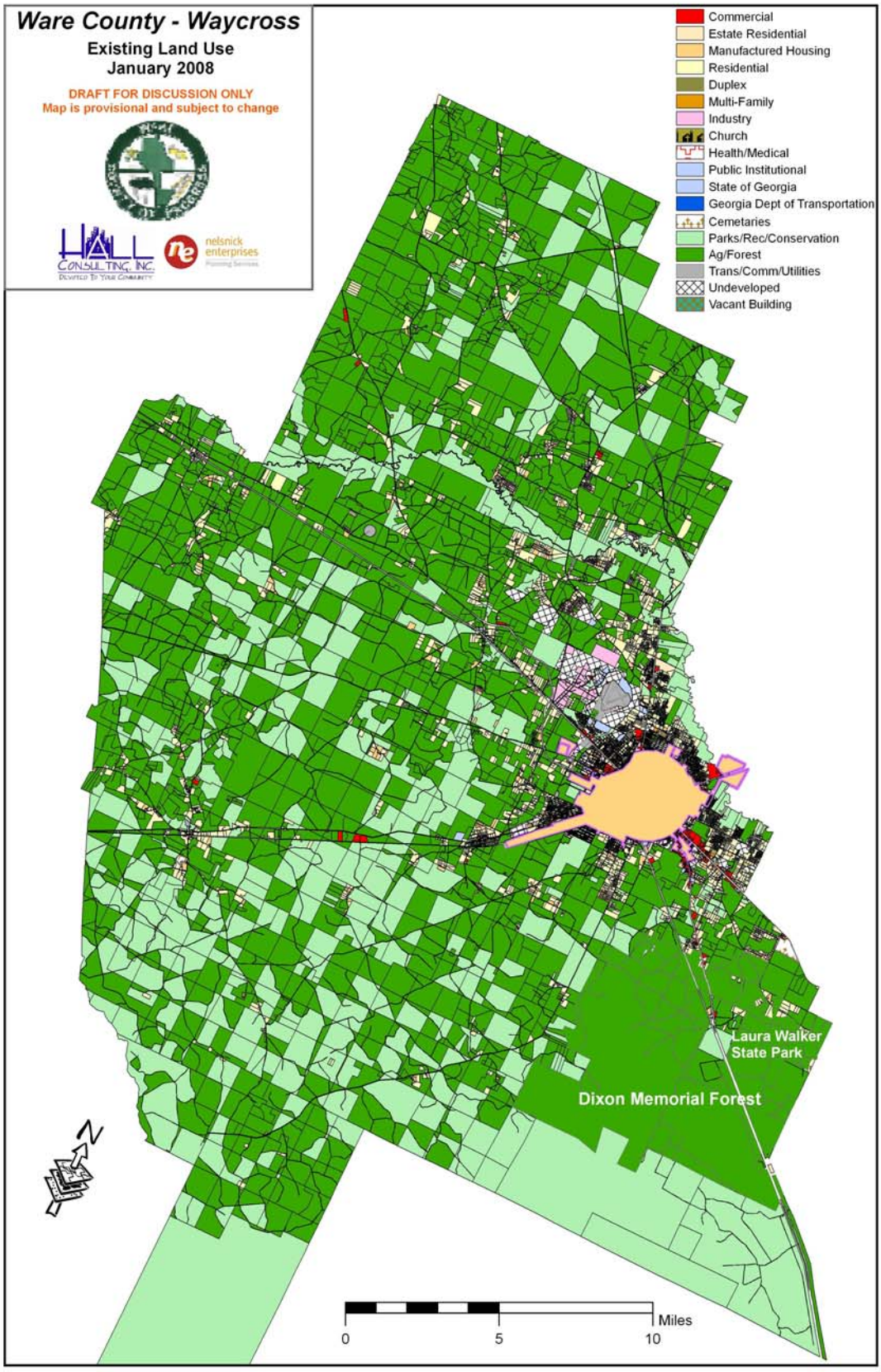
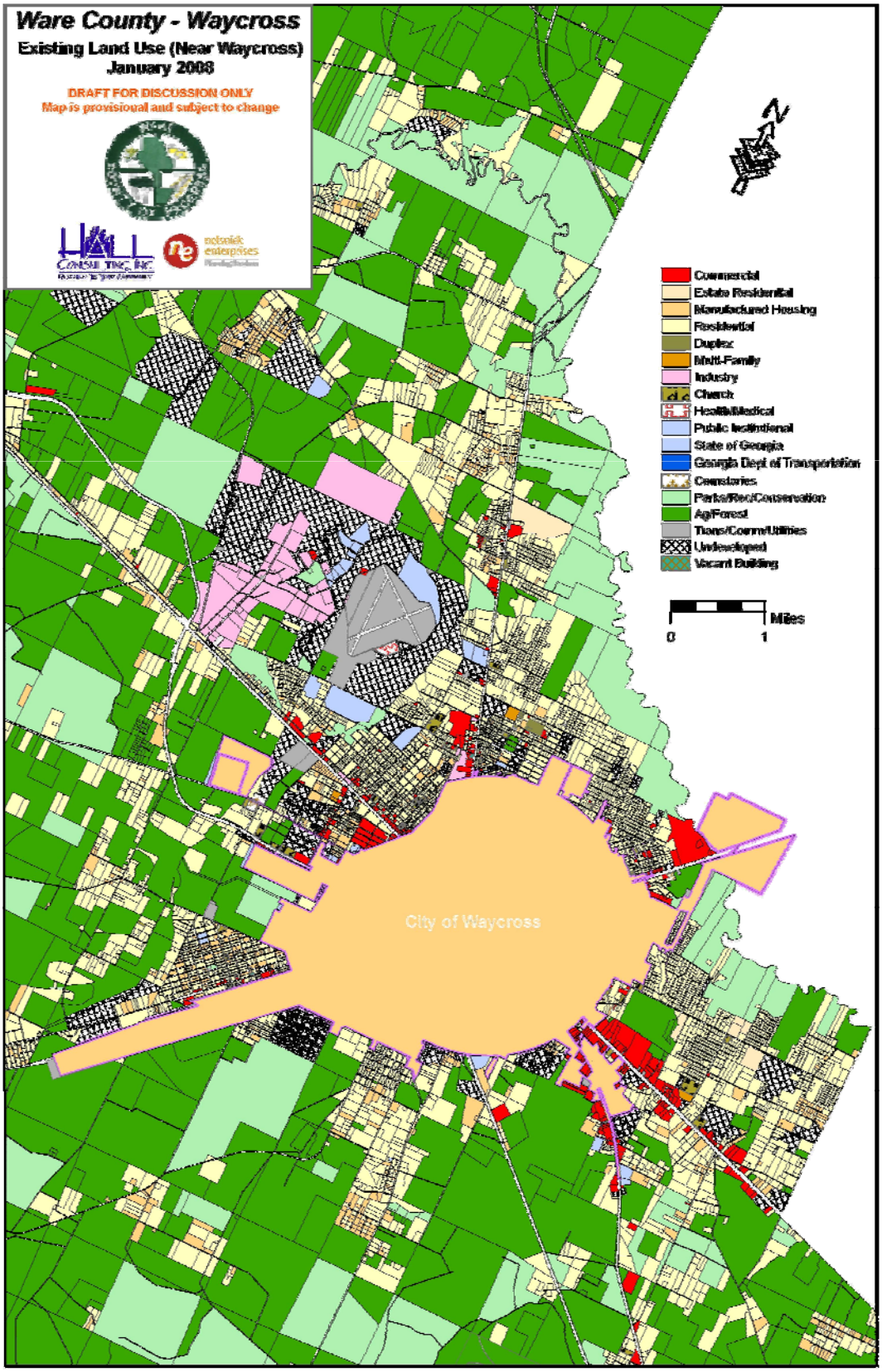


Figure 3: Ware County Existing Land Use Map, Waycross Area



Quality Community Objectives

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

Development Patterns

Traditional neighborhoods, infill development, sense of place, regional identity, and transportation alternatives are Quality Community Objectives relating to development patterns. Ware County is actively involved in strategies recommended by the Georgia Department of Community Affairs for infill, sense of place, and regional identity. The County is working to promote greyfield redevelopment and has areas planned for nodal development that concentrates land uses in "nodes", thereby reducing sprawl and strip commercial. The County allows for small lot development where sewer is available in the areas surrounding Waycross. These areas include Jamestown (east of the railroad tracks), Emerson Park, Sunnyside area, and other areas east of Waycross Also, Ware County contributes to the regional identity as the regional hub for commerce and industry in the Region.

Traditional Neighborhood patterns include using compact development, a mixture of uses within easy walking distance of one another, and facilitating pedestrian activity to provide human scale development. Currently, Ware County's zoning resolution allows for mixed uses in the Corridor Development Districts along major highways. But, a significant area of the County does not have zoning.

The State recommends that alternatives to the automobile be made available in each community. Ware County has recently made transit vans available to the community. However, walking and bicycling is limited in most areas of the County due to lack of facilities although two statewide bicycle trails cross the County.

Resource Conservation

Heritage preservation, open space preservation, and environmental protection are Quality Community Objectives that relate to resource conservation. The majority of historic resources that have been identified within Ware County are located in the City of

Waycross. A few historic resources within unincorporated Ware County have been identified for protection including a three-story house in Waresboro. The County has a greenspace plan but is not actively preserving greenspace and there is no local land preservation program.

The County is making progress toward protecting environmentally sensitive areas from the negative impacts of development. For a more complete assessment of resource conservation see the completed *Quality Community Objectives Local Assessment* in the Technical Addendum to this report.

Social and Economic Development

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

There are currently a variety of housing types and price ranges in Waycross and Ware County. Also, there are several educational opportunities readily available for improving job skills, including Work Ready Ware. Okefenokee Technical College and Waycross College offer work-force training, two year programs, and Georgia Department of Labor Programs. For a more complete assessment of social and economic development see the completed *Quality Community Objectives Local Assessment* in the Technical Addendum to this report.

Governmental Relations

Local self-determination combines with regional cooperation to form the governmental relations objective. Ware County works to find regional solutions to problems. They participate in regional economic development programs, environmental programs, and work with other local governments to provide and share services. As a transportation hub for highways and railroad in the Southeast and a regional hub for commerce, Ware County thinks regionally in terms of issues like land use, transportation, and housing. The County may be completing a joint Comprehensive Plan Update with the City of Waycross in 2009. For a more complete assessment of governmental relations see the completed *Quality Community Objectives Local Assessment* in the Technical Addendum to this report.

Areas Requiring Special Attention

As Ware County continues to develop, growth will have significant impacts on current residents, natural and cultural resources, community services and facilities, and infrastructure. This section summarizes the locations of some of the likely impacts of growth, including areas where growth should be avoided. Also included are areas in need of additional investment because of aesthetics or disinvestment. These are areas where future growth should be directed. A map indicating the location of the Areas Requiring Special Attention is located on **Figure 4**.

Significant Natural Resources

As shown in **Figure 1**, the southern half of Ware County is comprised almost entirely of the Okefenokee National Wildlife Refuge. The remaining maps in this Partial Comprehensive Plan Update focus on the northern portion of the County because the National Wildlife Refuge is administered by the U.S. Fish and Wildlife Service.

Critical natural resources such as wetlands, streams, and floodplains are located throughout Ware County. Conservation Areas as indicated on **Figure 4** are certain, land, swamp and/or water areas with poor drainage which serve as a wildlife refuge; possess great natural beauty; are utilized for outdoor recreational purposes and/or are subject to periodic flooding. New residential, commercial, and industrial development should be discouraged in these areas and the gradual transformation of the areas into exclusive forestry, agricultural, and wildlife preserves should be encouraged. The County's Zoning Resolution limits development on floodplains and wetlands, but enforcement is difficult.

In the northern area of the County, just to the south of Bickly, is a large area that is suitable for continued agricultural production. Currently there is a significant amount of land in blueberry, poultry, and timber in this area and in Southwest Ware County above Manor. Laura S. Walker and Dixon Memorial State Forest are additional natural resources that should continue to be protected.

Areas Where Development or Change in Landuse is Likely to Occur

Although Ware County is not growing as quickly as many other counties in the State of Georgia, there are several areas experiencing significant growth pressure.

- Currently the area in close proximity to the Pierce/Ware County line east of Waycross is experiencing residential development pressure. The Pierce County Comprehensive Plan indicates that there is significant growth occurring across the river in Pierce County. The Brantley/Ware County line east of Waycross is also under development pressure. The combined impact of rapid development around the Satilla River puts its water quality at risk.

- There is significant commercial growth on US 1 Corridor to the southeast of Waycross. This growth is likely to continue into the future as the region's economy grows. Also, there is a large development in this area that is currently in the planning stages. The development (Pafford) is a planned unit development that will initially have approximately 500 residential units and a commercial component. The City of Waycross recently completed a study of the US 1 Corridor. According to this study an additional 532,000 square feet of commercial floor space and 350 – 800 residential units will be developed.

- In the last two years, the large, 20,000 acre area west of Waycross off SR 122/Carswell Avenue Extension has been developed out of timberland, wetlands, and floodplains. There is limited development regulation on these residential lots. The 12,000 acres on the northern side of the highway was developed with a homeowners' agreement for site-built residences on 435 lots. The south side of the highway to and partially across US 84 was subdivided into 129 lots having 20+ acres on floodplains and wetlands. Four of the lots have been re-subdivided into 125 lots without any homeowner's agreement. There is a large degree of uncertainty as to what the final character of this sizeable area will be.

- In the western part of the County, to the south of Millwood is an area that is expected to transition from largely undeveloped to residential over the next 20 years.

- The Waycross/Ware County Transportation Study (2000) proposes an East and South bypass around Waycross. The proposed bypasses are shown on the Areas Requiring Special Attention Map. It is likely that once completed, the new corridors will experience tremendous development pressure. Ware County should consider developing overlay zoning districts for the bypasses to ensure that they function as intended.

- US 1 is scheduled for widening from the Satilla River to the Bacon County Line. As a result, the highway may experience new development pressures on adjoining timber and farm lands. Care should be taken as corridors are widened to ensure that new development is consistent with the County's vision. The US 1 North corridor has been zoned Corridor Development District to promote mixed land uses and landscaping requirements.

- The installation of sewer north, east, and west of the City of Waycross is expected to change the density of residential development. The installation of sewer will allow for higher density development.

- The sale of large acre tracts in rural areas is expected to change these areas from timber and agriculture production to rural residential uses.

Significant Historic and Cultural Resources

An inventory of historic resources was prepared in Waycross and Ware County in 1989. The survey identified 974 historic resources in Ware County. These resources include 897 residential structures, 50 commercial structures, 1 industrial complex, 4 agricultural structures, 7 governmental buildings, 2 schools, 6 churches, 1 cemetery, and historic sites. The majority of the resources are located in the City of Waycross. The sites in the unincorporated county will be identified and mapped as a part of the full update to the Comprehensive Plan which is expected to begin in the summer of 2008.

Areas with Significant Infill Development Opportunities

There is a significant amount of development in unincorporated Ware County adjacent to the City of Waycross. Scattered among existing uses are opportunities for infill development. Infill development is expected in areas where sewer is being installed. Another opportunity for infill is in the Crossroads Communities such as Millwood and Waresboro. Most of these small communities have open space available for infill near existing homes, small commercial developments, schools, and other community facilities. The County does not maintain an inventory of possible infill sites.

Brownfields

Ware County does not maintain an inventory of brownfield sites. However, there are a few vacant industrial sites. These sites should be identified as a part of the Full Update to the Comprehensive Plan.

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

One disinvestment area was identified in unincorporated Ware County and is shown in **Figure 4** as the Emerson Park Area. This area presents opportunity for reinvestment and has been awarded Community Develop Block Grants for this purpose.

Figure 4: Preliminary Areas Requiring Special Attention Map

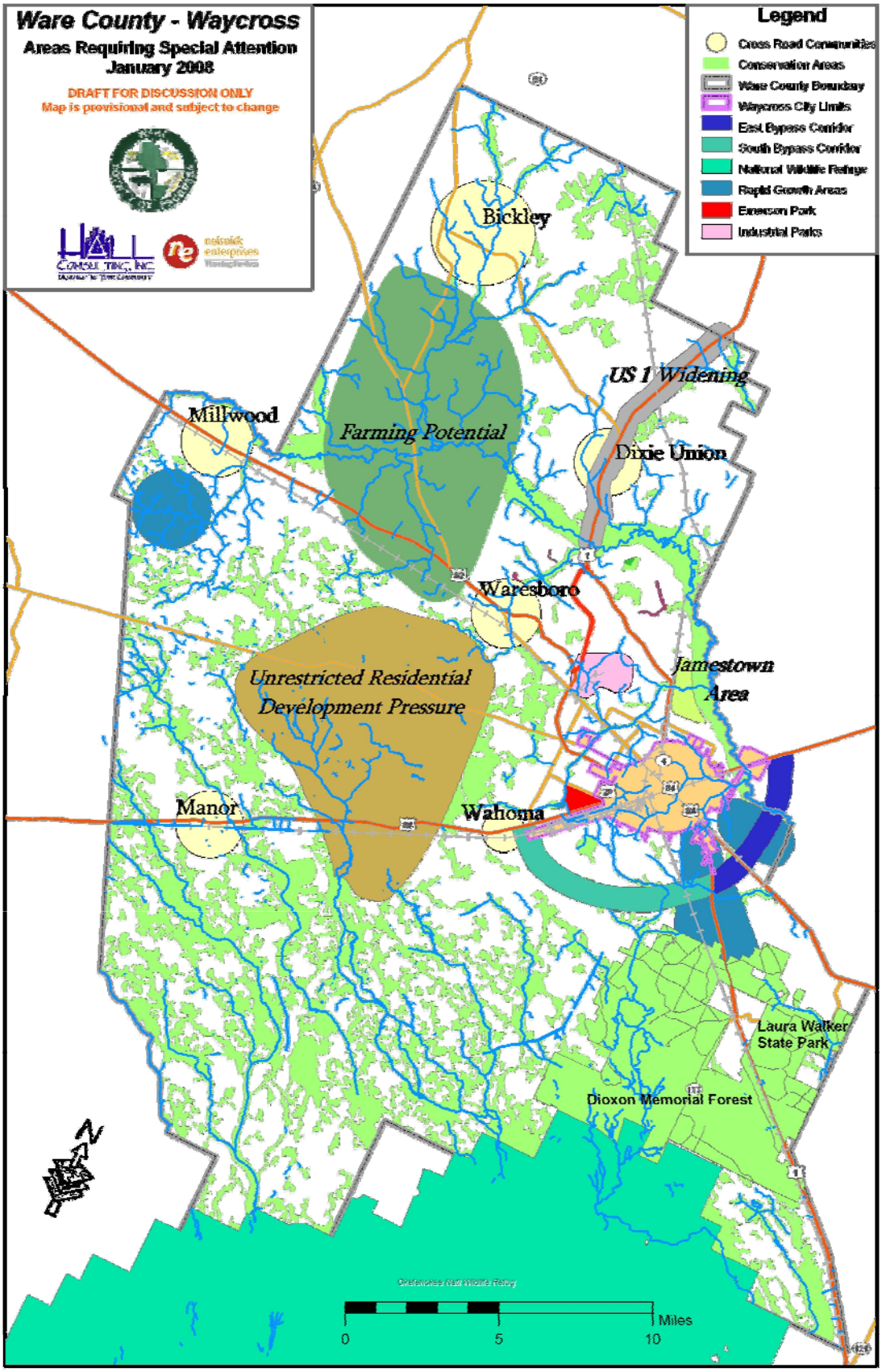
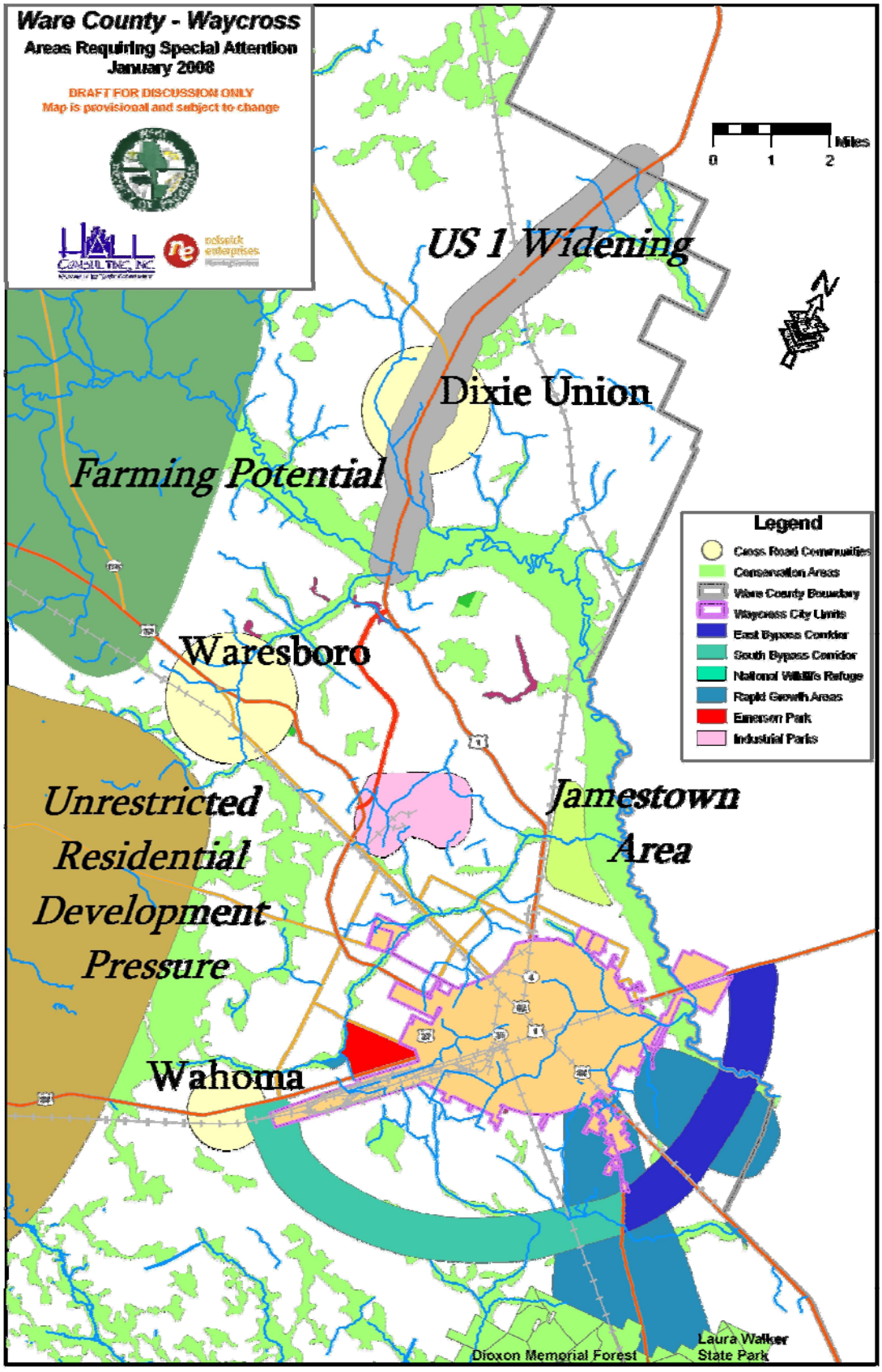


Figure 5: Preliminary Areas Requiring Special Attention Map, Waycross Area



Preliminary Issues and Opportunities and Policies

The following Issues and Opportunities were identified using the Georgia Department of Community Affairs' *Quality Community Objectives Local Assessment Tool* and *Typical Issues and Opportunities*, and interviews with community leaders and stakeholders. The full Update to the Comprehensive Plan will use a detailed analysis of data on demographics, housing, economic development, land-use, community facilities, intergovernmental coordination, transportation, and natural and cultural resources to elaborate and expand this preliminary list. The full Update will also use an extensive Community Participation Program to choose which issues have the highest priority to address.

The policies below are designed to help Ware County in the decision-making process. They are based on the Georgia Department of Community Affairs State Planning Recommendations and address the issues and opportunities as indicated. More Specific implementation strategies are included in the Short Term Work Program in the following section of this Partial Update.

A. Population Change

1) **Daytime Population** The Daytime population of Waycross and Ware County is significantly higher than the nighttime population. Public facilities, infrastructure, and services need to be adequate for the larger daytime population. Since Waycross/Ware County is the region's commercial hub, it is likely that the daytime population will continue to grow putting stress on public facilities, infrastructure, and services.

Policies

- Ensure that new commercial development does not cause a decline in locally adopted level of service and that capital improvements plan or other strategies needed to accommodate the impacts of development are made or provided for concurrent with new development.

2) **Rapid Development Areas**

- The area southeast of Waycross along and near US 1 is growing rapidly. This growth is largely commercial. However, there is a large Planned Unit Development expected west of US 1 that will add many residential units and additional commercial. This development is located in unincorporated Ware County, but will greatly impact traffic, development patterns, and public services and facilities in Waycross. The County is

working together with the City on this area.

Policies

- The County should continue to work with the city on developments that impact the City and pursue joint processes for collaborative planning and decision-making.

- Ensure that new residential and commercial development does not cause a decline in locally adopted level of service and that capital improvements or other strategies needed to accommodate the impacts of development are made or provided for concurrent with new development.

- Promote development that is sensitive to the land and gives consideration to adjoining, existing, and planned development as well as the overall community.

3) **Uncertain Future** There is considerable uncertainty regarding future land use in rural Ware County. SR 122/Carswell Avenue Extension provides a good example. 12,000 acres on the northern side of the highway was developed with a homeowners' agreement for site-built residences on 435 lots. The south side of the highway to US 84 was subdivided into 129 lots having 20+ acres on floodplains and wetlands. Four of the lots have been re-subdivided into 125 smaller lots without any homeowner's agreement. Without zoning districts in much of the unincorporated County, there is a large degree of uncertainty as to what the final character of this large, 20,000 acre area will be.

Policies

- Avoid leapfrog development across undeveloped areas.

- Establish meaningful standards for the use and development of land throughout the unincorporated County.

- Encourage redevelopment and infill over new development in the rural areas of the County.

4) **Slow Population Growth** The population of Ware County is not growing as fast as some neighboring counties, and it is growing significantly slower than the State of Georgia as a whole. Residential growth is occurring regionally as a result of economic opportunities in the area. Pierce and Brantley Counties have become bedroom communities serving the regional commercial/industrial heart of Waycross-Ware County.

Policies

- Although a surge of residential growth may occur along US 1 South and SR 122 West as described above in *Rapid Development Areas*, a strategy should be developed with the City of Waycross to stabilize population growth in both the City and unincorporated Ware County.

B. Economic Development

1) **Regional Transportation Hub** Waycross-Ware County is the major transportation hub of highways, rail, and air in Southeast Georgia. These transportation resources are a major reason for the success of commercial and industrial job growth. There is great potential for transportation driven growth in Ware County.

Policies

- Continue to support OADA in its programs for retention, expansion, and creation of businesses.
- Continue and expand planned developments at airport
- Encourage marketing and promotion of Airport for air distribution uses
- Encourage new development while enhancing existing local assets.

2) **Education Opportunities** Advanced education opportunities should be improved. Waycross College and Okefenokee Technical College provide excellent opportunities for advanced education. However, neither school offers a four-year college degree. Many, if not most, of the bright and motivated young people in the community must leave to pursue their education. As a result, the community experiences "Brain Drain" when these young adults do not return after they graduate. This is contributing to the shortage of young and minority representation in leadership positions. Waycross College staff has established task forces to investigate starting a 4-year college and implement on-campus student housing. Both colleges and school leaders meet quarterly to communicate needs and opportunities.

Policies

- Support Waycross College and Okefenokee Tech in efforts to develop new programs.

- Support the long term prosperity of Ware County by the educational function of parks and recreational services, public libraries, museums and other cultural amenities.

3) **Tourism** Ware County is part of the six-County Okefenokee Trail Association group that promotes the region. The "Trains, Trails, and Gator Tales" slogan, new logo, signs on the interstates, and a brochure promote regional tourism. There is a great opportunity to market Waycross and Ware County as a tourism destination. Three golf courses, camping, hunting, boating, fishing, and the Okefenokee Swamp position the community to be a hub for tourism.

Policies

- Continue to support the Okefenokee Trail Association

- Protection and conservation of Okefenokee related resources should play an important role in the decision-making process.

4) **Landscaping for Regional Identity** The County has the opportunity to enhance the appearance of highways and promote the area's natural resources. Landscaping requirements can create greenways along highways that promote the natural resources of the region, improve the aesthetics of corridors, and welcome visitors.

Policies

- Reduce the impact of development on the natural topography and existing vegetation through limited land disturbance.

- Incorporate the connection, maintenance, and enhancement of greenspace in all new developments.

- Address the location, design, landscaping, and furnishing of streets as one of the community's most important components contributing to the character, structure, and development pattern of the community.

- Transportation corridors will be supported by the community standards of aesthetics, urban design, and environmental stewardship.

C. Natural & Cultural Resources

1) **Historic Preservation** There are several historic resources in unincorporated Ware County. Historic resources can be important to economic development and tourism. The County has the opportunity to target these historic resources for revitalization and utilize them for economic development and tourism. The City of Waycross has a Historic Preservation Commission. A Historic Preservation Commission is also needed for unincorporated Ware County that would identify, preserve, and enhance historic landmarks and neighborhoods.

Policies

- Support efforts to identify and preserve the County's historic assets.

2) **Farmland, Greenspace, and Rural Scenery are Threatened** Residential and commercial development has the potential to impact the rural environment of unincorporated Ware County and the small town appeal of its crossroads communities.

Policies

- Encourage, or require, conservation subdivisions, set-asides in new development, and other land conservation techniques to offset the negative impacts of growth.

- Encourage new developments in suitable locations in order to protect natural resources, environmentally sensitive areas, or valuable historic resources from human encroachment through land development regulations and/or incentives.

D. Facilities and Services

1) Fire Service Ware County and the City of Waycross have not reached an agreement regarding fire protection. As a result, a large portion of the unincorporated County has an ISO rating of 9. This severely underserved area is at risk for experiencing catastrophic fire damage.

Policies

- Maximize the use of existing firefighting facilities and services by locating new developments near existing services.

- Continue to work with the City of Waycross to develop strategies for addressing the service and facility needs of the entire community.

- Limit the amount of development in the County to areas that can be reasonably served.

2) **Facilities Maintenance** SPLOST is the major funding source for capital facilities in Ware County. New SPLOST facilities must have adequate staffing for programs and facilities maintenance. These needs should be included in the budget in advance of completion of the projects.

Policies

- Consider developing strategic plans for each department's staffing and maintenance needs.

- The cost of maintenance and staffing of new facilities should be considered and planned for before the facilities are constructed.

Service Delivery There is a need to prepare for both daytime and nighttime population growth. With the development of the new PUD south of Waycross and continued growth in commercial development, the County needs to proactively plan to provide facilities and services. Newcomers may have higher expectations than current residents and want a higher level of service for parks and other services.

Policies

- Ensure that new development does not cause a decline in locally adopted level of service and that capital improvements or other strategies needed to accommodate the impacts of development are made or provided for concurrent with new development.

- Establish regulations that serve as a way for new growth to pay for itself.

3) Trembling Earth Recreation Center The Trembling Earth Recreation Center is a regional draw for recreational tourism. Currently, the trails and playground are not available for public use. The park should be made available for use by residents.

Policies

- Continue to promote the park as a destination to the "Tournament Market".
- Complete phases for park expansion (SPLOST).
- Encourage public use of the park.

4) Stormwater Floodplains and wetlands dominate the landscape in Ware County, making drainage a major priority. Stormwater drainage improvements are needed for hundreds of miles of dirt roads and major canals in the unincorporated County.

Policies

- Establish regulations to ensure proper drainage in rural areas. A stormwater ordinance would help with implementation.

E. Housing

1) **Mix of Housing Sizes, Types, and Income Levels** There is a diversity of housing types in Ware County and the City of Waycross, ranging from single-family detached to multi-family rental units. As the community grows, and demographics change, it will be important to maintain a balanced mix of housing types.

Policies

- New developments should provide for a variety of residential types and densities.
- Create affordable housing opportunities to ensure that all those who work in Ware County, including the City of Waycross, have a viable option to live in Ware County.

2) **Infill** Residential infill opportunities have not been identified. There may be an opportunity to provide multi-family townhomes or condominiums as infill developments in single-family detached neighborhoods.

Policies

- Encourage innovative land-use planning techniques to be used in building higher density and mixed use developments as well as infill developments.
- Stimulate infill housing development in existing neighborhoods.

F. Land Use

1) **Zoning** There is no zoning in the rural areas of Ware County. Zoning is limited to the mostly developed areas adjacent to Waycross. Although, there is general opposition to zoning or other regulation of land development in these areas, the County should strive to protect the rural landscape and natural resources by implementing zoning Countywide.

Policies

- Educate Ware County residents about the pros and cons of land use regulation. Encourage rural residents to participate in the Planning Process.
- Develop Countywide zoning.
- Implement *Firewise* regulations and recommendations.

2) **Zoning and Development** The City's and County's zoning and development ordinances are out of date and need to be updated.

Policies

- Sidewalk requirements, shared parking, conservation subdivisions, tree preservation, and accessory units should all be considered for inclusion in development regulations. A complete rewrite of the ordinances might be in order.

G. Transportation

1) **Increasing Traffic Congestion** Ware County's transportation corridors are becoming congested. Traffic flow should be improved, especially at peak hours. Also, traffic from commercial areas is encroaching into residential neighborhoods.

Policies

- Encourage transportation corridors that support multiple modes of transportation and enhance the aesthetics of the community.
- Ensure that vehicular traffic will not harm the residential nature of our neighborhoods.
- Strive to work with the City of Waycross in making land use decisions that impact the City's traffic and land use patterns.
- Protect or enhance transportation facilities, corridors, and sites to ensure that they fulfill their identified functions.

2) **Pedestrian Network** The County lacks a local trail network and streets are not designed to encourage pedestrian and bike activity. Ware County has the opportunity to ensure that streets and sidewalks in new developments are connected to adjacent developments and existing neighborhoods.

Policies

- Ensure connectivity between road networks and pedestrian/bike paths and sidewalks.

H. Intergovernmental Coordination

1) **City and County Cooperation** Better coordination on a number of issues between Waycross and Ware County is necessary to further the implementation of each local government's long-range goals.

Policies

- Develop strategies that enhance cooperation between the two governments to improve the delivery of services and improve economic development potential.

- Ware County and the City of Waycross should continue to share services and information to the fullest extent possible.

2) **Neighboring Counties** Neighboring counties are becoming bedroom communities for Ware County and the City of Waycross. A more regional approach to land use and transportation planning would benefit all counties in the region.

Policies

- Including Pierce and Brantley Counties on the Transportation Planning Coordination Committee (TPCC) would be a positive step toward a more regional approach to solving transportation issues.

- Share services and information as much as possible.

Short Term Work Program

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

Each programmed item is identified with the corresponding goal or policy reference number from the 1991 – 2011 Comprehensive Plan or the reference number from the list of Issues and Opportunities in this Partial Update. The Full Update to the Comprehensive Plan that is expected to be completed by the end of 2009 will have a new set of reference numbers that will be consistent throughout the document.

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

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

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

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

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

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

Waycross-Ware County Short Term Work Program				
Reference Number/Activity	**Estimated Cost**	**Funding Source**	**Implementation Year**	**Responsibility**
(3.5) Continue the regular maintenance/beautification of highway corridors/gateways. (Gateway signage/berms are needed at County lines-US 1, US 82 and US 84)	$50,000 per year	Departmental Budget, Federal and State	2008-2012	Ware Co. Public Works Dept., Garden Clubs and Chamber of Commerce
LAND USE ELEMENT				
(3.1) Protect land adjacent to or in close proximity to the airport from haphazard development by zoning for airport related industry.	None	Planning and Codes Department	2008-2011	Ware County Planning and Codes Department
(4.7) Develop County-wide zoning.	$3,000 per year	Planning & Codes Dept. budget	2009-2011	Ware County Planning Department
(F.1) Update City and County zoning ordinances	$5,000 per year	Planning & Codes Budget	2008-2012	Ware County Planning Department and Waycross Community Improvement
(3.6) Pursue "Keep Waycross-Ware County Beautiful" plan to enhance the attractiveness of the City of Waycross and Ware County.	None	n/a	2008-2012	City of Waycross and Ware County
COMMUNITY FACILITIES				
(4.4) Construct and maintain a comprehensive training facility for police, fire and emergency medical services. Complete tower and "burn" building and paving/drainage.	$300,000	SPLOST	2008-2012	Public Safety Departments, Fire and Emergency Medical Services, Ware County, and City of Waycross
(D.4) Construct Phase V of multi-purpose recreation center (Regional Park)	$5,000,000	SPLOST	2008-2012	Recreation Department
(4.5) County-wide extension of adequate utilities for all new developments.	$100,000 per year	State and Federal Grants	2008-2012	Satilla Regional Water and Sewer Authority, City of Waycross and Ware County.

Waycross-Ware County Short Term Work Program				
Reference Number/Activity	**Estimated Cost**	**Funding Source**	**Implementation Year**	**Responsibility**
(4.5) Satilla Regional Water and Sewer Authority to install sewer throughout designated urban areas in Ware County. (Emerson Park has been completed. Other areas have been bid.)	$25 million	Federal and State grants and Department of Agriculture	2008-2012	Satilla Regional Water and Sewer Authority and Public Works Division
(4.5) Continue the established program to correct/improve drainage problems in Ware Co.	$ 1 million	SPLOST and CDBG	2008-2012	Ware County Road Department and Public Works Division
(4.2) Study the feasibility of adding Tennis Courts to Parks.	$10,000	Grants and Ware County	2008-2009	Ware County
(D.2) Assess, renovate, and improve Jasmine lift station in the City of Waycross	$350,000	City of Waycross and Federal	2006-2010	City of Waycross
(3.3) Enhance Police Services	$250,000	City and DOJ	2008-2012	City of Waycross
(3.1) Enhance Fire Services in Waycross.	$450,000	FFASG and City of Waycross	2008-2012	City of Waycross
(3.1) Enhance Fire Services in Ware County	$1,200,000	FFASG and Ware County	2008-2012	Ware County
(1.9) Study feasibility to add access to OTC from Corridor "Z" on right-of-way line.	$200,000	City of Waycross and GA DOT	2009-2012	OTC, City of Waycross and GA DOT
(B.2) Encourage and support efforts to develop a 4-year degree program at Waycross College	none	n/a	2008-2012	City of Waycross and Ware County
(4.5) Assess Sewer and water systems in the City of Waycross to address system deteriorations and to program capital upgrades. Phases I – IV.	$500,000	City of Waycross, and Federal	2006-2010	City of Waycross, and Federal
ECONOMIC DEVELOPMENT				
(5.5) Prepare a feasibility study for developing an additional retirement community in the Waycross urban area.	$20,000	Department of Community Affairs (DCA)	2009-2012	City of Waycross, Ware County, OADA, and Waycross-Ware County

Waycross-Ware County Short Term Work Program				
Reference Number/Activity	**Estimated Cost**	**Funding Source**	**Implementation Year**	**Responsibility**
(5.4) Develop a collaborative group process for the reclamation of the old business district of Oak Street between Tebeau Street and Vernon Willis Drive beginning with aggressive code enforcement.	$30,000	City Commission	2008-2012	Ware County Planning and Codes Department, Waycross Community Development
(5.4) Support current, on-going efforts of Southside and Carswell Avenue neighborhood.	$20,000	Grants and City of Waycross	2008-2012	City of Waycross Community Improvement Department, Planning Department
(3.14) Develop a speculative building an the Waycross-Ware County Industrial Park and Waycross Corporate Park	$2,000,000	SPLOST and EDA (One Georgia)	2008-2012	OADA, Waycross and Ware County Commission
(3.14) Assessment of vacant and existing buildings for industry.	$5,000	Chamber of Commerce, OADA & WWDA	2008-2012	Chamber of Commerce,
(5.2) Develop a continuous program for the regular visitation of local businesses and industries.	None	Chamber of Commerce, OADA & WWDA	2008-2012	Chamber of Commerce, OADA and WWDA
(5.1) Continue to market use of Trembling Earth Recreational Complex for hosting regional, state and national Tournaments.	$5,000	City of Waycross, Ware County, and Chamber of Commerce	2008-2012	City of Waycross, Ware County Recreation, and Tourism Burea
(5.1) Hazzard Hill Branch Project	$500,000	CDBG Grant	2007-2009	City of Waycross
(5.2) City Community Center (Auditorium)	$1,000,000	ONEGA, EIP, SPLOST and GA Trust	2008-2011	City of Waycross
(5.3) Downtown Public-Private Partnership	$75,000	Local Development Fund, UGA, SBA and Private Investment	2008-2010	City of Waycross
(5.4) Promote RLF Small Business Fund	$50,000	DCA and City of Waycross	2008-2012	City of Waycross

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

Appendix I: Quality Community Objectives Local Assessment

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

- is healthy and safe;
- uses resources sensibly and fairly;
- enables everyone to play a part;
- has a local economy for all people;
- cuts waste and pollution;
- has its own character; and
- cares about people and nature.

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

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

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

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

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Development Patterns			
Traditional Neighborhoods **Traditional neighborhood development patterns should be encouraged, including use of more human scale development, compact development, mixing of uses within easy walking distance of one another, and facilitating pedestrian activity.**			
Statement	Yes	No	Comments
1. If we have a zoning code, it does not separate commercial, residential and retail uses in every district.		✓	The Ware County zoning resolution does not allow for mixed uses except in Corridor Development Districts. However, a significant area of the unincorporated County does not have any zoning and is subject to septic tank requirements. (The City of Waycross allows mixed use development within selected areas of the city limits.)
2. Our community has ordinances in place that allow neo-traditional development "By right" so that developers do not have to go through a long variance process.		✓	The unincorporated County does not allow for this type of development by right. However, because of the lack of zoning in the majority of the unincorporated County, mixed use developments would be possible.
3. We have a street tree ordinance that requires new development to plant shade-bearing trees appropriate to our climate.		✓	
4. Our community has an organized tree-planting campaign in public areas that will make walking more comfortable in summer.		✓	
5. We have a program to keep our public areas (commercial, retail districts, parks) clean and safe.	✓		Garden Club cleans some parks, City and County use prisoner workers to cleanup.
6. Our community maintains its sidewalks and vegetation well so that walking is an option some would choose.	✓		There is normal maintenance of sidewalks, however limited sidewalks exist. Sidewalks are heavily used on Knight Avenue and Tebeau Streets
7. In some areas, several errands can be made on foot, if so desired.		✓	Some older neighborhoods adjoin commercial districts.
8. Some of our children can and do walk to school safely.	✓		Some children can walk to Waresboro and Williams Heights Elementary Schools.
9. Some of our children can and do bike to school safely.		✓	
10. Schools are located in or near neighborhoods in our community.	✓		

Infill Development **Communities should maximize the use of existing infrastructure and minimize the conversion of undeveloped land at the urban periphery by encouraging development or redevelopment of sites closer to the downtown or traditional urban core of the community.**			
Statement	Yes	No	Comments
1. Our community has an inventory of vacant sites and buildings that are available for redevelopment and/or infill development.	✓		The existing land use map is currently being updated. During the Comprehensive Planning process infill development areas may be identified. OADA has a list of vacant commercial and industrial buildings.
2. Our community is actively working to promote Brownfield redevelopment.	✓	✓	The County does not have an inventory of brownfield sites. Looking for ways to finance cleanup.
3. Our community is actively working to promote greyfield redevelopment.	✓	✓	The County does not have an inventory of greyfield sites. Looking for ways to finance cleanup.
4. We have areas of our community that are planned for nodal development (compacted near intersections rather than spread along a major road.)	✓		Knight Ave at E. Bypass, SR 122 at SR 520. Additional sites may be identified during the Comprehensive Planning Process.
5. Our community allows small lot development (5000 SF or less) for some uses.	✓		Where sanitary sewer exists in R-50 districts. Manufactured home parks where zoned MH and where un-zoned.
Sense of Place **Traditional downtown areas should be maintained as the focal point of the community or, for newer areas where this is not possible, the development of activity centers that serve as community focal points should be encouraged. These community focal points should be attractive, mixed-use, pedestrian-friendly places where people choose to gather for shopping, dining, socializing, and entertainment**			
Statement	Yes	No	Comments
1. If someone dropped from the sky into our community, he or she would know immediately where she was, based on our distinct characteristics.	✓		RR lines with highways radiate from downtown in six directions. Okefenokee Swamp on south side of County. Satilla River and airport
2. We have delineated the areas of our community that are important to our history and heritage and have taken steps to protect those areas.		✓	Need Historic Commission in County: Some areas with cemeteries have been identified; other sites have been identified as well.
3. We have ordinances to regulate the aesthetics of development in our highly visible areas.	✓		Development in the SDD and CDD overlay districts along major highways are subject to additional landscaping and aesthetic requirements.
4. We have ordinances to regulate the size and type of signage in our community.	✓		Zoned and unzoned areas have sign ordinances.
5. We offer a development guidebook that illustrates the kind of new development we want in our community.		✓	
6. If applicable, our community has a plan to protect designated farmland.		✓	

Transportation Alternatives **Alternatives to transportation by automobile, including mass transit, bicycle routes, and pedestrian facilities, should be made available in each community. Greater use of alternate transportation should be encouraged.**			
Statement	Yes	No	Comments
1. We have public transportation in our community.	✓		Sec. 5311 vans transit have been approved and delivered. Four vans are available for use.
2. We require that new development connects with existing development through a street network, not a single entry/exit.	✓		Subdivision regulations require this, but language is unclear. As a result, subdivisions are not connected. An amendment is needed for better implementation.
3. We have a good network of sidewalks to allow people to walk to a variety of destinations.		✓	None in County.
4. We have a sidewalk ordinance in our community that requires all new development to provide user-friendly sidewalks.		✓	
5. We require that newly built sidewalks connect to existing sidewalks wherever possible		✓	
6. We have a plan for bicycle routes through our community.	✓		SEGa RDC prepared a "State" Plan with some local input. The plan includes two routes through Ware County.
7. We allow commercial and retail development to share parking areas wherever possible.		✓	

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

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

Social and Economic Development			
Growth Preparedness **Each community should identify and put in place the pre-requisites for the type of growth it seeks to achieve. These might include infrastructure (roads, water, and sewer) to support new growth, appropriate training of the workforce, ordinances and regulations to manage growth as desired, or leadership capable of responding to growth opportunities and managing new growth when it occurs.**			
Statement	Yes	No	Comments
1. We have population projections for the next 20 years that we refer to when making infrastructure decisions.	✓	✓	Projections from different state and other sources are inconsistent
2. Our local governments, the local school board, and other decision-making entities use the same population projections.		✓	
3. Our elected officials understand the land-development process in our community	✓		
4. We have reviewed our development regulations and/or zoning recently, and believe that our ordinances will help us achieve our QCO goals.	✓		They are constantly reviewed and amended to guide development toward community goals.
5. We have a Capital Improvements Program that supports current and future growth.	✓		TPCC projects, STWP projects, SPLOST projects guide capital expenditures
6. We have designated areas of our community where we would like to see growth. These areas are based on the natural resources inventory of our community.	✓		The urban areas are zoned with natural resources protected under conservation zoning.
7. We have clearly understandable guidelines for new development	✓		"Guide for Development" is given to new applicants and is revised regularly
8. We have a citizen-education campaign to allow all interested parties to learn about development processes in our community.	✓		Leadership Waycross provides information to interested citizens every year.
9. We have procedures in place that make it easy for the public to stay informed about land use issues, zoning decisions, and proposed new development.	✓		Agendas of planning commission are published, development authority briefs County and city every month in public commission. Information should be put on web.
10. We have public-awareness element in our comprehensive planning process.	✓		

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

Housing Choices **A range of housing size, cost, and density should be provided in each community to make it possible for all who work in the community to also live in the community (thereby reducing commuting distances), to promote a mixture of income and age groups in each community, and to provide a range of housing choice to meet market needs.**			
Statement	Yes	No	Comments
1. Our community allows accessory units like garage apartments or mother-in-law units.		✓	
2. People who work in our community can afford to live here, too.	✓		
3. Our community has enough housing for each income level (low, moderate, and above-average incomes)	✓		
4. We encourage new residential development to follow the pattern of our original town, continuing the existing street design and recommending smaller setbacks.	✓		Sanitary sewer is being installed around Waycross in the County. Smaller lots and setbacks will be allowed.
5. We have options available for loft living, downtown living, or "neo-traditional" development.		✓	Waycross Downtown zoning allows second floor residential density, zero-lot line zoning allow compact development in the city. But, not in the unincorporated County.
6. We have vacant and developable land available for multifamily housing.	✓		
7. We allow multifamily housing to be developed in our community.	✓		
8. We support community development corporations building housing for lower-income households.	✓		
9. We have housing programs that focus on households with special needs.	✓		Habitat for Humanity, mentally disabled, assisted living, Christmas in April
10. We allow small houses built on small lots (less than 5,000 square feet) in appropriate areas.		✓	60' width x100' length or 6,000 sq. ft allowed with sewer as zoning applies.

Educational Opportunities **Educational and training opportunities should be readily available in each community – to permit community residents to improve their job skills, adapt to technological advances, or to pursue entrepreneurial ambitions.**			
Statement	Yes	No	Comments
1. Our community provides work-force training options for our citizens.	✓		OTC program trains citizens, Work Ready Ware is implemented by Ware County.
2. Our workforce training programs provide citizens with skills for jobs that are available in our community.	✓		Surveys of job needs are distributed annually by the College and Technical College. Courses are offered to develop needed workforce.
3. Our community has higher education opportunities, or is close to a community that does.	✓		Waycross College partners with 4-year colleges.
4. Our community has job opportunities for college graduates, so that our children may live and work here if they choose.	✓		Public school, college, technical college teachers are needed. Lawyer and medical offices available. Waycross-Ware is a regional, business, transportation, government, education and manufacturing center.

Governmental Relations			
Regional Solutions **Regional solutions to needs shared by more than one local jurisdiction are preferable to separate local approaches, particularly where this will result in greater efficiency and less cost to the taxpayer.**			
Statement	Yes	No	Comments
1. We participate in regional economic development organizations.	✓		SEGa RDC and OADA board members are local citizens
2. We participate in regional environmental organizations and initiatives, especially regarding water quality and quantity issues.	✓		River Keeper, Satilla River Cleanups
3. We work with other local governments to provide or share appropriate services, such as public transit, libraries, special education, tourism, parks and recreation, emergency response, E-911, homeland security, etc	✓		Ware County has approved transit program, funds regional library. Waycross-Ware County are part of Okefenokee tourism program, County funds and build regional park and rec program, E-911 is underway, EMS provided by County, Homeland Security funds used for regional services and equipment as needed.
4. Our community thinks regionally, especially in terms of issues like land use, transportation and housing, understanding that these go beyond local governmental borders.	✓		Ware County has 6 four-laned highways traversing the County and serving Waycross. Waycross-Ware County is hub for railroad yard in the southeastern U.S. The airport has three runways serving regional population and businesses.
Regional Cooperation **Regional cooperation should be encouraged in setting priorities, identifying shared needs, and finding collaborative solutions, particularly where it is critical to success of a venture, such as protection of shared natural resources or development of a transportation network.**			
Statement	Yes	No	Comments
1. We plan jointly with our city and County for Comprehensive Planning purposes	✓		City and County plan jointly for transportation and comprehensive plan
2. We are satisfied with our Service Delivery Strategies	✓		
3. We initiate contact with other local governments and institutions in our region in order to find solutions to common problems, or to craft region wide strategies.	✓		Surveys of surrounding governments are made when a need arises.
4. We meet regularly with neighboring jurisdictions to maintain contact, build connections, and discuss issues of regional concern.	✓		OADA and SEGa RDC meetings deal with multi-County problems. Both meet monthly.

Appendix II: List of Accomplishments

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

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

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

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

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

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

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

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

Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
45 (2.3) Complete Pre-Hazard Mitigation Plan	$25,000	GEMA	2007	SE Ga RDC	Underway - Document complete and sent to GEMA for approval	
46 (3.5) Continue the regular maintenance/beautification of highway corridors/gateways. (Gateway signage/berms are needed at County lines-US 1, US 82 and US 84)	$50,000 per year	Departmental Budget, Federal and State	2005-2010	Ware Co. Public Works Dept., Garden Clubs and Chamber of Commerce	Underway	
LAND USE ELEMENT						
47 (3.1) Protect land adjacent to or in close proximity to the airport from haphazard development by zoning for airport related industry.	None	Planning and Codes Department	2005-2010	Ware County Planning and Codes Department	Postponed	Postponed for completion of 2009 Comprehensive Plan Update
48 (3.6) Pursue "Keep Waycross-Ware County Beautiful" plan to enhance the attractiveness of the City of Waycross and Ware County.	None	Weed and Seed Program and Ware County	2005-2010	City of Waycross, and Clean Community Committee	Underway - Preliminary Research phase	
49 (3.6) Georgia Institute for Community Housing. Three-year program to develop programs and support for improving quality of housing and neighborhoods in Waycross.	$300.00	Georgia Institute for Community Housing	2005-2009	City of Waycross, Waycross Planning Department and Community Improvement Division	Completed	

Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
COMMUNITY FACILITIES						
50 (3.23) Construct Phases III and IV of multi-purpose recreation center (Regional Park). Phase III has been completed.	$6,000,000	Grants, LWCF, SPLOST	2006-2010	Recreation Department and Department of Natural Resources	Completed	
51 (4.4) Construct and maintain a comprehensive training facility for police, fire and emergency medical services. Complete tower and "burn" building and paving/drainage.	$300,000	SPLOST	2005-2010	Public Safety Departments, Fire and Emergency Medical Services, Ware County, and City of Waycross	Postponed	Lack of funding
52 (4.4) Expand the existing health care transit system for the elderly and infirmed to include private as well as nonprofit resources. (Several private and non-profit van service agencies have taken over implementation of this project).	$100,000	Private, Grants and GA DOT 5311 Program will accomplish this need.	2005-2010	Satilla Regional Medical Center and Area Agency on Aging	Completed - 4 vans have been purchased and transit program implemented	
53 (4.5) County-wide extension of adequate utilities for all new developments.	$100,000 per year	State and Federal Grants	2005-2010	Satilla Regional Water and Sewer Authority, City of Waycross and Ware County.	Underway	

Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
54 (4.7) Develop County-wide zoning.	$3,000 per year	Planning & Codes Dept. budget	2005-2010	Ware County Planning Department	Postponed	Postponed for completion of 2009 Comprehensive Plan Update. (This item will be moved to the Land Use section of the 2008 STWP)
55 (4.5) Satilla Regional Water and Sewer Authority to install sewer throughout designated urban areas in Ware County. (Emerson Park has been completed. Other areas have been bid.)	$25 million	Federal and State grants and Department of Agriculture	2005-2010	Satilla Regional Water and Sewer Authority and Public Works Division	Underway	
56 (4.5) Continue the established program to correct/improve drainage problems in Ware Co.	$ 1 million	SPLOST and CDBG	2005-2010	Ware County Road Department and Public Works Division	Underway	
57 (4.2) Study the feasibility of adding Tennis Courts to Parks.	$10,000	Grants and Ware County	2006-2010	Ware County	Postponed	Need will be re-assessed as part of the 2009 Comprehensive Plan Update

Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
58 (4.5) Assess, renovate and improve Jasmine lift station in the City of Waycross.	$350,000	City of Waycross and Federal	2006-2010	City of Waycross and Federal	Underway - design phase	
59 (3.3) Enhance Police Services	$250,000	City and DOJ	2007-2010	City of Waycross	Underway	
60 (3.1) Enhance Fire Services in Waycross.	$450,000	FFASG and City of Waycross	2007-2010	City of Waycross	Underway	
61 (3.1) Enhance Fire Services in Ware County	$1,200,000	FFASG and Ware County	2007-2010	Ware County	Underway - SPLOST funds for equipment	
62 (1.9) Study feasibility to add decel lane at entrance to Okefenokee Technical College Truck driving range off Carswell Avenue.	$50,000	City of Waycross and GA DOT	2007-2010	OTC, City of Waycross and GA DOT	Completed - Decel lane has been completed	
63 (1.9) Study feasibility to add access to OTC from Corridor "Z" on right-of-way line.	$200,000	City of Waycross and GA DOT	2007-2010	OTC, City of Waycross and GA DOT	Postponed	Not as high of a priority because traffic flow has improved because of new decel lanes at entrance to Okefenokee Tech
64 (4.5) Assess Sewer and water systems in the City of Waycross to address system deteriorations and to program capital upgrades. Phases I – IV.	$500,000	City of Waycross, and Federal	2006-2010	City of Waycross, and Federal	Underway	

Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
ECONOMIC DEVELOPMENT						
65 (5.5) Prepare a feasibility study for developing an additional retirement community in the Waycross urban area.	$20,000	Department of Community Affairs (DCA)	2005-2010	City of Waycross, Ware County, OADA, and Waycross-Ware County	Postponed	Postponed for reassessment as part of the 2009 Comprehensive Plan Update
66 (5.4) Develop a collaborative group process for the reclamation of the old business district of Oak Street between Tebeau Street and Vernon Willis Drive beginning with aggressive code enforcement.	$30,000	City Commission (Weed and Seed)	2005-2008	Ware County Planning and Codes Department, Waycross Community Development and Weed and Seed Program	Underway (Weed and Seed funding will run out in 2007, but the programs will continue)	
67 (5.4) Support current, on-going efforts of Southside and Carswell Avenue neighborhood and Weed and Seed Program.	$20,000	Grants and City of Waycross	2005-2007	City of Waycross Community Improvement Department, Planning Department and Weed and Seed Program.	Underway (Weed and Seed funding will run out in 2007, but the programs will continue)	
68 (3.14) Develop a speculative building in the Waycross-Ware County Industrial Park	$800,000	SPLOST and EDA (One Georgia)	2005-2010	OADA, Waycross and Ware County Commission	Underway	

Project Number/Activity	Estimated Cost	Funding Source	Implementation Year	Responsibility	Status	Reason for Postponed or not accomplished
69 (3.14) Assessment of vacant and existing buildings for industry.	$5,000	Chamber of Commerce, OADA & WWDA	2006-2010	Chamber of Commerce,	Underway	
70 (5.2) Develop a continuous program for the regular visitation of local businesses and industries.	None	Chamber of Commerce, OADA & WWDA	2005-2010	Chamber of Commerce, OADA and WWDA	Underway	
71 (5.1) Continue to market use of Trembling Earth Recreational Complex for hosting regional, state and national Tournaments.	$5,000	City of Waycross, Ware County, and Chamber of Commerce	2006-2010	City of Waycross, Ware County Recreation, and Tourism Burea	Underway	
72 (5.1) Hazzard Hill Branch Project	$740,000	CDBG Grant	2007-2009	City of Waycross	Funded and Underway	
73 (5.2) City Community Center	$550,000	ONEGA, EIP and GA Trust	2007-2010	City of Waycross	Underway - Looking for funding	
75 (5.4) RLF Small Business Fund	$50,000	DCA and City of Waycross	2006-2010	City of Waycross	Underway (program exists, but is underutilized)	

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

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

Prepared by:

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