

Bryan County and the Cities of Pembroke and Richmond Hill Joint Comprehensive Plan

Community Agenda

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Thank you one and all.

Introduction

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

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

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

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

The Comprehensive Plan is comprised of three main components: the Community Assessment, Community Participation Plan, and Community Agenda. Bryan County submitted its *Community Assessment* and *Community Participation Program* in 2006; whereas the Cities of Pembroke and Richmond Hill submitted their *Community Assessments* and *Participation Programs* in 2008. This document is the *Community Agenda* of the Joint Comprehensive Plan for unincorporated Bryan County and the Cities of Pembroke and Richmond Hill.

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

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

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

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

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

Bryan County Joint Comprehensive Plan Executive Summary

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

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

Bryan County

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that Bryan County can expect an increase in population from its 2000 size of 23,417 residents to 45,986 residents in 2030—an increase of 96 percent. However, as large developments continue to locate throughout the County, these numbers more than likely do not reflect the real growth that is taking place. Due to this disparity, planning for the future remains imperative.

Throughout the Community Agenda process, a 14-member Advisory Committee worked diligently to develop the community's vision for the future as well as identify strategies designed to ensure that development occurs at a pace and scale that accommodates their objectives.

Committee meetings were also supplemented by a series of public workshops held County-wide in both the City of Pembroke and the City of Richmond Hill. The first round of workshops was facilitated by the University of Georgia's Fanning Institute. The session, which required citizens to indicate their preferences on electronic keypads, was designed to encourage citizen input regarding preferences for future development and design throughout Bryan County. The second series of workshops offered the public the opportunity to review the Community Agenda and Future Development Map in an open house forum. CGRDC staff was on-hand to take comments and answer questions as needed.

Based on citizen comment, public input and the work of the Advisory Committee, Bryan County conceived a Vision for the Future that reflects the community's desire to balance projected growth with quality, sustainable development. Building on the Vision for the Future, Bryan County's Future Development Map (FDM) incorporates the Character

Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Conservation Areas
- Corridor/Gateway Areas
- Crossroad Community Areas
- Kilkenny
- Regional Commercial Areas
- Rural Residential/Agriculture Areas
- Suburban Developing Areas

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

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

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

Bryan County's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, this vision includes maintaining natural character and cultural heritage while continuing to promote quality education and economic opportunity for citizens.

Specific implementation measures towards this end are as follows:

1. Develop heritage and eco-tourism programs, based on natural amenities such as rivers, fishing, shrimping, hiking, etc.;
2. Create innovative partnerships with local high schools, technical colleges and continuing education programs to produce a qualified labor force;
3. Provide incentives and establish requirements for affordable housing;

4. Concentrate new development around commercial nodes; and
5. Adopt development guidelines to protect agricultural lands from commercial encroachment, preserving rural character and quality of life.

City of Pembroke

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of Pembroke can expect an increase in population from its 2000 size of 2,379 residents to 4,672 residents in 2030—an increase of 96 percent. With such considerable growth taking place within the City, planning for future development and opportunity is critical.

Throughout the Community Agenda process, a 19-member Advisory Committee worked diligently to develop the community's vision for the future as well as identify strategies designed to ensure that development occurs at a pace and scale that accommodates their objectives. As stated above, committee meetings were also supplemented by a series of public workshops held County-wide in both the City of Pembroke and the City of Richmond Hill.

Based on citizen comment, public input and the work of the Advisory Committee, the City of Pembroke conceived a Vision for the Future that reflects the City's desire to maintain its rural, small town atmosphere while simultaneously providing quality education and opportunity for their growing community. Building on the Vision for the Future, Pembroke's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Conservation Areas
- Educational Campus
- Gateway Areas
- Highway Commercial Areas
- Historic Pembroke
- Industrial Areas
- Traditional Neighborhood Areas
- Suburban Developing Areas

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

Again, additional Issues and Opportunities that are not specific to designated areas on the Future Development Map are grouped according to the Quality Community Objective (QCO) that addresses these concerns. The four primary objectives are Development

Patterns, Resource Conservation, Social and Economic Development, as well as Governmental Relations.

The City of Pembroke's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, Pembroke aspires to encourage opportunity and development within the City in such a way that growth, rural character, and family-friendly values continue to coexist.

Specific implementation measures towards this end are as follows:

1. Pursue implementation of a trail network along the existing canal system throughout the City;
2. Create policies and programs to support entrepreneurial activities;
3. Identify workforce training resources to match the needs of the local workforce, including formal education programs, private providers, as well as specialized training;
4. Develop small area plans for traditional neighborhoods and the redevelopment of older neighborhoods; and
5. Construct a recreational complex for community activities.

City of Richmond Hill

Projections released by Georgia Institute of Technology's Center for Quality Growth and Regional Development (2006) indicate that the City of Richmond Hill can expect an increase in population from its 2000 size of 6,959 residents to 14,825 residents in 2030—a substantial increase of 113 percent. As the population continues to boom due to immigration to the coast and spillover growth from neighboring Savannah and Chatham County, planning for development and its related impacts remains vitally important.

Throughout the Community Agenda process, a 21-member Advisory Committee worked diligently to develop the community's vision for the future as well as identify strategies designed to ensure that development occurs at a pace and scale that accommodates their objectives. As stated above, committee meetings were also supplemented by a series of public workshops held County-wide in both the City of Pembroke and the City of Richmond Hill.

Based on citizen comment, public input and the work of the Advisory Committee, the City of Richmond Hill conceived a Vision for the Future that reflects the City's desire to encourage sustainable development through progressive leadership and a commitment to preserving the community's rich coastal heritage. Building on the Vision for the Future, Richmond Hill's Future Development Map (FDM) incorporates the Character Areas identified in the Community Assessment, creating the following FDM Designation Areas:

- Commercial Areas
- Conservation Areas
- Corridor/Gateway Areas
- Mixed Use Areas
- Suburban Developing Areas
- Traditional Residential Areas

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

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

The City of Richmond Hill's Implementation Program offers a detailed description of action items and strategies to execute the community's vision for future development. As stated above, Richmond Hill seeks to balance rapid growth and development with a desire to maintain the community's coastal heritage and quality of life.

Specific implementation measures towards this end are as follows:

1. Continue efforts to acquire funding for the extension of the natural trail at J.F. Gregory Park to the Ogeechee River for the purpose of providing nature-interpretive public access to the River;
2. Evaluate current buffer standards for effectiveness with an emphasis on viewsheds as they relate to historic sites and natural vistas;
3. Collaborate with the Bryan County Board of Education to continue to address the increased traffic congestion resulting from a concentration of residential developments around school locations;
4. Study the feasibility of implementing a form-based code for development;
5. Continue to collaborate with state and national natural resource and/or land conservation programs to preserve environmentally sensitive areas; and
6. Contract in cooperation with the Development Authority of Bryan County to conduct a public seminar on the economic values of high-paying, high-technology industry.

Bryan County

Vision for the Future

Bryan County established a vision for its future through a comprehensive public involvement program. The public shared their views on future development and quality of life issues through participation in a community visioning process, which included stakeholder meetings of the 14-member Community Agenda Advisory Committee. Feedback gathered through this process was interpreted by Coastal Georgia Regional Development Center staff and submitted to the Advisory Committee for review. The following Vision Statement for future development and growth in Bryan County was crafted:

Bryan County is a family-oriented community that values its education system, coastal amenities and unique rural character, where location and quality of life are recognized as important features of our vibrant and growing county.

Our goals are to master plan and prepare for growth, economic development and provide adequate facilities and services for our citizens while preserving our natural resources and native character.

Our priorities include: preserving our natural heritage while providing for quality growth by evolving higher standards for all types of development; continuing our commitment to sustaining a family-friendly community through exceptional educational opportunities; continuing economic development through job creation and attracting wealth-building enterprises; increasing recreational options and housing affordability.

Future Development Map Defining Narrative

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

- Areas of particularly rapid development;
- Areas of poverty and/or disinvestment; and
- A “remainder” area representing Bryan County’s agricultural and residential areas outside of the incorporated Cities of Pembroke and Richmond Hill.

The Future Development Map (FDM) Designation Areas found in the Community Agenda are iterations of the Community Assessments’ Character Areas. The FDM Designation Areas have been updated based on public review and comments from a series of public workshops and now form the basis of the Future Development Map for Bryan County.


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

Following the description and Vision Statement for each FDM Designation Area is a chart that provides the Quality Community Objectives (QCOs) that will be pursued in each area; the appropriate land uses to be encouraged in each area; related issues and opportunities; as well as corresponding implementation measures to achieve the desired development patterns in each area.


This information, along with the descriptions and Vision Statement are meant to help guide policies as they relate to land use, population growth, economic development, housing, natural and cultural resources, community facilities and services, intergovernmental coordination and transportation.


The Future Development Maps for northern and southern portions of Bryan County follow the FDM Defining Narrative. Please note that Defining Narrative headings correspond in color to the FDM Designation Areas identified on the maps.


Future Development Map Designation: Conservation Areas


<p>Vision: To preserve and protect Bryan County’s natural, cultural and historic resources, while promoting these amenities for tourism, recreational use and public enjoyment.</p>	<p>Description/Location: Natural features and viewsheds—coastal areas, marshlands, rivers, floodplains, wetlands, watersheds, wildlife management areas, barrier islands, etc.—as well as other environmentally sensitive areas located throughout the County. Also areas designated as conservation lands, “in perpetuity.”</p>	
<p>Specific Land Uses:</p> <ul style="list-style-type: none"> • Active and Passive Recreation • Parks/Greenspace 		
<p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Regional Identity • Heritage Preservation • Open Space Preservation • Environmental Protection • Regional Cooperation • Transportation Alternatives 		


Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • Preservation of natural resources is becoming increasingly important due to development pressures. • Bryan County is losing its remaining rural character due to rapid growth and development. • Bryan County has archaeological sites in need of protection and promotion. • Natural, cultural and historic resources lack appropriate preservation protections. • Alternative modes of transportation exist in Bryan County. • Existing trails could have improved connectivity to communities and regional trail networks. • There is potential for the County to capitalize on regional tourism initiatives. 	<ul style="list-style-type: none"> • Consider incentives to encourage environmentally-friendly practices, such as green growth and design guidelines, etc., to protect natural, cultural and historic resources. • Explore ways to incorporate greenspace and land designated for recreational purposes into the land use plan. • Promote opportunities for passive recreation. • Consider implementing a dual approach for recreation by encouraging neighborhood parks and regional public park facilities. • Promote eco-tourism, such as outdoor amenities and recreational opportunities—rivers, fishing, shrimp boat tours, hiking, multi-use paths, trails, etc. • Promote natural amenities for day-trips and excursions, such as “floating the river,” etc. 	<ul style="list-style-type: none"> • Implement measures to protect valued natural, cultural and historic resources through local inventories, assessments and ordinances. • Adopt Part V Environmental standards related to groundwater recharge, river corridor and wetlands protection. • Implement Community Greenspace program; update as necessary. • Continue with Greenway trail improvements, as approved in the plan. • Follow <i>Bryan County Bicycle & Pedestrian Plan</i> recommendations. • Implement a dual approach to recreation, encouraging neighborhood parks and public facilities. • Develop heritage and eco-tourism and education programs. • Redevelop the Old Bryan Fisherman’s Co-Op as a tourist attraction.


Future Development Map Designation: Corridor/Gateway Areas		
<p>Vision: To enhance mobility while creating an inviting and aesthetically pleasing entrance to Bryan County; where sense of place is balanced with economic opportunity and vitality.</p> <p>Specific Land Uses:</p> <ul style="list-style-type: none"> • Retail Commercial • Hotel/Restaurant Services • Distribution/Industrial <p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Regional Identity • Appropriate Businesses • Regional Cooperation • Transportation Alternatives • Regional Solutions 	<p>Description/Location: Areas of developed or undeveloped land adjacent to major thoroughfares—Interstates 16 and 95; U.S. Highways 17 and 280; Georgia Highways 67, 80, 144 and 204—that provide access to the County. This includes Exit numbers 87 and 90 on I-95 as well as Exit 143 on I-16.</p>	
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • The need for public transportation is a growing concern due to problems associated with increasing traffic congestion. • The new interchange at I-95 and Belfast Siding Road provides increased access to southern portions of the County. • The new interchange at I-16 and U.S. Highway 280 provides increased access to northern portions of the County. 	<ul style="list-style-type: none"> • Consider adopting corridor overlay districts to facilitate design guidelines along entranceways and gateways. • Support local businesses that draw tourists off the interstate and into Bryan County, such as bed and breakfast establishments, antique and boutique shops, etc. • Encourage more stringent design controls, especially as they relate to signage. • Encourage transportation corridors that support multiple modes of transportation and enhance aesthetics. • Encourage a multi-modal transportation network that will be used to support efficient land use, minimize traffic congestion and facilitate community-wide and regional mobility. 	<ul style="list-style-type: none"> • Adopt architectural and design overlay ordinances for important gateways and corridors. • Adopt and implement community appearance ordinances—landscaping guidelines, litter and design controls, corridor management, etc. • Concentrate new development around commercial nodes at major intersections. • Promote areas around exits for services and amenities. • Install “Welcome to Bryan County,” signs at appropriate entrances to the County, encouraging tourism and creating a sense of identity and community branding. • Increase restrictions on signage; enforce ordinance and update, if necessary. • Continue to improve, expand and connect local pedestrian/bicycle trails networks and sidewalks on SR 144 .

Future Development Map Designation: Crossroad Community Areas		
<p>Vision: To maintain the character of Bryan County’s crossroads communities as development pressures increase, protecting these commercial enclaves while promoting opportunities for heritage tourism.</p>	<p>Description/Location: Crossroad communities are located throughout the County, including Black Creek, Blichton, Dixie Daniel, Ellabell, Groover Hill, Groveland, Keller and Lanier. Primarily, these are commercial activity areas located at the intersection of highways with buildings in the center surrounded by open spaces. Some of these communities are in need of redevelopment.</p>	
<p>Specific Land Uses:</p> <ul style="list-style-type: none"> • Rural Retail Commercial • Single Family Residential 		
<p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Regional Identity • Heritage Preservation • Open Space Preservation 		
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • There is potential for the County to capitalize on regional tourism initiatives. • Bryan County has abandoned and/or contaminated properties. • Preservation of natural resources is becoming increasingly important due to development pressures. • Bryan County is losing its remaining rural character due to rapid growth and development. • Historic and cultural resources lack appropriate preservation protections. • There are limited alternative forms of transportation opportunities in the County, including local trail networks. • Existing trails could have improved connectivity to communities and regional trail networks. 	<ul style="list-style-type: none"> • Consider incentives to encourage environmentally-friendly practices, such as green growth and design guidelines to protect natural, cultural and historic resources. • Maintain rural atmosphere of crossroads communities, which possess historic sites and values. • Support efforts to increase awareness of the County’s natural and cultural resources. • Promote the sense of place and community inherent to these rural crossroad communities. • Support historic preservation efforts throughout Bryan County. • Promote open space and greenspace, including the development of local trail networks. 	<ul style="list-style-type: none"> • Adopt development guidelines to protect agricultural lands from encroachment. • Adopt pollution ordinance to eliminate unwanted noise, light and signage. • Develop small area plans, including landscape and design guidelines. • Seek funding for redevelopment projects. • Develop and enforce transitional zoning, buffers, etc. • Increase code enforcement. • Nominate applicable historic structures to the National Register. • Adopt local historic preservation ordinance. • Seek funding for historic preservation projects. • Review zoning and subdivision regulations for compatibility with historic preservation goals. • Develop heritage and eco-tourism and outreach programs. • Continue Greenway trail improvements, as approved in the plan. • Follow <i>Bryan County Bicycle & Pedestrian Plan</i> recommendations.

Future Development Map Designation: Kilkenny		
<p>Vision: To preserve the traditional character of this fishing village and its historic heritage along Georgia’s coast; maintaining rural quality of life while promoting appropriate economic sustainability.</p>	<p>Description/Location: Located in the southern end of Bryan County, Kilkenny is a unique vestige of a bygone era in coastal Georgia. A traditional fish camp and campground, the property has direct access to the Intracoastal Waterway. Future development is limited due to conservation land and the wildlife management areas surrounding Kilkenny. A historic home, built in 1837, is also located on the property.</p>	
<p>Specific Land Uses:</p> <ul style="list-style-type: none"> • Active and Passive Recreation • Parks/Greenspace • Campground/Restaurant Services • Related Commercial 		
<p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Heritage Preservation • Open Space Preservation • Environmental Protection 		
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • The benefits of varying residential densities should be taken into consideration before allowing low or high density developments in certain areas of the County. • There is potential for the County to capitalize on regional tourism initiatives. • Preservation of natural resources is becoming increasingly important due to development pressures. • Bryan County is losing its remaining rural character due to rapid growth and development. • Historic resources lack appropriate preservation protections. • Public access to waterways is limited in Bryan County. 	<ul style="list-style-type: none"> • Promote and protect the existing character of a traditional fishing village. • Promote the protection of recreational land use and greenspace. • Promote opportunities for passive recreation and linear parks. • Promote eco-tourism, such as outdoor amenities and recreational opportunities—rivers, fishing, shrimp boat tours, etc.—as a draw for the community. • Promote natural amenities for potential day-trips and excursions. • Consider incentives to encourage environmentally-friendly practices, such as green growth guidelines. • Encourage opportunities for public access to the County’s waterways. 	<ul style="list-style-type: none"> • Develop a “fishing village” overlay district or small area development plan for Kilkenny. • Incorporate recreational and greenspace land use an integral facet of the community’s land use plan. • Protect, conserve and enhance natural, cultural and historic resources by controlling the location of proposed developments through all available means including the Future Development Map and zoning ordinances. • Partner with DNR to enforce marine regulations and maintain public safety.

Future Development Map Designation: Regional Commercial Areas		
<p>Vision: To promote diversified economic and employment opportunities for Bryan County residents; to improve quality of life and strengthen the County’s economic independence.</p> <p>Specific Land Uses:</p> <ul style="list-style-type: none"> • Retail and Office Commercial • Distribution/Warehousing • Appropriate Industrial <p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Appropriate Business • Employment Options • Transportation Alternatives 	<p>Description/Location: Areas along major commercial/transportation corridors, such as the Interstate Centre along I-16 and Belfast Siding Road on I-95. Developed and undeveloped land on either side of these high traffic volume arterials. Varying lot sizes and densities, multi-story and mid-rise buildings; commercial, light industrial and distribution uses.</p>	
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • The County lacks a mix of land uses. • Bryan County lacks a skilled labor force and has limited diversity in its employment base. • The County competes with neighboring counties for economic opportunities. • Service provision will continue to be a priority as the County experiences growth and development pressures. • Transportation planning is directly related to new commercial development. 	<ul style="list-style-type: none"> • Encourage developers to be innovative in their plans. • Promote economic development by considering appropriate ordinances to maintain consistent community appearances—landscaping guidelines, litter and design controls, corridor management, etc. • Encourage proposed development to locate in areas adequately served by public facilities. • Consider regulations or fee structures that will serve as a way for new growth to pay for itself. • Continue on-going relationship with GDOT to facilitate needed road improvements and enhancements. 	<ul style="list-style-type: none"> • Adopt architectural and design overlay ordinances. • Adopt and implement community appearance ordinances—landscaping guidelines, litter and design controls, etc. • Develop and enforce transitional zoning, buffers, etc. • Adopt pollution ordinance to eliminate unwanted noise, light and commercial signage. • Follow <i>Economic Diversification of Bryan County</i> recommendations. • Concentrate development around commercial nodes at major intersections. • Implement impact fees. • Require transportation corridors to support multiple modes of transportation.

Future Development Map Designation: Rural Residential/Agriculture Areas		
<p>Vision: To preserve and protect the County’s remaining rural character; to accommodate limited residential development with consideration to local practices of agriculture and forestry.</p> <p>Specific Land Uses:</p> <ul style="list-style-type: none"> • Single-Family Residential • Agriculture • Forestry/Silviculture <p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Open Space Preservation • Environmental Protection • Housing Opportunities 	<p>Description/Location: Areas of undeveloped land likely to face development pressures for low density residential development. Typically, these areas have low pedestrian orientation and accessibility, large lot sizes, open space, and a high degree of building separation. These areas are also frequently used for agricultural, timber and forestry purposes.</p>	
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • The benefits of varying residential densities should be taken into consideration before allowing low or high density developments in certain areas of the County. • The County has an overabundance of manufactured housing. • Preservation of natural resources is becoming increasingly important due to development pressures. • There is a proliferation of septic systems throughout the County. • Code enforcement is an issue. • The County has alternative modes of transportation. 	<ul style="list-style-type: none"> • Protect, conserve and enhance natural resources by controlling the location and density of proposed developments through all available means, including the Future Development Map and zoning ordinance, requiring green and open space. • Support the protection of agriculture and farmlands from development pressures, recognizing the contribution of farming and the rural character of the community. • Consider ordinances to reduce the reliance on septic systems. • Discourage the further proliferation of new septic systems by requiring new developments to provide adequate infrastructure. • Investigate alternative transportation options. • Encourage a multi-modal transportation network that will support efficient land use, minimize traffic congestion and facilitate community-wide and regional mobility. 	<ul style="list-style-type: none"> • Implement and enforce regulations dealing with tree buffers, light and noise pollution, and the proliferation of signage. • Adopt development guidelines protecting agricultural lands from commercial encroachment. • Develop and enforce transitional zoning. • Increase code enforcement. • Adopt a conservation subdivision ordinance. • Modify subdivision regulations to require the protection of natural resources, features and viewsheds. • Implement and enforce ordinance reducing the number of septic systems. • Provide incentives to developers to conserve open and greenspace, linking together open space networks.

Future Development Map Designation: Suburban Developing Areas		
<p>Vision: To encourage livable communities where residential and commercial uses coexist; to maintain a level of density that is both appropriate and desired in unincorporated Bryan County.</p> <p>Specific Land Uses:</p> <ul style="list-style-type: none"> • Single-Family Residential • Multi-Family Residential • Retail and Residential Commercial <p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Growth Preparedness • Appropriate Businesses • Open Space Preservation • Housing Opportunities • Transportation Alternatives • Traditional Neighborhood 	<p>Description/Location: Areas where growth pressures result in typical types of suburban residential development. These areas are likely to be characterized by low pedestrian orientation, low traffic volumes and larger open spaces for recreation and outdoor use.</p>	
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • The County lacks a mix of land uses. • There are not enough neighborhood recreation centers. • There is general opposition to rezoning when it might negatively affect property values. • The County must consider future growth in relation to service availability. • The benefits of varying residential densities should be considered before allowing low or high density developments in certain areas of the County. • Citizens express a distaste of locating undesirable land uses near neighborhoods. • Rising costs of housing and rental property is a problem. • Transportation planning is related to new residential development. • There is a lack of context-sensitive street design throughout Bryan County. 	<ul style="list-style-type: none"> • Promote high density, mixed-use, mixed-income neighborhoods with infill development, where applicable. • Encourage innovative development. • Promote well-designed, pedestrian-friendly developments. • Encourage a percentage of new subdivisions to be developed for low-to-middle income housing. • Encourage proposed developments to locate in areas adequately served by public facilities. • Consider regulations or fees that encourage growth to pay for itself. • Encourage a multi-modal transportation network that supports efficient land use, minimizes congestion and facilitates mobility. 	<ul style="list-style-type: none"> • Modify local ordinances to allow development credits. • Adopt conservation subdivision ordinance. • Enhance and enforce the tree management plan. • Adopt increased landscape and design standards, where appropriate. • Adopt pollution ordinance reducing unwanted noise, light and signage. • Require Planned Unit Developments. • Provide incentives and establish requirements for affordable housing. • Implement the Water and Sewer Master Plan to eliminate use of septic tanks. • Evaluate development projects for impact on public facilities and services. • Implement impact fees. • Require transportation corridors to support multiple modes of transportation.

Issues and Opportunities

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

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

The following discussion contains issues and opportunities adapted from Bryan County's 2006 Community Assessment. Over a series of four Advisory Committee meetings, the original list of issues and opportunities was refined, based on committee input and staff administrative knowledge.

The Issues and Opportunities are categorized according to eight community elements, as defined by DCA's Local Planning Requirements. These elements include Population Growth, Economic Development, Housing, Natural and Cultural Resources, Community Facilities and Services, Intergovernmental Coordination, and Transportation. The Community Agenda also considers a ninth element—Development Patterns. As each of the eight DCA-outlined elements impact land use and development patterns, the ninth element was included to address long-range concerns for growth and development in Bryan County.

Development Patterns

- *The County lacks a mix of land uses*

Despite an inadequate mix of uses throughout parts of the community, a 2004 Community Opinions Poll conducted by Bryan County revealed a desire for a separation of land uses. This opinion poll demonstrated a public wish to keep commercial and residential uses separate from each other.

- *Bryan County does not have enough neighborhood recreation centers.*

The Advisory Committee expressed not only a need for more neighborhood recreation centers but also a need for evenly appointed facilities. Currently, as the County relies on developers to supply recreational amenities as neighborhoods are built out, recreational facilities vary in quality due to the variety of resources available to large and smaller developments.

- *There is general opposition to rezoning when it might have a negative affect on property values.*

In supporting private property rights, Bryan County residents have expressed general opposition to rezoning or any other attempts to implement regulatory policies that might adversely impact property values.

- *The presence of Fort Stewart creates a physical divide, separating Bryan County into northern and southern portions.*

Not only does Fort Stewart divide the County into northern and southern sections creating complications, and often duplication, of service delivery; but Fort Stewart also complicates development patterns within the County due to limitations and restraints created by military buffer zones due to noise and safety provisions.

Population Growth

- *The dual nature of Bryan County, due to the north-south division caused by Fort Stewart, creates two different environments for future growth.*

Most future growth is anticipated to take place in southern portions of the County due to the increased services available within the urban service area, such as water and sewer. Additionally, the southern portions of Bryan County are home to large, master-planned communities as well as marsh-front property. Northern parts of the County are decidedly more rural, only recently experiencing growth in residential development.

- *The County must consider future growth in relation to service availability.*

Because Bryan County already has to duplicate services due to the division created by Fort Stewart, County officials must be cognizant of service demands and costs. By providing public services to dispersed or low density developments, the County may drive up the cost of these services and risk driving up the property tax rate.

- *The benefits of varying residential densities should be taken into consideration before allowing low or high density developments in certain areas of the County.*

Low density developments—those that have one unit per acre or less—do not require public investment in water and sewer services. Therefore, low density developments are often used as a growth management strategy; they are also beneficial in rural or environmentally sensitive areas. However, low densities can cost significantly more in the long run as demands on schools, bus routes, etc., increase. High density developments—developments with three to four units per acre, or more—are more cost efficient, especially in terms of service delivery. As such, high density developments should be considered in areas that are already served by water and sewer lines, or where lines can feasibly be extended.

- *The movement of Fort Stewart's military population impacts Bryan County as well as growth in civilian population.*

As troops move in and out of Fort Stewart, Bryan County's residential and employment growth fluctuate as well. In addition, the presence of the military base affects the County's overall economic welfare and land use decisions.

Economic Development

- *Bryan County lacks a skilled labor force and has limited diversity in its employment base.*

More local jobs are needed in order to move the County beyond being a bedroom community. In addition to attracting employers, the County also needs to continue efforts to increase training and education opportunities to meet the needs of the workforce and local employers.

- *Bryan County competes with neighboring counties for economic opportunities.*
The rapid growth taking place throughout the region creates a change in the type, location and scale of business opportunities. Bryan County is in competition with its neighboring counties whenever an industry or business is looking to locate. Therefore, the County needs to work with the Development Authority to continue diversification of business and industry.

- *There is potential for the County to capitalize on regional tourism initiatives.*
There is an expressed desire to capture a greater share of regional tourism dollars. Bryan County needs to emphasize the potential for economic activities based on historic and natural resources, such as heritage tourism, recreational tourism, and eco- and agritourism.

Housing

- *The County has an overabundance of manufactured housing.*
Bryan County retains a large stock of manufactured housing. While this type of housing helps meet the needs of many residents, it does not necessarily offer much of a range for the changing demands of the growing market. In addition, while the County is experiencing growth, this is not the type of housing development citizens want to pursue.

- *Neighborhood revitalization is needed in some communities in Bryan County.*
There is a need for revitalization or upgrade to some neighborhoods in the County. This includes dwellings that are substandard, dilapidated and decaying (mostly manufactured housing) and have inadequate water and sewer services.

- *Citizens express a distaste of locating undesirable land uses near neighborhoods, as often associated with the NIMBY syndrome.*

Many Bryan County residents express sentiments associated with the Not In My Back Yard (NIMBY) syndrome. This could possibly be alleviated through more information and education being offered to residents of the County.

- *Rising costs of housing and rental property is a problem for Bryan County residents.*
There are rising housing costs due to increased demands in the rental market because of military personnel. One of the challenges County officials face is to maintain affordable housing costs in the face of these rising costs, and in addition to costs associated with increasing property values and demand for buildable land.

- *There is a significant need for affordable housing.*

The County needs to continue to address the housing needs of those within the low-to-moderate income bracket.

Natural Resources

- *Preservation of natural resources is becoming increasingly important due to development pressures.*

Bryan County must make preserving its natural resources a priority. These areas include environmentally sensitive areas such as farmland, forestland, and wetlands; and are rapidly being lost due to encroachment of new development.

- *There is a proliferation of septic systems throughout the County.*

Septic systems are prevalent throughout the unincorporated areas of the County, many of them failing or near failure. The County is working on ordinances to address this issue, including having recently passed a water and sewer plan to require community water in developments with 25 or more lots.

- *Bryan County has abandoned and/or contaminated properties.*

There are abandoned and/or contaminated properties that exist throughout Bryan County that are often not only cause aesthetic problems, but are an environmental issue, such as underground storage tanks. County ordinances and development practices need to be encouraged to address this issue.

- *Code enforcement is an issue in the County.*

Bryan County needs to improve the enforcement of existing environmental ordinances, which is often difficult due to staff resources and courts that consider code of ordinances non-binding.

- *Bryan County is losing its remaining rural character due to rapid growth and development.*

Existing farmlands and agricultural lands should be protected in Bryan County, where desired. New developments in these areas should be required to preserve existing rural character. In addition, these developments should not substantially interfere with any adjacent agricultural uses.

Cultural Resources

- *Bryan County has archaeological sites in need of protection and promotion.*

Archaeological sites in Bryan County need to be identified and protected, including sites associated with Yamacraw and Guale Native American Indian tribes, and with early European colonization. Currently, this process is initiated during the Corps of Engineers wetland permitting process. The County may choose to further encourage preserving sites of significance by providing development credits. Bryan County should consider exploring the use of these sites to promote tourism efforts.

- *Historic resources lack appropriate preservation protections.*

Bryan County should consider implementing a preservation program for historic resources throughout the unincorporated areas of the County.

Community Facilities and Services

- *Service provision will continue to be a priority as the County experiences growth and development pressures.*

Bryan County must consider the cost of providing facilities and services for new developments, especially as it relates to gaps in service provision such as inadequate public facilities, limited groundwater supply, longer response times for emergency services and longer travel and commuting times for residents.

- *The County lacks sufficient facilities for cultural activities.*

Cultural amenities, such as public gathering places and facilities, are lacking in Bryan County.

- *Bryan County has an E-911 system.*

The County needs to further develop and maintain its E-911 system.

- *Public water and sewer systems are important to support future growth needs.*

Bryan County should encourage the installation of public water and sewer systems in areas of high growth instead of relying on individual wells and on-site sewage management systems.

- *The County is developing a Water and Sewer Master Plan.*

Once completed, the County should continue with the implementation of its Water and Sewer Master Plan.

- *There is an interest in reducing solid waste in Bryan County.*

There is a need for recycling programs and other initiatives to reduce the volume of solid waste in Bryan County.

- *Public access to waterways is limited in Bryan County.*

There is a need to maintain current points of public access to the County's waterways, such as put-in sites and boat ramps. Additional opportunities to increase public access to rivers, creeks and open water exist.

Intergovernmental Coordination

- *As the County continues to grow, consolidating services becomes an option for improved efficiency of service provision.*

To most efficiently meet the needs of the growing population within the Cities and the County, Bryan County should consider facility and service sharing, or consolidation.

- *The County can utilize a regional approach where appropriate or desired.*

A regional approach should be used to address what are regional problems, such as jail facilities, storm drainage, water and sewer supplies, as well as solid waste management.

- *The regional library system continues to be a valuable resource for Bryan County.*
Due to the increase in population throughout not only Bryan County, but also the coastal region, the adequacy of the regional library system should be evaluated.
- *Opportunities exist to increase efforts of regional coordination and cooperation.*
Bryan County has little intergovernmental coordination and cooperation with the local municipalities. This is important to have, particularly in the areas of public safety, economic development agencies, efforts and initiatives, and land use planning and development review.

Transportation

- *The need for public transportation is a growing concern due to problems associated with increasing traffic congestion.*
With the increasing growth leading to continued congestion throughout the County, the lack of public transportation means limited transportation choices and access to housing, jobs, services, goods, health care and recreation.

- *Alternative modes of transportation exist in Bryan County.*
Because there are limited alternative forms of transportation opportunities for Bryan County residents, the County should support such efforts, including local trail networks, better connectivity to existing trails and communities, and regional trail networks.

- *Transportation planning is directly related to new commercial and residential development.*

The County should consider transportation planning and impact when reviewing developing areas.

- *There is a lack of context-sensitive street design throughout Bryan County.*
There is a lack of context-sensitive design in the County, such as local street designs that are not sensitive to location, context, and pedestrian and automotive needs.

- *The new interchange at I-95 and Belfast Siding Road provides increased access to southern portions of the County.*

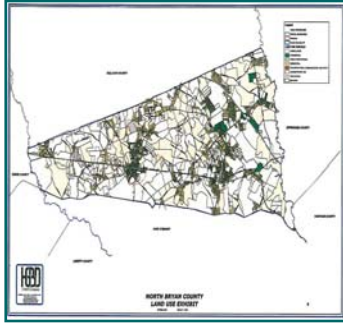
The new interchange planned for I-95 at Belfast Siding Road will significantly impact traffic patterns, congestion, etc. throughout southern Bryan County.


Quality Community Objectives


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


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

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

Quality Community Objective: Development Patterns		
<p>Vision: To promote quality growth, affordability and a sense of place throughout Bryan County, while continuing to provide effective and efficient service delivery to all residents.</p>	<p>Description/Location: County-wide</p>	
<p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Traditional Neighborhood • Infill Development • Sense of Place • Transportation Alternatives • Regional Identity 		
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • The presence of Fort Stewart creates a physical divide, separating Bryan County into northern and southern portions. • The dual nature of Bryan County, due to the north-south division caused by Fort Stewart, creates two different environments for future growth. • Neighborhood revitalization is needed in some communities. • Service provision will continue to be a priority as the County continues to experience growth and development pressures. • Public water and sewer systems are important to support future growth needs. • The County is developing a Water and Sewer Master Plan. • Bryan County has an E-911 system. • There is an interest in reducing solid waste in Bryan County. 	<ul style="list-style-type: none"> • Promote well-designed, pedestrian-friendly, development patterns with a mix of uses and efficient, creative land uses. • Encourage innovative land uses, such as higher density, mixed-use development and infill development, where applicable. • Promote increased residential density in areas that meet community design standards, environmental constraints, and infrastructure capacity. • Encourage developers to be innovative in their plans. • Prepare population growth through long-range comprehensive planning. • Consider the buffer zones surrounding Fort Stewart. • Evaluate development projects for impact on public facilities and services. • Evaluate potential revenue sources as the demand for services and facilities grows. • Consider recommendations for inspection and maintenance of septic tanks as outlined in the Statewide Water Management Plan. • Encourage solid waste reduction and recycling initiatives. 	<ul style="list-style-type: none"> • Educate citizens on the purpose of zoning. • Implement the Master Plan; adhere to the Future Development Map. • Prepare a conceptual land use master plan. • Conduct zoning ordinance review; consider reclassifying residential zones where needed. • Direct growth appropriately as it relates to the ACUB and other buffer zones surrounding Fort Stewart. • Implement impact fees. • Explore the feasibility of Infrastructure Development Districts. • Explore implementing user fees for County services. • Follow recommendations from the Statewide Water Management Plan. • Follow <i>Coastal Supplement for the Georgia Stormwater Management Manual</i> guidelines. • Implement the Water and Sewer Master Plan. • Routinely review 911 and E-911 systems; establish a 911 Committee. • Achieve nationally recognized standards of adequate ratio of police officers per 1,000 population. • Institute curbside recycling.

Quality Community Objective: Resource Conservation		
<p>Vision: To preserve, protect and promote the County’s natural, historic and cultural resources with special consideration to the rural character inherent to Bryan County.</p>	<p>Description/Location: County-wide</p>	
<p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Heritage Preservation • Open Space Preservation • Environmental Protection 		
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • Preservation of natural resources is becoming increasingly important due to development pressures. • Public access to waterways is limited in Bryan County. • Bryan County is losing its remaining rural character due to rapid growth and development. • Bryan County has archaeological sites in need of protection and promotion. • Historic resources lack appropriate preservation protections. • Existing trails need enhanced connectivity to communities and other regional trail networks. 	<ul style="list-style-type: none"> • Ensure adequate supplies of quality water through protection of groundwater resources. • Discourage the construction of docks beyond a certain length to limit marsh erosion. • Encourage opportunities for public access to the County’s waterways. • Explore opportunities to incorporate recreational and greenspace land use as an integral facet of the community’s land use plan. • Support the protection of agriculture and farmlands from development pressures, recognizing the contribution of farming and the rural character of the community. • Protect, conserve and enhance natural, cultural and historic resources by controlling the location of proposed developments through all available means. • Promote opportunities for passive recreation. 	<ul style="list-style-type: none"> • Adopt Part V Environmental standards related to groundwater recharge, river corridor and wetlands protection. • Partner with DNR to enforce marine regulations and maintain public safety. • Coordinate with state entities to acquire property for public access to waterways. • Implement and enforce the Tree Management Plan. • Incorporate recreational and greenspace land use as an integral facet of the community’s land use plan. • Require green and open space as part of large developments. • Utilize zoning and other plans to protect agriculture and farmlands from development pressures. • Implement and enforce regulations dealing with tree buffers, light and noise pollution, and the proliferation of signage along rights-of-way. • Require new development projects to identify and protect archaeological sites. • Develop plan to promote eco-tourism opportunities based on natural amenities, such as rivers, fishing, shrimping, hiking, etc. • Partner with DNR to promote Fort McAllister.

Quality Community Objective: Social and Economic Development		
<p>Vision: To enhance the quality of life for County residents and visitors—improving economic opportunity, housing diversity and sense of community.</p>	<p>Description/Location: County-wide</p>	
<p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Growth Preparedness • Appropriate Businesses • Employment Options • Housing Opportunities • Educational Opportunities 		
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • There is a need for additional options for affordable housing. • The movement of Fort Stewart’s military populations impacts Bryan County as well as growth in civilian population. • Bryan County’s employment base lacks diversification. • Competition with neighboring counties for business and industry, creating a need for a diversified and skilled labor force. • The County lacks sufficient facilities for cultural activities. • The need for public transportation is a growing concern due to problems associated with increasing population growth and associated traffic congestion. 	<ul style="list-style-type: none"> • Encourage home-ownership; establish housing options. • Consider partnerships with companies and/or developers to provide affordable housing. • Explore CDBG funding for housing rehabilitation. • Encourage development that meets the needs of active adults. • Create opportunities for military families and retirees regarding employment, recreation, health, etc. • Continue to support Bryan County Family Connection. • Support the Development Authority’s efforts to solicit small business and industry. • Consider the growth of the area’s regional ports and their economic impacts. • Encourage innovative partnerships to produce a qualified labor force. • Foster continuing education. • Promote tourism as economic development. • Explore opportunities to increase cultural activities by considering sites for arts, activities, performances, etc. • Explore the option of the Recreational Association becoming a County-run organization. • Explore providing public transportation. 	<ul style="list-style-type: none"> • Implement outreach programs to encourage home-ownership. • Educate citizens on the value of high density, mixed-use, neighborhoods. • Establish regulations that encourage a mix of housing for all income levels. • Partner with Habitat for Humanity to rehabilitate homes. • Conduct housing inventory and needs assessment. • Seek CDBG funding for housing rehabilitation. • Implement programs to employ military spouses. • Support Quick Start program. • Support efforts of the Development Authority. • Create partnerships with local schools and technical colleges to produce a qualified labor force. • Follow <i>Economic Diversification of Bryan County</i> recommendations. • Coordinate tourism efforts with the City of Savannah. • Support entrepreneurship activities. • Create an Arts Council. • Complete construction of new amphitheater. • Gauge support for public transit. • Participate in the CGRDC’s Regional Public Transit Plan.

Quality Community Objective: Governmental Relations		
<p>Vision: To maintain cooperative initiatives while actively pursuing additional partnership opportunities with local municipalities, as well as surrounding jurisdictions, in order to provide the highest quality of services for Bryan County residents and business-owners.</p>	<p>Description/Location: County-wide</p>	
<p>Quality Community Objectives:</p> <ul style="list-style-type: none"> • Regional Solutions • Regional Cooperation 		
Issues and Opportunities	Policy	Implementation Measure
<ul style="list-style-type: none"> • As the County continues to grow, consolidating services becomes an option for improved efficiency of service provision. • The County can utilize a regional approach where appropriate or desired. • The regional library system continues to be a valuable resource for Bryan County. • Opportunities exist to increase efforts of regional coordination and cooperation. 	<ul style="list-style-type: none"> • Consider consolidating some services to increase overall efficiency, such as planning, zoning, code enforcement, water and sewer, fire protection, and building inspections. • Increase cooperation, communication and coordination with local municipalities and jurisdictions, and citizen, nonprofit and social service organizations with regards to planning and all types of development. • Create a Bryan County Intergovernmental Council to meet, evaluate performance, services, identify goals, discuss issues, etc., possibly twice a year—encouraging accountability and efficiency. • Continue on-going relationship with GDOT to facilitate road development, improvements and enhancements. 	<ul style="list-style-type: none"> • Continue discussions related to consolidation of services. • Share services and information with other public entities within the jurisdiction. • Establish coordination mechanisms with local governments, in addition to the Bryan County Board of Education, to provide for the exchange of information. • Pursue joint processes for collaborative planning and decision-making. • Study and explore the adequacy of regional facilities, such as the regional library system and solid waste management practices, etc. • Continue to explore option of regional sales tax for Regional Transportation Plan.

Implementation Program

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

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

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

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

- Supplemental Plans (optional) – Communities should incorporate by reference any supplemental plans that focus on special areas, situations or issues of importance to the community, such as plans for conservation or management of natural or cultural resources, redevelopment plans for particular areas of the community, master plans for downtown development, neighborhood plans, gateway plans, rural preservation plans, recreation plans, or the community’s required solid waste management plan (see definition in Chapter 110-12-1-.09).

Short Term Work Program

Bryan County Short Term Work Program, 2007-2011.

Project or Activity	2007	2008	2009	2010	2011	Responsible Party	Cost Estimate	Funding Source
DEVELOPMENT PATTERNS								
Comprehensive Plan Update	☼	☼	☼	☼		County	\$15,000	General Funds
Continually review and update zoning ordinance and subdivision regulations	☼	☼	☼	☼	☼	County	\$5,000	General Funds; DCA
Continually review and update Engineering Manual	☼	☼	☼	☼	☼	County	\$1,000	General Funds
Implement "Georgia Stormwater Management Manual" (Blue Book) requirements for stormwater management		☼	☼	☼		County	\$1,000	General Funds; DCA; EPA; EPD
Modify existing ordinances to include references to ACUB to ensure new development is compatible with military activities			☼	☼		County	\$1,000	General Funds; DOD
Coordinate zoning districts with plans for water or sewer services in the unincorporated areas of the county and encourage new development in areas of proximity of existing infrastructure			☼	☼	☼	County	\$1,000	General Funds
Explore the possibility of IDD's (Infrastructure Development Districts) for the area, to ensure infrastructure does not lag behind development			☼	☼	☼	County	\$2,000	General Funds
Create educational materials to inform the public of land use regulations			☼	☼	☼	County	\$3,000	General Funds; DCA; HUD; USDA
Install "Welcome to Bryan County" signs at appropriate entrances to the County			☼	☼		County	\$5,000	General Funds

Develop corridor management plan for U.S. Highway 17 from Richmond Hill city limits to the Bryan County line, to provide a transition from residential to commercial uses	☼	☼	☼	☼		County	Staff time	General Funds
ECONOMIC DEVELOPMENT								
Bryan County should follow the strategies laid out in the report completed by Georgia Tech, " <i>Economic Diversification of Bryan County, Georgia</i> "		☼	☼	☼	☼	County and EDA	\$5,000 annually	General Funds; EDA
Promote higher-paying varieties of employment through the local marketing program	☼	☼	☼	☼	☼	County and EDA	\$10,000 annually	General Funds
Continue to promote and support Quick Start program	☼	☼	☼	☼	☼	County	\$5,000 annually	General Funds
Continue to support Savannah Tech in their job training	☼	☼	☼	☼	☼	County	\$5,000 annually	General Funds
Promote tourism efforts by encouraging accessibility to attractions and outdoor activities, such as fishing, kayaking, coordinating day trips to places like Savannah and Ft. McAllister, float trips down the river, etc.			☼	☼	☼	County	\$5,000 annually	General Funds
Explore opportunity of utilizing Old Bryan Fisherman's Co-Op as a tourist attraction			☼	☼	☼	County	\$2,000	General Funds; EDA Grants
Continue to promote the the growth surrounding the Ports and the economic advantages that this brings	☼	☼	☼	☼	☼	County	\$5,000 annually	General Funds
Through the Development Authority, concentrate on business recruitment for the cities			☼	☼	☼	DA, County and Cities	\$5,000 annually	General Funds
Prepare workforce for desired jobs through appropriate high-school and vocational-technical school programs, including work-study opportunities			☼	☼	☼	DA; CC; County; Cities; BoE; DTAE	\$5,000 annually	General Funds; School taxes; U.S. Depts. Of Commerce;

								Labor; Agriculture
Take proactive measures to protect valued historic and natural resources through local inventories, assessments, and ordinances			☼	☼	☼	County	\$5,000 annually	General Funds; USDA; DCA; DNR
HOUSING								
Conduct a housing inventory of the County			☼	☼	☼	County	\$10,000	General Funds; DCA; HUD; USDA
Explore partnering with J.C. Vision and Associates, Inc., Mercy Housing, or other faith-based non-profit organizations to provide comprehensive housing counseling services and opportunities for affordable housing			☼	☼	☼	County	\$2,000	General Funds; HUD; DCA
Conduct a housing rehabilitation needs assessment. Explore the feasibility of applying for CDBG funding for Housing Rehabilitation			☼	☼	☼	County	\$3,000	General Funds; DCA; HUD; USDA
Conduct a comprehensive review of zoning ordinance to consider reclassification of residential zones			☼	☼	☼	County	\$3,000	General Funds
NATURAL & CULTURAL RESOURCES								
Nominate Historic Resources to National Register	☼	☼	☼	☼	☼	County	\$2,000	Private Funds
Adopt Local Historic Preservation Ordinances	☼	☼	☼	☼	☼	County	\$2,000	General Funds
Develop Design Guidelines for Historic Districts				☼	☼	County	\$5,000	General Funds; Private Funds
Seek Funding for Historic Preservation Projects			☼	☼	☼	County	\$1,000	DNR-HPD, Private Funds; DCA

Review Zoning and Subdivision Regulations for Compatibility with Historic Preservation Goals			☼	☼	☼	County	\$1,000	General Funds
Develop Historical and Ecological Heritage Tourism Programs			☼	☼	☼	County	\$5,000 annually	General Funds; Private Funds
Develop Historical and Ecological Heritage Education Programs			☼	☼	☼	County	\$5,000 annually	General Funds; Private Funds; EPA
Adopt criteria for protection of Groundwater Recharge areas in accordance with Part V Environmental standards			☼	☼		County	\$6,000	General Funds
Continue with watershed protection upgrades and drainage improvements	☼	☼	☼	☼		County	\$4,000	General Funds
Adopt criteria for River Corridor protection in accordance with Part V Environmental standards			☼	☼		County	\$2,000	General Funds
Adopt criteria for protection of Wetland areas in accordance with Part V Environmental standards			☼	☼		County	\$8,000	General Funds
Continue to implement Community Greenspace Program - update as necessary	☼	☼	☼	☼	☼	County	\$2,000	General Funds
Enhance and enforce existing tree management plan		☼	☼	☼	☼	County	\$2,000	General Funds
Adopt development guidelines for the protection of agricultural lands from unreasonable encroachment of commercial use	☼	☼	☼	☼		County	\$2,000	General Funds
Adopt pollution ordinance to protect against unwanted noise, light, and commercial signage	☼	☼	☼			County	\$2,000	General Funds
Develop a “fishing village” overlay district or small area development plan for Kilkenny		☼	☼	☼		County	Staff time	General Funds
COMMUNITY FACILITIES & SERVICES								
Encourage and foster continuing education opportunities through collaboration among schools, senior centers and nearby institutions of higher education			☼	☼	☼	County and EDA	\$5,000	University System; DTAE.; Board of Education;

								General Funds; USDA
Explore the feasibility of consolidating land use regulation and enforcement programs						County	\$2,000	General Fund; SPLOST
Assess the possibilities of generating revenue through user fees for each service provided by the County		☼	☼	☼	☼	County	\$2,000	General Funds; SPLOST
Discourage the proliferation of new septs and septic repairs		☼	☼	☼	☼	County	\$2,000	General Funds; SPLOST
Explore the option of the Recreational Association becoming a County-run organization in order to provide more accountability			☼	☼	☼	County	\$2,000	General Funds; SPLOST
Continue working to achieve some nationally recognized standards such as Police Officer per population ratio and installing GPS in emergency vehicles			☼	☼	☼	County	\$2,000	General Funds; SPLOST
Complete construction of remaining 2 new fire stations	☼	☼	☼	☼	☼	County	\$225,000	General Funds; SPLOST
Continuously update the newly implemented E911 system and explore establishing an E911 Committee for this purpose			☼	☼	☼	County	\$2,000	General Funds; SPLOST
Continue water/sewer expansion (Richmond Hill and Pembroke): Water/wastewater projects	☼	☼	☼	☼	☼	County	\$9 million	General Funds; SPLOST
Continue with County building constructions projects (developing bid package)	☼	☼	☼	☼	☼	County	\$1.3 million	General Funds; SPLOST
Continue with expansion of County DFACS	☼	☼	☼	☼	☼	County	TBD	General Funds; SPLOST
Continue with construction of ball fields for the new park (project currently being bid out)	☼	☼	☼	☼		County	\$200,000	General Funds; SPLOST
Complete construction of new amphitheater	☼	☼	☼	☼		County	\$500,000	General Fund; SPLOST
Support more recycling initiatives and continue to work with Ft. Stewart and Republic on co-mingled		☼	☼	☼		County	\$2,000	General Funds

waste								
Continue to explore option of joint water/sewer authority		☼	☼	☼	☼	County and Cities	\$2,000	General Funds; SPLOST
INTERGOVERNMENTAL COORDINATION								
Explore forming a "Bryan County Intergovernmental Council" that would include mayors, councils, commissioners, BOE, etc. and would meet quarterly or bi-annually			☼	☼	☼	County and Cities	Staff time	General Funds
Better coordination with DNR and more strict enforcement on Marine Safety Regulations			☼	☼	☼	County and DNR	\$5,000	General Funds; DNR
TRANSPORTATION								
Continue to explore option of regional sales tax for Regional Transportation Plan	☼	☼	☼			County	\$2,000	General Funds; SPLOST; GDOT
Continue with Greenway trail improvements as approved in plan	☼	☼	☼	☼	☼	County and Cities	\$5,000	General Funds
Continually gauge public support for need/demand for public transit	☼	☼	☼	☼	☼	County	\$2,000	General Funds

Report of Accomplishments

Bryan County Report of Accomplishments, 2002-2006.

Report of Accomplishments	Status of Project or Activity				**Currently underway or temporarily postponed activities or projects should appear in a new STWP
Project of Activity from Previous STWP	Completed	** Currently Underway	** Postponed	** Not Accomplished	** Explanation for Postponed or Not Accomplished Project or Activity
LAND USE					
Comprehensive Plan update		X			Re-writing
Zoning Ordinance update		X			Constantly being revised; Look to make more changes
Subdivision Regulations update		X			Constantly being revised and updated
Engineering Manual update		X			Constantly being revised and added to (Tree Management Plan incorporated into the manual)
ECONOMIC DEVELOPMENT					
Construct water tank for new industrial park	X				
Industrial/Economic Development projects	X				Park purchased; Infrastructure in place; Three major businesses in park
Develop internet site for County Government	X				Complete and operational
Support marketing campaign to attract new businesses, residents and visitors to Bryan County	X				
Comprehensive Plan update		X			Re-writing

HOUSING					
Comprehensive Plan update		X			Committee appointed, working with RDC to develop; Expected completion October 2008 (new comp plan)
Support development of housing for low-moderate income persons		X			Several new subdivisions built in Pembroke area that support low-moderate income; Working to accomplish more; Cost of land becoming a detractor
NATURAL & CULTURAL RESOURCES					
Comprehensive Plan update		X			Re-writing; Expected completion date October 2008
Greenway trail improvements		X			Plans approved; Some of trail completed
Watershed Protection and Drainage Improvements		X			Personnel trained/certified; Changes made as required; Continue to upgrade requirements
Adopt environmental criteria relating to protection of Wetlands		X			
Adopt environmental criteria relating to protection of river corridors		X			
Implement Community Greenspace program - update document as necessary		X			Ordinances require buffers; Encouraging smaller lots and more open space/green space in subdivisions
Explore feasibility of tree protection incentive program	X				Adopted FY2007; Made a component part of the Engineering and Design Manual

Survey of historic sites	X				Completed by the University of Georgia, 1990
Comprehensive Land Use Plan		Working - Expected Completion October 2008			Committee appointed, expect document to be approved by October 2008; Plan required by DCA in 2013
COMMUNITY FACILITIES & SERVICES					
Water/Sewer Expansion (RH/PEM): Water/wastewater projects	X	X			Pembroke completed two phases of sewer expansion; Richmond Hill completed water expansion; Working to upgrade treatment plant; County completed Sewer and Water master plan
County building renovations & construction	X	X			Renovations complete; Construction projects in progress; Building design complete; Developing bid package
Recreation & Cultural Activities:					
Swimming pool	X		X		City of Richmond Hill working to relocate project
Community park	X				City of Richmond Hill acquired land; Created a park and community center
Mutli-purpose field	X				Complete 4-plex, Hendrix Park
Entrance gate	X				Complete entrance to Hendrix Park
Soccer complex	X				Temporary facilities built; Acquired additional land; Construction started on two synthetic & two grass fields
Shelters for bleachers	X				Work completed, Hendrix Park
Ball fields for new park		X			Land acquired and cleared; Project currently being bid out

Mini-parks/playground equipment	X				
Boat ramps and fishing dock	X				Working to improve boat ramp on Belfast Siding Road
Lighting for park	X				
Portable stage	X				Purchased for Gregory Park (Richmond Hill)
Amphitheater		X			Project under construction
Baseball complex	X				
Public Works Facility:					
Equipment purchases	X				
Shop expansion			X		Upgraded adjoining building to handle work, use currently not required
Emergency Services:					
Fire Protection - Trucks (8 new) & Equipment	X				
Four (4) new fire stations	2 completed		X		Two remaining to be constructed in 2010
Four (4) new ambulances	2 on-hand				Two ordered; Expect delivery in December 2007
Emergency Operations Center	X				
Roads, Streets & Bridges:					

Road improvements	X				Otter Hold Road; Sheriff Complex Road; Pine Ridge Court; Polk Road; Pine Ridge Trail; Pine Ridge Drive; Harris Trail widening; Harris Trail/Port Royal full-scale reclamation
Road striping	X				
Road signs	X				
Sidewalks, curb & gutter, piping	X				
Street lamps	X				
Landscaping highway median	X				
Solid Waste:					
Two (2) off-loading ramps at landfills	design complete				Project to be bid out November 2007
Other:					
Comprehensive Plan update		X			Committee appointed, working with RDC to develop; Expected completion October 2008 (new document)
Develop GIS system	X				
Support development of I-95/Belfast interchange.	X				IJR underway; Expected completion January 2008
Develop county-wide water/wastewater program	X				Master Plan complete; Water and sewer available I-16/280; Installing water and sewer at Genesis Point; Seeking Sewer and Water Authority

Expand county facilities - renovation, new construction	X	X			Renovation completed; Design new administration facility completed; Waiting on bid packages for construction
Expand County DFACS		X			Architect hired; Design underway; Building #4 on state list for construction
Construct Emergency Management Operations Center	X				Park of Station #7, Hwy 204
Develop long-range EMS/Fire Department expansion plans - facilities, equipment and staff	X				

Policies

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

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

Development Patterns

Bryan County seeks to encourage home-ownership for residents in unincorporated areas of the County. Through increased efforts to educate the public while simultaneously providing alternative housing options, the County hopes to shift away from a dependence on manufactured housing.

In addition as the County continues to experience rapid growth and development, it is important to educate citizens, developers and local officials on the importance of innovative design, mixed-use development and increased densities, where applicable and appropriate. Because Bryan County has expressed an interest in preserving green space and planning new developments based on infrastructure capacity, the County should consider these priorities in making future land use decisions.

Policies in Support of Development Patterns:

- Bryan County will investigate ways to educate citizens and encourage home-ownership.
- Bryan County will work to establish other housing options for its residents beyond manufactured housing.
- Bryan County will educate the citizens of our community on the value of higher density, mixed-use and mixed-income neighborhoods in appropriate locations.
- Bryan County will promote the efficient use of land by promoting well-designed, pedestrian-friendly, development patterns with a mix of uses and efficient, creative land uses.
- Bryan County will encourage innovative land use planning techniques to be implemented in building higher densities, mixed-use development and infill development, where applicable.
- Bryan County will promote increases in residential densities in areas that meet community design standards, environmental constraints, and planned infrastructure capacity.
- Bryan County will incorporate recreational and greenspace land use as an integral facet of our community's land use plan.

- Bryan County will promote opportunities for passive recreation and linear parks.
- Bryan County will consider implementing a dual approach for our recreational plan—encouraging neighborhood parks as well as regional park facilities.
- Bryan County will encourage developers to be innovative in their plans.
- Bryan County will educate citizens on the benefits and purpose of zoning.
- Bryan County will implement our Master Plan and adhere to our Future Development Map.

Population Growth

As stated throughout the Community Agenda, growth is undeniably coming to Bryan County. In order to prepare for this certain increase in population, Bryan County must proactively prepare for the increased demands on infrastructure, facilities and services. By considering the impact of this growth on schools, transportation, housing, the environment and economic development, the County's efforts at comprehensive, long-range planning will mitigate this effect.

Bryan County is also unique in that it must consider the impact of Fort Stewart as it physically divides the County into two halves—not only does this create the need for duplication of services in some areas, but County officials must also consider the fluctuating military population. Additionally, development patterns are limited by the installation's Army Compatible Use Buffer (ACUB). The presence of the ACUB directs both residential and commercial development based on noise contours as well as safety concerns.

Policies in Support of Population Growth:

- Bryan County will guide development due to population growth by considering infrastructure capacity, now and in the future.
- Bryan County will prepare a conceptual land use master plan which reflects the vision of its citizens, considering the natural environment and logical development patterns. The master plan will continue to evolve as Bryan County grows. Subsequently, the water and sewer infrastructure shall evolve to accommodate the County's Land Use Master Plan.
- Bryan County will prepare for the impacts of population growth through long-range comprehensive planning.
- Bryan County will continue to proactively plan for population growth.
- Bryan County will create opportunities for military families and military retirees—recreational, health, etc.
- Bryan County will be aware of and direct growth in consideration of buffer zones surrounding Fort Stewart.
- Bryan County will encourage and promote development patterns that meet the needs of active adults considering to relocate or retire here.

Economic Development

Economic development is an important thread of a community's fabric. Bryan County has identified several priorities to pursue in nurturing existing programs throughout the

County, including the Development Authority of Bryan County and the County's two Chambers of Commerce—the North Bryan Chamber of Commerce in Pembroke and the Richmond Hill-Bryan County Chamber of Commerce, located in Richmond Hill.

Small business development and recruitment continue to be primary objectives within Bryan County's economic development efforts. However as eco-tourism and heritage tourism are becoming increasingly popular, especially along Georgia's coast, Bryan County is seeking to carve a niche in this important industry. A wealth of opportunities exists in this area, such as the presence of Fort McAllister, Ford Plantation and the Ogeechee River. Other heritage tourism efforts could build upon the region's cultural heritage and association with the area's Yamacraw and Guale Native American Indian tribes as well as its extensive history during the European colonization and pre-Revolutionary periods.

In addition, Bryan County benefits from the influx of military families into the community from Fort Stewart. This important contributor to the labor force must be considered in economic development efforts. Throughout the Community Agenda process, improving the County's labor force through coordinated initiatives with local schools and the area's technical colleges was a recurrent concern. Several of these themes are addressed in the *Economic Diversification of Bryan County* study released by the Georgia Institute of Technology's Enterprise Innovation Institute in 2007.

Policies in Support of Economic Development:

- Bryan County will make efforts to improve and continue to produce a qualified labor force.
- Bryan County will continue to support the state's Quick Start program.
- Bryan County will encourage the Development Authority of Bryan County to concentrate its efforts to recruit smaller businesses.
- Bryan County will encourage the school system to prepare students for the labor force, not just college preparatory.
- Bryan County will encourage the school to implement a joint enrollment program with local technical colleges.
- Bryan County will support the Development Authority of Bryan County's efforts to solicit business and industry.
- Bryan County will encourage marketing strategies for the Development Authority of Bryan County to promote locating in Bryan County.
- Bryan County will implement programs to employ and encourage opportunities for military spouses.
- Bryan County will follow the recommendations as outlined in the *Economic Diversification of Bryan County* (2007) study.
- Bryan County will promote eco-tourism, such as outdoor amenities and recreational opportunities—rivers, fishing, shrimp boat tours, hiking, etc.—as a draw for the community.
- Bryan County will promote Fort McAllister as a tourist attraction.
- Bryan County will coordinate efforts with the City of Savannah, building off of their success in tourism efforts.

- Bryan County will encourage entrepreneurship opportunities, such as a theme park (i.e. Wild Adventures), to promote tourism within the community.
- Bryan County will support local businesses that draw tourists off the interstate and into our community, such as bed and breakfasts, antique and boutique shops, etc.
- Bryan County will promote natural amenities for potential day-trips and excursions, such as “floating down the river.”
- Bryan County will consider the growth of the area’s regional ports and their economic impacts.
- Following regional examples, Bryan County will consider creating opportunities, such as a call center, to take advantage of existing telecommunications infrastructure as well as the available workforce in military spouses and others.

Housing

Housing affordability is an important issue as Bryan County continues to experience spillover growth from neighboring Chatham County’s suburban expansion. While residential growth continues to be the driving force of development throughout the County, little emphasis has been placed on balancing large developments with affordable housing for the County’s working residents.

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

Policies in Support of Housing:

- Bryan County will consider implementing partnerships with companies, such as JC Visions, to offer affordable housing for residents.
- Bryan County will offer incentives to developers to provide affordable housing.
- Bryan County will create and encourage affordable housing opportunities to ensure that all of those who work in the community have a viable choice or option to live in the community.
- Bryan County will establish regulations encouraging residential developments with an appropriate mix of housing styles and types for persons of all income levels.
- Bryan County will encourage a percentage of each new subdivision to be developed for low to middle income housing.
- Bryan County will implement an education and outreach program for the public to promote quality housing and encourage home-ownership.
- Bryan County will consider partnering with Habitat for Humanity to rehabilitate homes, especially for elderly housing needs.
- Bryan County will modify local ordinances to allow development credits.
- Bryan County will conduct an existing housing inventory to determine the amount of affordable housing available within the County.

Natural Resources

Bryan County has taken the initiative to protect its natural resources by developing a Water and Sewer Master Plan. This plan will guide the community's decisions for future development and infrastructure capacity. This proactive approach serves to reduce the reliance on private septic systems and encourages increased use of environmentally-sensitive design, such as increased densities, smaller lot sizes and conservation subdivisions. Stormwater management is also a concern for Bryan County.

Through the Community Agenda process, the County developed a Future Development Map that will guide development as desired with consideration to the demand and stress on the community's natural resources. Having already developed a Tree Management Plan, Bryan County has begun to identify and protect its important natural environment.

Policies in Support of Natural Resources:

- Bryan County will implement and enforce the Water and Sewer Master Plan to eliminate septic tanks in new developments.
- Bryan County will consider recommendations for the inspection and maintenance of septic tanks as outlined in the Statewide Water Management Plan.
- Bryan County will consider incentives to encourage environmentally-friendly practices, such as green growth guidelines, smaller lot sizes, conservation subdivisions, etc.
- Bryan County will protect, conserve and enhance our natural resources by controlling the location of proposed developments through all available means including our Future Development Map and Zoning Ordinance, requiring green and open space as part of our larger development projects.
- Bryan County will improve water quality by following the guidelines as outlined in the *Coastal Supplement for the Georgia Stormwater Management Manual*.
- Bryan County will implement and enforce the Tree Management Plan.
- Bryan County will provide reasonable protection for agriculture and farmlands from development pressures through zoning and plans that recognize the contribution of farming and the rural character of the community.
- Bryan County will implement and enforce regulations dealing with tree buffers, light, noise pollution and the proliferation of signage along commercial rights-of-way.

Cultural Resources

As stated above, Bryan County developed a Future Development Map to guide development as desired with consideration to the potential encroachment on the community's cultural resources. By enforcing the communities' zoning ordinances, Bryan County and its municipalities can protect their heritage and remaining historic structures and artifacts.

As home to the area's Yamacraw and Guale Native American Indian tribes and its influence during the European colonization and pre-Revolutionary periods, cultural resources abound in Bryan County. These vestiges of the County's important history should be protected and preserved from development pressures.

Policies in Support of Cultural Resources:

- Bryan County will require new development projects to identify and protect archeological sites, referring to the 1990s study completed by the University of Georgia.
- Bryan County will protect, conserve and enhance our cultural resources by controlling the location of proposed developments through all available means including our Future Development Map and Zoning Ordinance, requiring green and open space as part of our larger development projects.
- Bryan County will promote and protect the existing character of Kilkenny as a traditional fishing village.

Community Facilities and Services

A community's public facilities and services are vital to the function and efficiency of that community. Bryan County, seeking to improve their service delivery, has taken steps to increase this efficiency by developing a county-wide Water and Sewer Master Plan. Bryan County is currently considering the imposition of impact fees as a way to manage growth and ensure that development pays for itself. Impact fees will also aid in maintaining current levels of service. Consolidation of services with local municipalities is another way to encourage efficiency and effectiveness in service delivery.

Additionally, the County identified a lack of public gathering spaces and venues for cultural activities throughout the community. Partnership opportunities with the Bryan County Board of Education and school system were suggested as possible solutions to fill this vacancy in desired community amenities.

Policies in Support of Community Facilities and Services:

- Bryan County will take steps to implement its Water and Sewer Master Plan.
- Bryan County will encourage proposed development to locate in areas adequately served by public and community facilities.
- Bryan County will consider implementing impact fees as a way to guide growth along areas already served by community facilities and services.
- Bryan County will establish regulations that serve as a way for new growth to pay for itself.
- Bryan County will evaluate development projects for the impact on public facilities and services.
- Bryan County will encourage and support enhanced solid waste reduction and recycling initiatives.
- Bryan County will consider the potential for curbside recycling.
- Bryan County will implement and enforce the new ordinance to reduce the number of and reliance on septic systems.
- Bryan County will discourage the further proliferation of new septic systems by requiring new developments to provide adequate infrastructure.

- Bryan County will explore opportunities to increase our cultural activities by considering potential sites for arts activities, performances and other social and cultural gatherings, such as a multi-purpose theater, etc.
- Bryan County will consider a partnership with the school system to explore funding for an amphitheater or other performing arts facility.
- Bryan County will consider the creation of a County-wide Arts Council or Theater Authority.
- Bryan County will explore opportunities to increase our recreational activities by considering potential sites for parks and other outdoor recreational opportunities.
- Bryan County will routinely review 911 and E-911 systems and consider establishing a 911 Committee for that sole purpose. The 911 Committee would review technology, make recommendations, and encourage enhancements to the systems.
- Bryan County will work to achieve nationally recognized standards of an adequate ratio of police officers per 1,000 population.
- Bryan County will ensure adequate supplies of quality water through the protection of groundwater resources.
- Bryan County will consider consolidating some services to increase overall efficiency, such as planning, zoning, code enforcement, water/sewer, fire protection and building inspections.
- Bryan County will encourage opportunities for public access to the County's waterways.

Intergovernmental Coordination

Bryan County recognizes the need for increased intergovernmental coordination to benefit its residents and business-owners alike. Not only does the County identify opportunities for coordination with its municipalities, but regional approaches are also emphasized as important objectives to pursue. Specifically, the Advisory Committee discussed the creation of a proposed Bryan County Intergovernmental Council to tackle problems that impact all three jurisdictions. This council would serve as a means to increase cooperation and communication among the governments.

Consolidating services, as discussed with Community Facilities and Services, increases the efficiency and effectiveness of service delivery. In addition, this practice also encourages cooperation and furthers intergovernmental coordination between the County and its municipalities.

Regional approaches to increase intergovernmental coordination are also identified in the areas of transportation, solid waste and the library system.

Policies in Support of Intergovernmental Coordination:

- Bryan County will partner with the Georgia Department of Natural Resources (DNR) to enforce marine regulations and maintain public safety.
- Bryan County will increase our community's cooperation, communication and coordination with local municipalities and jurisdictions, and citizen, nonprofit and social service organizations with regarding to planning and all types of development.

- Bryan County will continue to support the efforts of the Bryan County Family Connection.
- Bryan County will consider consolidating some services to increase overall efficiency, such as planning, zoning, code enforcement, water/sewer, fire protection and building inspections.
- Bryan County will continue discussions of consolidating services as referenced above.
- Bryan County will consider creating a Bryan County Intergovernmental Council to evaluate performance, services, identify goals, discuss issues, etc. This proposed Council will meet possibly twice a year; and will serve to encourage accountability and efficiency among all three jurisdictions.
- Bryan County will share services and information with other public entities within the jurisdiction.
- Bryan County will establish coordination mechanisms with local governments, in addition to the Bryan County Board of Education, to provide for the exchange of information.
- Bryan County will pursue joint processes for collaborative planning and decision-making.
- Bryan County will study and explore the adequacy of regional facilities, such as the regional library system and solid waste management practices.
- Bryan County will continue an on-going relationship with the Georgia Department of Transportation (GDOT) to facilitate road development, improvements, and enhancements in anticipation of future growth and development—specifically utilizing a regional approach.

Transportation

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

As Bryan County prepares for continued growth, transportation will serve as a key element in the County's success as a well-prepared and well-planned community. Connectivity and pedestrian-friendly corridors are an important part of creating a welcoming community that is open to high density, mixed-use developments, eco-tourism, walkability—in short, all of the things identified by the County as important throughout the Community Agenda process. Streetscape design aids in achieving this objective for future growth and development.

Policies in Support of Transportation:

- Bryan County will continue to improve, expand and connect local pedestrian/bicycle trail networks and sidewalks on SR 144 through the \$50,000 grant received in 2006.

- Bryan County will encourage increased access to the Ogeechee River and connectivity to local bike trails to facilitate eco-tourism and outdoor recreational opportunities.
- Bryan County will continue an on-going relationship with GDOT to facilitate road development, improvements, and enhancements in anticipation of future growth.
- Bryan County will continue to participate in the Coastal Georgia Regional Development Center's Regional Public Transit Plan.
- Bryan County will investigate alternative transportation options for the community.
- Bryan County will encourage transportation corridors that support multiple modes of transportation and enhance aesthetics of the community.
- Bryan County will encourage a multi-modal transportation network that will be used to support efficient land use, minimize traffic congestion and facilitate community-wide and regional mobility.
- Bryan County will investigate the need for and encourage public transportation.
- Bryan County will explore opportunities for providing transportation for the elderly and indigent.

Supplemental Plans

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

In March 2007, the Georgia Institute for Technology's Enterprise Innovation Institute presented the final draft the *Economic Diversification of Bryan County* study to the public. This study provides a detailed account of economic diversification issues as identified by the community as well as recommendations and a strategic plan for Bryan County, the City of Pembroke and the City of Richmond Hill. Based on interviews with community stakeholders, the study determines the County's level of dependence on Fort Stewart; provides an inventory of the current conditions in Bryan County; and develops an effective strategy and implementation plan for economic growth and success.

Other planning efforts include the *Bryan County Bicycle and Pedestrian Plan*, developed by the Coastal Georgia Regional Development Center in 2007. The plan, which includes recommendations for all three jurisdictions—Bryan County as well as the Cities of Pembroke and Richmond Hill—is designed to facilitate and encourage bicycle and pedestrian activity. The purpose of the plan is to create an environment where individuals can walk or bicycle safely and conveniently to all desired destinations. In addition, the plan seeks to provide alternative transportation options for citizens and visitors alike.

Similar to the *Bicycle and Pedestrian Plan*, the *Bryan County Elementary School (BCES) Transportation Assessment* (2008) also strives to facilitate bicycle and pedestrian activity. The *Transportation Assessment* serves as an initial study to determine the feasibility of implementing a *Safe Routes to School (SRTS)* plan for BCES, located in the City of Pembroke. By analyzing the condition of existing trail and sidewalk infrastructure, traffic counts and crash data, the *Assessment* seeks to provide information related to a *SRTS* plan, such as to:

- Improve bicycle and pedestrian facilities and safety;
- Increase the number of children getting regular physical activity;
- Decrease traffic congestion at school drop-off sites; and
- Improve air quality around the school.

In March 2008, the City of Richmond Hill released its future annexation study, prepared by William Christian and Associates. The *Richmond Hill Annexation Study* indicates the City's proposed plan for annexation, which would extend the city limits by 22,618 acres into unincorporated Bryan County to the east, west and south. While this proposed annexation would more than double the City's current geographic size over a period of

approximately 17 years, much of the service area is already encompassed by Richmond Hill's Service Delivery Area as approved by the Georgia Department of Community Affairs according to House Bill 489.