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1 Introduction

The City of Pembroke, Georgia has developed the update to their Comprehensive Plan to set new goals for municipal, economic, and community development. This plan sets its focus on finding new ways to stimulate growth in Pembroke, to give opportunities to both current and future citizens of Pembroke while also preserving the natural and historical resources that contribute to Pembroke’s sense of place.

Planning Scope

The Georgia Department of Community Affairs (DCA) administers the rules and regulations for Comprehensive Planning in the State of Georgia. These rules provide local governments a framework for the development, management, and implementation of local comprehensive plans. Effective local planning is essential to the State of Georgia’s overall economic prosperity. The Official Code of Georgia Annotated (O.C.G.A) Section 50-8-1 established authority for the DCA to define minimum standards and procedures for developing comprehensive plans for local governments in the State of Georgia. These standards and procedures are designed to help the City prepare a plan that identifies immediate needs within the community and looks for opportunities to allow the City to achieve its vision for the future. An adopted Comprehensive Plan allows the City to maintain its “qualified local government status,” which makes the City eligible for selected state funding and permitting programs.



The City of Pembroke addressed the elements required by DCA’s minimum standards and procedures and exceeded these requirements by conducting additional analysis on other planning elements. The following required elements are included in the City’s 2023 Comprehensive Plan Update:

- Community Goals
- Needs and Opportunities
- Land Use
- Community Work Program.

The City has also addressed planning topics such as housing, economic development, natural and cultural resources, environment and resiliency, community facilities, intergovernmental coordination, and broadband throughout this document.

2 Setting the Stage

History of the City of Pembroke

The City of Pembroke sits in the Northern Half of Bryan County, decorated by creeks, ponds, and canals and framed by miles of wetlands. The beginnings of Pembroke’s history are the lumber and naval stores industries, which encouraged the development of communities throughout coastal Georgia in the late 1800s. The intersection of a thriving timber business in North Bryan and the extension of a Western Railroad line into the area brought about the City of Pembroke. As rail traffic into the area increased, the first semblances of a community appeared through the construction of houses and businesses. By 1905, Pembroke was officially incorporated as a city thanks to State Representative John Bacon—a Pembroke native. The city’s fast growth and economic development led to Pembroke becoming the county seat—as well as the county’s administrative center—of Bryan County in 1935, a position it still holds today.

While Pembroke has undergone many changes since its time as a lumber town, there are still symbols of its past that inform current residents of the city’s rich history. The layout of modern Downtown Pembroke is reflective of the development patterns stemming from railroad lines common in the 1890’s, with commercial lots running parallel to railroad tracks while residential lots run perpendicular. The city has been able to preserve many of its buildings predating World War II, including the Mount Moriah Church built in 1890, the Tindol Hotel built in 1915, and the Tos Theatre built in 1937.

Pembroke’s proximity to the Savannah metropolitan area, Fort Stewart, Statesboro and Georgia Southern University makes the city a small community located at a major crossroads of economic opportunity. As Pembroke and Bryan County continue to grow in size and diversity, there is the potential for the city to harness this momentum and bring about huge changes while preserving its rural and historic character.



People of Pembroke

In support of the Comprehensive Plan, a demographic study was performed to identify trends in population, housing, employment, transportation, community health, and other data trends. The results of the analysis are summarized here and were used to help craft a plan that best addresses the changing demographics in the community.

According to recent Census data, Bryan County is the sixth fastest growing county in the whole nation and the fastest growing county in Georgia. The majority of the population growth in Bryan County has occurred in the southern portion of the County. Pembroke, for example, saw very little growth between 2010-2020 when compared Richmond Hill and Bryan County as a whole. The growth in Pembroke (17%) did exceed the state average of 10.5% between 2010-2020. While historical growth patterns have been slow in the City of Pembroke, the development of the Hyundai Manufacturing facility will likely create demand for residential development in the northern parts of Bryan County. This anticipated growth presents many issues related to city services, infrastructure, impacts to community resources, and overall quality of life that must be considered when making future planning decisions.

Table 1 - Population Comparisons

Jurisdiction	2000 (Census)	2010 (Census)	2020 (Census)	% Change 2000-2010	% Change 2010-2020	% Change 2000-2020
Pembroke	2,379	2,153	2,524	-9.50%	17.23%	6%
Richmond Hill	6,959	9,281	16,633	33.37%	79.22%	139%
Bryan County	23,417	30,233	44,738	29.11%	47.98%	91%
Georgia	8,186,453	9,687,653	10,711,908	18.34%	10.57%	31%

Opportunities and considerations associated with this growth include:

- Development of a strategy to capitalize on the future growth as a result of the Hyundai Manufacturing facility and associated industrial development in the north end of the county which includes a plan to extend city water/sewer services
- Be mindful of the development pressures and needs of existing neighborhoods
- Explore potential annexation areas north-east and east of the City.

In addition to population growth, the City might also expect an increase in the average household size as a result of the Hyundai Manufacturing facility development. The average household size is currently 2.49, but is likely to increase as more families move to the area for employment at the Hyundai Facility and supporting businesses.

Pembroke's median age has slightly increased since 2000, but it is still fairly young at age 31.9. Since 2010, the City's median age has decreased by roughly 4 years and is younger than the state average of 36.9 years and the national average of 38.2 years.

Housing

Based on the 2020 Census, the City of Pembroke had 1,087 total housing units. The majority of the housing stock in the City as built prior to 2000 (75%). The remaining 25% were constructed after 2000, with 9% being built after 2014. A close balance exists when examining home ownership in the City. About 55% of households are owner-occupied and 45% renters. Of the owner-occupied structures, 75% have a mortgage.

Income

In looking at household income data specific to Pembroke, the largest percentage of households fall within the \$50,000-\$75,000 median income range, which is higher than the County and State by percentage. The County and State have a larger overall percentage in the ranges above \$75,000 than the City of Pembroke.

Table 2 Household Income

	Pembroke	Bryan County	Georgia
Less than \$10,000	0%	4.0%	6.3%
\$10,000 to \$14,999	3.9%	1.7%	3.7%
\$15,000 to \$24,999	8.2%	6.5%	7.9%
\$25,000 to \$34,999	22.2%	6.4%	8.5%
\$35,000 to \$49,999	10.6%	6.5%	11.4%
\$50,000 to \$74,999	24.6%	20.2%	17.4%
\$75,000 to \$99,999	11.7%	15.8%	13.3%
\$100,000 to \$149,999	12.9%	21.0%	15.7%
\$150,000 to \$199,999	1.7%	8.7%	7.3%
\$200,000 or more	4%	9.3%	8.4%

Median income in the City of Pembroke is estimated to be roughly \$54,000 per household. The State of Georgia shows a median income \$65,000, with the national number closer to \$70,000. While higher earners tend to be lower in the City when compared to County, State, and National averages, the future earning potential for Pembroke is strong. The projected 8,500 new jobs estimated to be coming to Bryan County at the Hyundai Manufacturing facility and the associated businesses could lead to an increase in higher paying jobs for residents of the City.

Health (County-wide)

Characteristics for a variety of health-related topics are available through the County Health Rankings and Roadmaps Program, and rankings are also presented by county. County Health is categorized into two major headings – Health Outcomes and Health Factors. Health Outcomes are a measure of how long people live (Length of Life) and how healthy people feel while alive (Quality of Life). Health Factors represent what influences the health of a county, and they are an estimate of future health. These ranks are based on four types of measures: Health Behaviors, Clinical Care, Social and Economic, and Physical Environment factors.

Bryan County ranks 18th out of the 159 counties in Georgia in overall health outcomes according to a nationwide analysis by the Robert Wood Johnson Foundation. Based on the study, Bryan County has less violent crime, less children in poverty, and less preventable hospital stays than the statewide averages. However, Bryan County has less access to exercise opportunities, more alcohol-impaired driving deaths, more suicides and slightly more adult obesity than the statewide averages. The County shared the same statewide averages for drug overdose deaths, food insecurity and physical inactivity. Similar to the state, the leading causes of death in the County are Cancer and Heart Disease, both of which have been linked to obesity. Roughly a third of the residents in Bryan County are considered obese.

- Health Factors Ranking – 9 out of 159 – On health factors (behavior, clinical, socioeconomics, & environment) Bryan County ranked top 6% of the state
- Health Outcomes Ranking – 18 of 159 – On health outcomes (length and quality of life) Bryan County ranked top 11% of the state.
- Driving Deaths – 20 per 100,000 – The rate of driving deaths in Bryan County is 6% higher than the statewide rate.
- Access to Exercise Opportunities – 57% - Access to nearby locations for exercise is 13% lower than the state average of 70%.
- Drug Overdose Deaths – 15 per 100,000 – The rate of OD deaths in Bryan County is the same as it is in the state of Georgia.
- Uninsured – 13% - The share of people under 65 in Bryan County is 3% lower than the statewide share.

Opportunities & Consideration:

- Develop proactive health policies around existing and emerging health challenges.
- Better understand the impact of the built environment on community health outcomes.

As a note, the results presented from this source describe Bryan County as a whole and not necessarily Pembroke individually.

Education

Some interesting trends related to education are noted below:

- In 2019, the Bryan County school system's overall performance score was one of the highest in the state. The school system rated an 85.4% (B) in the College and Career Ready Performance Index (CCRPI) in 2019, while the state performed at 75.9% (C). In addition, the County school system scored higher than 93% of the districts in the state.
- The Bryan County School System has a four-year graduation rate of 89.1%, which is higher than 57% of districts and 7.1% higher than the state average.

Opportunities & Considerations

- Maintain high academic standards and outcomes in area public schools.
- Partner with continuing education and workforce development entities.

Economy

In May 2022, Hyundai Motor Group announced they will open their first fully dedicated electric vehicle and battery manufacturing facility in North Bryans County, investing \$5.54 billion and creating approximately 8,100 new jobs.

In addition, the Development Authority of Bryan County shows the following industries in the County:

- Blue Bell Ice Cream: ice cream maker
- Daniel Defense: weapons/components manufacturer.
- Orafol: PVC graphic film manufacturer.
- Agri Supply: agriculture supplies
- CZM: foundation equipment manufacturer.
- West Penn Testing Group: ultrasonic, penetrant, macro etch testing
- Caesarstone: quartz surfaces manufacturer.
- Savannah Global Solutions: agro-forestry solutions
- Express Packaging: corrugated box manufacturer.
- McLendon Enterprises: full service civil construction
- MacAljon: industrial contracting
- ARREFF Terminals Inc: export specialists
- NP (Newell-PSN): manufacturer and supplier of solid core station posts
- Dorel Home Furnishings: furniture distributor.
- AGCO: agriculture supplies
- Preci-dip: industrial parts
- CH Precision Weapons: weapons/components manufacturer
- Industrial Conveyor Belt Systems (ICBS), MACS Supply, MACS Waterjet, Custom Quality Scaffolding, Inc (CQS) (*200 employees*) – industrial contracting (MacAljon Affiliates).
- Spreetail: shipping
- Fed Ex: shipping
- Medline: medical supplies
- Ascendum: heavy equipment rentals and sales
- McKesson: medical supplies
- Norma Precision Inc: ammunition
- Komar: apparel design and distribution
- Kiss: beauty products
- WebstaurantStore: restaurant supplies
- Rooms to Go: furniture distributor:

Future economic development and diversification of the workforce have been identified as major goals for the future. The current demographic trends in terms of population, age distribution, income, and the other intangible factors appear to have set the stage for continued growth and economic prosperity. The impact of the Hyundai Manufacturing facility and the commercial and industrial development that occurs to support this facility will play a critical role shaping North and South Bryan County in the years to come.

3 Community Engagement

The DCA minimum standards and procedures require two (2) Public Hearings and the identification and implementation of a participation program that offers various opportunities for community engagement. The following chapter provides a summary of the public involvement activities provided throughout this planning process, including public meetings, stakeholder committee meetings, community open houses, a web-based community opinion survey, social media, and other media outlets.

Public Involvement Strategies

- Stakeholder Committee*
- Public Hearings*
- Community Survey*
- Open Houses*

Stakeholder Committee

Pembroke organized a coordinated a committee of twelve (12) Stakeholders composed of City staff and selected community members that represent agencies and/or issues that impact the entire community. This Committee worked closely with the GMC Project Team throughout the planning process to provide input on various planning elements. Stakeholders were selected by City staff and included representatives the City, the Water and Sewer Department, Emergency Services, the Downtown Development Authority, the Board of Education, Pembroke Advanced Communications (PAC), and local business owners. The City of Pembroke Stakeholder Committee considered the following activities to be essential to achieving their vision for the City of Pembroke.

- Revitalize historic downtown to increase commercial activity and promote small businesses;
- Open up potential for new development through relocation of the senior services center;
- Expand bicycle infrastructure to promote diverse modes of transportation and alleviate traffic on roadways;
- Identify necessary percentage of greenspace to keep throughout development;
- Create a separate stormwater department to more effectively manage drainage and runoff issues;
- Be competitive with fee structure for development and review applications as an incentive to recruit new businesses into the area;
- Update zoning ordinance and offer online zoning and permitting services; and
- Control speed of growth and expansion of city to prevent negative externalities.



Stakeholder Committee Process

A total of three (3) Stakeholder Committee meetings were held throughout the duration of the planning process. The date of the meetings and topics covered are summarized below.

<p>Meeting 1 8/10/2022</p>	<p>The first meeting began the Comprehensive Planning process with a presentation on the Comprehensive Planning requirements as defined by DCA, a schedule for future Stakeholder Meetings and other important dates, and discussions with Stakeholders on priorities for the Comprehensive Plan Update. Stakeholders completed a SWOT analysis then reviewed maps of Pembroke’s Character Areas to discuss potential revisions and updates.</p>
<p>Meeting 2 11/01/2022</p>	<p>The second stakeholder meeting began with a general update on progress to date on the planning process. The remainder of the meeting focused on a review of the input received from the public open houses and the community survey. A mapping exercise was also conducting to review development patterns and identify updates to the Community Character Areas.</p>
<p>Meeting 3 12/6/2022</p>	<p>The third stakeholder meeting focused on the report of accomplishments and the community workplan. Stakeholders reviewed goals, needs, and opportunities and developed action items that became the basis for the new community work plan. A community connections map was also reviewed and discussed with the stakeholder group. The purpose of this map was to call out specific geographic areas to explore opportunities for future connections, especially in Downtown Pembroke.</p>

Public Hearings

The Department of Community Affairs minimum planning standards require that two (2) public hearings be held throughout the comprehensive planning process, at the beginning and end of the planning process. Pembroke held two (2) public hearings for the development of their Comprehensive Plan.

Public Hearing #1 (Pembroke City Council, August 8th, 2022): A presentation was given at the City Council’s meeting on August 8th 2022, to present the scope of work and proposed schedule established by the consultant team. The presentation also included background information about comprehensive planning in Georgia and the importance of this process for the City.

The City’s consultant delivered a presentation that introduced the comprehensive planning process, the purpose of updating the plan, and what the City hopes to gain by going through this process. The presentation discussed the minimum planning requirements as defined by the DCA, the general benefits of planning, and opportunities the City will use to engage and involve residents and other key players in the community.

Public Hearing #2 (Pembroke City Council, April 10th, 2023): The second public hearing was held on April 10, 2023, at the regularly scheduled City Council Meeting. A presentation was given to the City Council that summarized the activities undertaken during the planning process. Needs, opportunities, and



community goals identified by the residents, stakeholders, and other community members were presented to the Council and residents were given the opportunity to make comments or other statements related to the plan. The Community Character Area Map and community workplan were also presented to the Council and public for comment.

Community Survey

Pembroke also collaborated with Bryan County and Richmond Hill to create a community survey to gain feedback from residents. This survey was distributed online to all residents of Pembroke, Richmond Hill, and Unincorporated Bryan County, business owners in the area, and others with personal or vested interest in the future of Bryan County. This survey covered a variety of topics, including setting goals for residential, commercial, and economic development, gathering opinions on

environmental conservation and recreational facilities, land use priorities, municipal services, and other planning related topics. Since Fort Stewart divides the County geographically, the survey was structured to ask specific questions related to North Bryan and Pembroke and a second series of questions that focused on trends in South Bryan and Richmond Hill. The survey was open from August 1st, 2022 to September 2nd, 2022 and received a total of 881 responses.

Of the 881 respondents, 159 stated that they lived in North Bryan County and 42 stated that they lived in the City of Pembroke. The survey results were reviewed as whole and also filtered geographically to examine how opinions, priorities, and values differed. In looking North Bryan County responses, the top goals for the future of Pembroke are:

- Preserving the small-town sense of place;
- Revitalization of the Historic Downtown; and
- Smart growth under the development pressure that comes from the Hyundai Manufacturing facility.



Additionally, the main issues noted from survey respondents included:

- Traffic congestion and circulation;
- Recruitment of locally owned small businesses; and
- Plan for future development.

A complete summary of the survey results is included in the Addendum.

Open Houses

August 23, 2022 & August 25, 2022

The City held one (1) public workshop in collaboration with Bryan County to gain feedback on development goals and the planning process from residents and other relevant actors and stakeholders. The workshop was advertised on the official Pembroke website and social media pages as well as fliers distributed throughout the community. Because Bryan County, Pembroke, and Richmond Hill worked simultaneously on their respective comprehensive plans, public workshops addressed both Bryan County as a whole as well as the specific municipalities.

The first workshop was held in North Bryan County at the Bryan County Board of Education facility, located in Pembroke. A second workshop was conducted in South Bryan County at the County Administrative Complex in Richmond Hill. Both workshops were held from 5:00pm-7:30pm in order to provide flexibility and accessibility to residents and workers.

The workshops consisted of five (5) stations allowing attendees to complete the community survey, provide input on proposed goals, and mark locations of note on maps of the respective regions. One of the stations was specifically focused on Pembroke and its comprehensive plan update. Goals discussed included downtown revitalization, transportation, water and sewer, parks and recreation, redevelopment and preservation of historic structures, environmental preservation, and more. The graphic on this page displays the results of the planning priorities exercise for Pembroke. A full summary of this public workshop is included in the Addendum to this document entitled, "Community Engagement Summary."

Prioritize Goals for the City of Pembroke		
Prioritize goals: High = Green Dot, Low = Red Dot		
Goal	Priority	Comments
 Transform Historic Downtown Pembroke into the commercial and cultural hub of North Bryan County.	High (5 Green Dots)	- Increase downtown density for commercial business, cultural, and entertainment options. - Increase variety of downtown, and shopping options. - Increase density of downtown. - Increase density of downtown.
 Increase the variety and amount of commercial business in Pembroke, specifically retail and restaurant options.	High (5 Green Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.
 Improve transportation infrastructure to address existing congestion and expected increases in traffic.	High (5 Green Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.
 Foster smart growth that protects Pembroke's small town Sense of Place.	High (5 Green Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.
 Expand recreational and cultural facilities and programs in Pembroke that appeal to children and young adults.	High (5 Green Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.
 Expand water, sewer and stormwater infrastructure to serve future growth.	High (5 Green Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.
 Support redevelopment of vacant structures and infill development of available lots in downtown Pembroke.	High (5 Green Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.
 Expand Pembroke's parks and recreation system while also preserving and creating access to greenspace.	High (5 Green Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.
 Protect historic structures as well as sensitive environmental areas, such as wetlands.	High (5 Green Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.
 Provide a variety of housing types and densities for a variety of income levels and lifestyles to meet the expected demand.	High (5 Green Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.
 Expand network of multi-use trails and bike lanes.	Low (5 Red Dots)	- Increase density of downtown. - Increase density of downtown. - Increase density of downtown. - Increase density of downtown.

4 Community Goals

This section of the Comprehensive Plan presents the desired direction for the City of Pembroke's growth and quality of life over the next ten (10) years and beyond. This includes the identification of community goals, needs, and opportunities for the City of Pembroke as established through this planning process. It is the intention of the City to address the needs or opportunities listed herein through corresponding implementation measures in the Community Work Program. This list was developed with assistance from the Pembroke Stakeholder Committee through a SWOT (strengths, weaknesses, opportunities, threats) analysis, evaluation of demographic and economic information, analysis of the Department of Community Affairs's Quality Community Objectives, and review of the public input received through public open houses, the community survey, and other public outreach techniques.

The city has adopted the following vision to guide future development and decision making.

Vision Statement

Comprehensive Plan Vision Statement

The City of Pembroke maintains its strong rural character and civic-mindedness and actively preserves its cultural, historic, and natural value while welcoming new growth and encouraging new economic and developmental opportunities for the betterment of the lives of Pembroke's citizens.

Mission Statement

Our mission is to maintain Pembroke's small-town atmosphere while preparing for the growth of a diversifying population through the provision of economic development opportunities and quality education, where a sense of community is emphasized through responsible governance, leadership, and preservation ethics.

Values

We value:

- ✓ Our rural character
- ✓ Smart, thoughtful development
- ✓ Preservation of our natural resources and wetlands
- ✓ A commitment to public service and the safety of the community
- ✓ Pembroke's historical legacy



Quality Community Objectives

The following ten (10) objectives were adopted by the DCA from generally accepted community development principles to fit the unique quality of communities in Georgia. The list of items was intentionally crafted with significant areas of overlap to recognize the relationships between the various community objectives and the impact one aspect has on others. The DCA goals associated with each

element are summarized in italics. The City of Pembroke completed a self-assessment based on these quality community objectives.

Objectives / DCA Goals	Pembroke Assessment
<p>Economic Prosperity <i>Encourage development or expansion of businesses and industries that are suitable for the community.</i></p>	<p>To facilitate economic prosperity, the City of Pembroke is doing the following:</p> <ul style="list-style-type: none"> • Promotes commercial development major corridors • Promotes redevelopment in the downtown historic area • Supports industrial development in appropriate areas
<p>Resource Management <i>Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community.</i></p>	<p>Pembroke does the following to address resource management:</p> <ul style="list-style-type: none"> • Educates residents about water reduction and how to reduce consumption • Protects natural flood plains • Protects wetlands
<p>Efficient Land Use <i>Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community.</i></p>	<p>The City of Pembroke ensures that adequate infrastructure is in place to accommodate future growth and has identified areas of the City where growth is likely to occur</p>
<p>Local Preparedness <i>Identify and put in place the prerequisites for the type of future the community seeks to achieve.</i></p>	<p>The City has done the following to better prepare for future growth:</p> <ul style="list-style-type: none"> • Developed a comprehensive plan and Community Character Map to assist with land use decisions • Developed policies to protect the unique features in the community from unrestricted development
<p>Sense of Place <i>Protect and enhance the community's unique qualities.</i></p>	<p>Sense of place in the City is achieved by:</p> <ul style="list-style-type: none"> • Maintaining the family-friendly atmosphere in the City • Holding community events • Marketing the city's unique cultural and recreational amenities
<p>Regional Cooperation <i>Cooperate with neighboring jurisdictions to address shared needs.</i></p>	<p>The City works with neighboring jurisdictions on mutual aid agreements for emergency services and participates with Bryan County on Service Delivery Strategy.</p>
<p>Housing Options <i>Promote an adequate range of safe, affordable, inclusive, and resource efficient housing in the community.</i></p>	<p>The City participated in the Georgia Initiative for Community Housing and completed a housing assessment to help understand housing trends and needs in the City.</p>
<p>Transportation Options <i>Address transportation needs, challenges, and opportunities of all community residents.</i></p>	<p>One of the challenges related to transportation within the City will be related to future conditions related to the Hyundai Manufacturing facility.</p>
<p>Educational Opportunities <i>Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, or pursue life ambitions.</i></p>	<p>Bryan County has great schools. The City maintains a good partnership working with the Bryan County Board of Education (BOE).</p>
<p>Community Health <i>Ensure that all community residents have access to critical goods and service, safe and clean neighborhoods, and good work opportunities.</i></p>	<p>The City supports healthy food options and does its part to address community health by creating walkable communities and providing various options for recreation for all ages within the City.</p>

Economic Development

The City supports a diverse set of economic activity that will bring new growth to the area and reap benefits for the citizens of Pembroke. The city will focus on business ventures that will utilize the highly trained population of Pembroke, revitalize the commercial areas of Pembroke, and introduce new opportunities to appreciate local art and culture. This goal also includes the importance of retaining and supporting existing businesses.

Goals:

- Goal #1: Revitalize downtown Pembroke
- Goal #2: Attract new employers to the city that will benefit the citizens of Pembroke
- Goal #3: Retain and support existing businesses
- Goal #4: Increase workforce development efforts to better prepare and connect young people to jobs
- Goal #5: Increase tax revenues from new development and redevelopment

Needs and Opportunities:

- ✓ There are large portions of our population who possess skills that are underutilized due to lack of employment opportunities.
- ✓ There are many commercial buildings that are vacant and/or in disrepair.
- ✓ There is a large amount of building stock and land in our commercial and industrial areas that are tax exempt due to ownership by a government or non-profit entity.
- ✓ The City lacks the funding and resources to actively recruit and incentivize businesses.
- ✓ There is a lack of facilities in the City for cultural, artistic, and civic pursuits
- ✓ The City lacks the funds, resources, and manpower necessary to fully restore and utilize the historic Tos Theatre as a multi-purpose cultural center.
- ✓ There is a need to increase commercial activity, retail options and small businesses
- ✓ The city needs to attract employers for young people living in the city
- ✓ The city needs to apply for the CDBG grant to construct a new Senior Center in order that the existing one taking up vital commercial space downtown can relocate and open up new space for commercial/residential use

Policies	Quality Community Objectives
<ul style="list-style-type: none"> ● Improve existing buildings ● Provide economic incentives (and remove economic disincentives) to both attract new businesses and industry ● Provide a good support system for existing businesses ● Ensure necessary networks exist within community for workforce development ● Ensure Pembroke has a competitive development and review fee structure ● Support small business owners ● Continue to support efforts of Downtown Development Authority and Mainstreet Program 	<ul style="list-style-type: none"> ● Economic Prosperity ● Efficient Land Use

Housing

The City’s goal of improving the quality of its housing stock directs the City and developers to collaborate in both growing Pembroke’s stock of high quality housing and providing a variety of housing options for all stages of life. This involves addressing the developmental, legal, and environmental hurdles that have created the current situation of Pembroke’s housing by addressing the large amounts of manufactured and mobile homes as well as blighted property, the construction of new housing not matching Pembroke’s growth, and the conflicts of title on many of Pembroke’s housing units.

Goals:

- Goal #1: Provide a variety of safe and healthy housing types and densities for all income levels and lifestyles.
- Goal #2: Promote and foster homeownership

Needs and Opportunities:

- ✓ The City is lacking a supply of quality and affordable housing stock to meet the demand of a growing population.
- ✓ There exists within the City a large portion of substandard housing, much of which is owned by elderly, disabled, handicapped, and socio-economically disadvantaged persons.
- ✓ There exists within the City a large portion of substandard housing owned and managed by absentee landlords and landlords who intentionally or unintentionally fail to maintain an acceptable standard of living for their tenants.
- ✓ There exists within the City a large number of substandard manufactured homes and mobile homes, some with no clear owner or title.
- ✓ There exists within the City a large number of derelict, decaying, and potentially dangerous structures classified as “heirs’ property” with no clear owner or title.
- ✓ The city needs to develop a strategy to address blighted, vacant and heirs’ properties
- ✓ The city needs to encourage infill development where there is existing infrastructure and ensure it fits within the context of the existing neighborhood or area
- ✓ The city needs to increase homeownership as almost half of the existing housing units are rented not owned by the occupants
- ✓ The city needs to increase their sewer capacity to serve existing and future residents as well as encourage more efficient use of land
- ✓ There is support for encouraging mixed-use development with residential and commercial in areas of the city
- ✓ There is a need for an updated housing study

Policies	Quality Community Objectives
<ul style="list-style-type: none"> ● Encourage development of quality affordable housing where reasonable ● Promote the increase of residential densities and types where reasonable ● Work to ensure aging in place and housing for the disadvantaged is an option within the City 	<ul style="list-style-type: none"> ● Efficient Land Use ● Local Preparedness ● Sense of Place ● Housing Options ● Community Health

- Maintain safe and healthy housing in the community.
 - Support efforts to provide financial education and training for citizens
-

Land Use

The City has established thoughtful land use development patterns as a goal in order to foster economic activities in the area and stimulate commercial growth while still maintaining the rural quality historically characteristic of the City of Pembroke. This growth would involve the incorporation of historic infrastructure and developments with new projects, introducing new economic opportunities for the betterment of Pembroke’s citizens, and investing in diverse modes of transportation.

Goals:

- Goal #1: Foster smart growth that protects Pembroke’s small-town sense of place
 - Goal #2: Update GIS land use data and use it to make better land use decisions
-

Needs and Opportunities:

- ✓ The City should consider availability of existing infrastructure and/or costs of new infrastructure in new development.
- ✓ The City should keep a detailed Land Use Plan to promote orderly development and avoid “spot zoning.”
- ✓ There is a need to develop infrastructure and connectivity based on alternative transportation such as bikes, walking, etc.
- ✓ There is a need to recruit employers that offer workers a wage sufficient to purchase and maintain our current housing stock.
- ✓ The City can promote its centralized location as a regional center, county seat, and a confluence of rail and three state routes.
- ✓ There is a need for reuse of vacant buildings, especially downtown, as well as redevelopment of vacant lots
- ✓ Wetlands are a significant environmental constraint to development and need to be carefully developed as well as protected
- ✓ There is an opportunity and desire for mixed-use development north of downtown Pembroke

Policies	Quality Community Objectives
<ul style="list-style-type: none">● Implement smart growth land use principles to best manage growth● Direct resources to improve GIS data● Use updated GIS data to make informed land use decisions	<ul style="list-style-type: none">● Efficient Land Use● Sense of Place● Local Preparedness● Resource Management● Community Health

Transportation

The city's goal to provide excellent transportation services and infrastructure encourages the city to work with the Georgia Department of Transportation (GDOT), Bryan County and Bulloch County to gain an understanding of regional transportation needs, challenges and opportunities of all community residents and prepare for increase in transportation from the Hyundai Manufacturing facility. Work with GDOT and Bryan County to coordinate transportation and land use decision-making within the City. Foster alternatives to auto-oriented transportation by providing connectivity through facilities for walking, biking, and transit.

Goals:

- Goal #1: Prepare for increase in traffic due to Hyundai Manufacturing facility
 - Goal #2: Ensure safe and efficient access to schools
 - Goal #3: Improve walkability, especially in high traffic areas
 - Goal #4: Ensure there is efficient traffic circulation and roads are well-maintained
-

Needs and Opportunities:

- ✓ The city needs to prepare for increase in traffic due to the Hyundai Manufacturing facility
- ✓ There is a need to provide more sidewalks that lead to the local school campuses because it is currently unsafe for students to walk to school along high traffic routes
- ✓ The city needs to expand and connect the walking and bicycling infrastructure
- ✓ There is potential to create a new Village Area north of downtown and the city needs to work with GDOT to connect this area to the current downtown streetscape project
- ✓ There is a need to ensure traffic is flowing well and connected to a well-circulated network
- ✓ The city needs to focus on transportation projects that elevate Pembroke as a regional hub

Policies	Quality Community Objectives
<ul style="list-style-type: none">• Support transportation improvement projects to prepare for Hyundai Manufacturing facility• Consider, prioritize, and pursue transportation infrastructure projects that enforce Pembroke's reputation as a regional hub• Prioritize transportation infrastructure that provides safe and efficient access to schools• Identify areas in need of more sidewalks and ensure they connect to a larger network of sidewalks and trails• Maintain high level of service in all areas of transportation	<ul style="list-style-type: none">• Transportation Options• Regional Cooperation• Resource Management• Local Preparedness

Environment and Resiliency

The City’s goal of environmental preservation and resiliency encourages the protection of the natural wetlands, creeks, and canals throughout Pembroke as well as utilization of high-quality emergency notification equipment and strategies. The city can accomplish this by prioritizing the natural elements of Pembroke which contribute to its sense of place, understanding the impact of new development on the local environment, and educating citizens on the importance of Pembroke’s wetlands and their protection as well as what to do in case of an environmental emergency.

Goals:

- Goal #1: Protect Environment and Manage Natural Resources well
- Goal #2: Strengthen environmental resiliency and emergency response measures

Needs and Opportunities:

- ✓ The City should protect its natural resources and recognize its surrounding timber lands, agricultural areas, wetlands, floodplains, and habitats that convey our sense of place as part of the Pine Barrens Coastal Plain.
- ✓ The City must continue to consider the impact of Fort Stewart on local wetlands.
- ✓ A sudden onset of unplanned development could cause the city to lose its remaining agricultural lands and pastures that convey our sense of place as a rural “open space” area.
- ✓ Citizens are unaware of the essential role of floodplains and wetlands as a storm water collector, watershed filter, and sources of aquifer recharge.
- ✓ The City’s park system is underutilized as a resource for pedestrian connectivity, a conservation education tool, a source of active recreation, and an asset to surrounding property values.
- ✓ The city needs to consider utilizing a mass emergency notification system such as Code Red to notify residents in the event of a natural disaster or emergency
- ✓ The city needs to better prepare for natural disasters with a hazard mitigation plan
- ✓ There is a need to develop land in a way that does not encroach on wetlands, such as conservation subdivisions

Policies	Quality Community Objectives
<ul style="list-style-type: none">• Protect the natural resources that make Pembroke a quaint small-town community• Improve emergency preparation and response planning and strategies• Steer development away from flood zones and other environmentally sensitive areas.	<ul style="list-style-type: none">• Efficient Land Use• Resource Management• Community Health

City Facilities and Services

The City's goal for city facilities and services encourages the City and relevant partners to focus on providing excellent level of public services and inclusive facilities for existing and future residents. There should be a safe environment for youth and people of all ages to socialize and recreate. Plans should include sufficient utilities and infrastructure for families to take root for generations.

Goals:

- Goal #1: Ensure the city's utilities and infrastructure are sufficient to meet the needs of current and future residents.
 - Goal #2: Maintain and support a variety of community facilities and services
-

Needs and Opportunities:

- ✓ The current sewer capacity is too low and needs to be addressed to meet the needs of current residents
- ✓ Water and sewer infrastructure need to be extended to attract growth
- ✓ There is some infrastructure that is aging and in need of repair
- ✓ There is a lack of sidewalks, trails and parks in Pembroke
- ✓ There is a lack of staff and funding to maintain recreation facilities focused towards children
- ✓ There is poor stormwater drainage
- ✓ There is a significant need to relocate the senior center downtown and apply for CDBG funds to accomplish it
- ✓ The city needs more access to mental health services
- ✓ There is a need for more facilities and opportunities for public gatherings and events
- ✓ Although the age of the average Pembroke citizen continues to rise, there is still a large number of underserved, socio-economically disadvantaged youth in the community

Policies	Quality Community Objectives
<ul style="list-style-type: none">• Improve the existing infrastructure and prepare for future growth• Provide public facilities and programming for all ages, especially youth.	<ul style="list-style-type: none">• Efficient Land Use• Regional Cooperation

Intergovernmental Coordination

The City’s goal of “intergovernmental relations” encourages the communication and collaboration of the City of Pembroke with the surrounding jurisdictions including Bryan County, Richmond Hill, and other governing organizations to address shared needs through adequate funding, legislation and technical assistance. This topic has become even more important with the anticipated regional impact associated with the development of the Hyundai Manufacturing facility.

Goals:

- Goal #1: Work jointly with neighboring jurisdictions to develop solutions for shared regional issues
-

Needs and Opportunities:

- ✓ In the past, there have been differences and miscommunication between the City, Bryan County government and Board of Education
- ✓ As the City continues to grow, departments and agencies across jurisdictions will have to work together to create larger scale solutions.
- ✓ Opportunities exist to increase efforts of regional coordination and cooperation.
- ✓ As our planning cycles and Service Delivery Strategy updates occur concurrently, there are opportunities between the City of Pembroke and Bryan County, the City of Pembroke and the City of Richmond Hill, etc. to solve problems broader in scope than any one entity could solve alone.
- ✓ As the City continues to grow, the need will arise for additional law enforcement and emergency response staff.
- ✓ As the City continues to grow, the need will arise for additional planning, water and sewer, and streets personnel to maintain an expanding infrastructure.
- ✓ In the past, the City has struggled with a lack of coverage of local events, issues, and notices in local and regional media.
- ✓ Opportunities exist for staff, board member, and volunteer training on a regional level to respond to regional issues.

Policies	Quality Community Objectives
<ul style="list-style-type: none">• Improve county-wide communication• Develop a strong regional and national network to address regional issues	<ul style="list-style-type: none">• Regional Cooperation

Cultural and Historic Resources

The City's goal for cultural and historic resources is to protect, revitalize and promote the local cultural and historic sites and areas, in particular downtown Pembroke. Cultural and historic resources are what make Pembroke unique and give it a sense of place that should be enjoyed, enhanced and remembered for generations to come.

Goals:

- Goal #1: Revitalize historic downtown and other historic sites and structures
 - Goal #2: Strengthen regulations to protect historic and cultural resources
-

Needs and Opportunities:

- ✓ The City should protect neighborhoods and business districts that convey our sense of place as a historic railroad town.
- ✓ Economic Growth and Retail Opportunities are desired but not at the expense of our historic buildings
- ✓ There needs to be a staff person and plan of work dedicated to downtown business recruitment and outreach, events and promotions and grant research
- ✓ There needs to be a concentrated collaborative effort to revitalize the downtown economically and promotionally
- ✓ There are several vacant and decaying commercial buildings with historic designation
- ✓ Many of our businesses and service industries own and occupy historic buildings, in particular the senior center
- ✓ There is a lack of pedestrian and bike oriented "street furniture" in the downtown area
- ✓ There is a lack of funding to restore and utilize the Tos Theatre and Apartment
- ✓ There is a need to develop a comprehensive list of local cultural and historic resources for the public
- ✓ The city needs to better utilize its historic sites and areas for tourism

Policies	Quality Community Objectives
<ul style="list-style-type: none">● Support the local DDA and other government agencies in revitalizing downtown and promoting historic sites● Direct resources to research existing historic sites as well as revitalization strategies● Ensure current regulations are sufficient for historic and cultural preservation	<ul style="list-style-type: none">● Resource Management● Economic Prosperity● Sense of Place● Educational Opportunities

Broadband

The City's goal for broadband involves increasing cost-effective access to broadband internet where needed and ensuring service is reliable. Pembroke believes access to broadband is a critical need for all of its residents and will make broadband deployment a high priority.

Goals:

- Goal #1: Ensure all of Pembroke has access to affordable broadband internet service.
 - Goal #2: Certify that essential telecommunication services for all residents, businesses, and local government agencies (especially Public Safety and Emergency Services) are reliable
 - Goal #3: The City of Pembroke should develop a comprehensive Broadband Plan
-

Needs and Opportunities:

- ✓ Recognize the importance of the availability of quality broadband services as a valuable component of economic development and livability.
- ✓ Ensure equitable access to broadband services
- ✓ There is a need to ensure reliable telecommunication services is available for emergency use
- ✓ A comprehensive broadband plan is needed
- ✓ There is a need for affordable broadband services for children in school

Policies	Quality Community Objectives
<ul style="list-style-type: none">• Determine the current extent of broadband availability in Pembroke• Determine reliability of telecommunication services and devise solutions to fix it	<ul style="list-style-type: none">• Community Health• Local Preparedness

5 Land Use Analysis

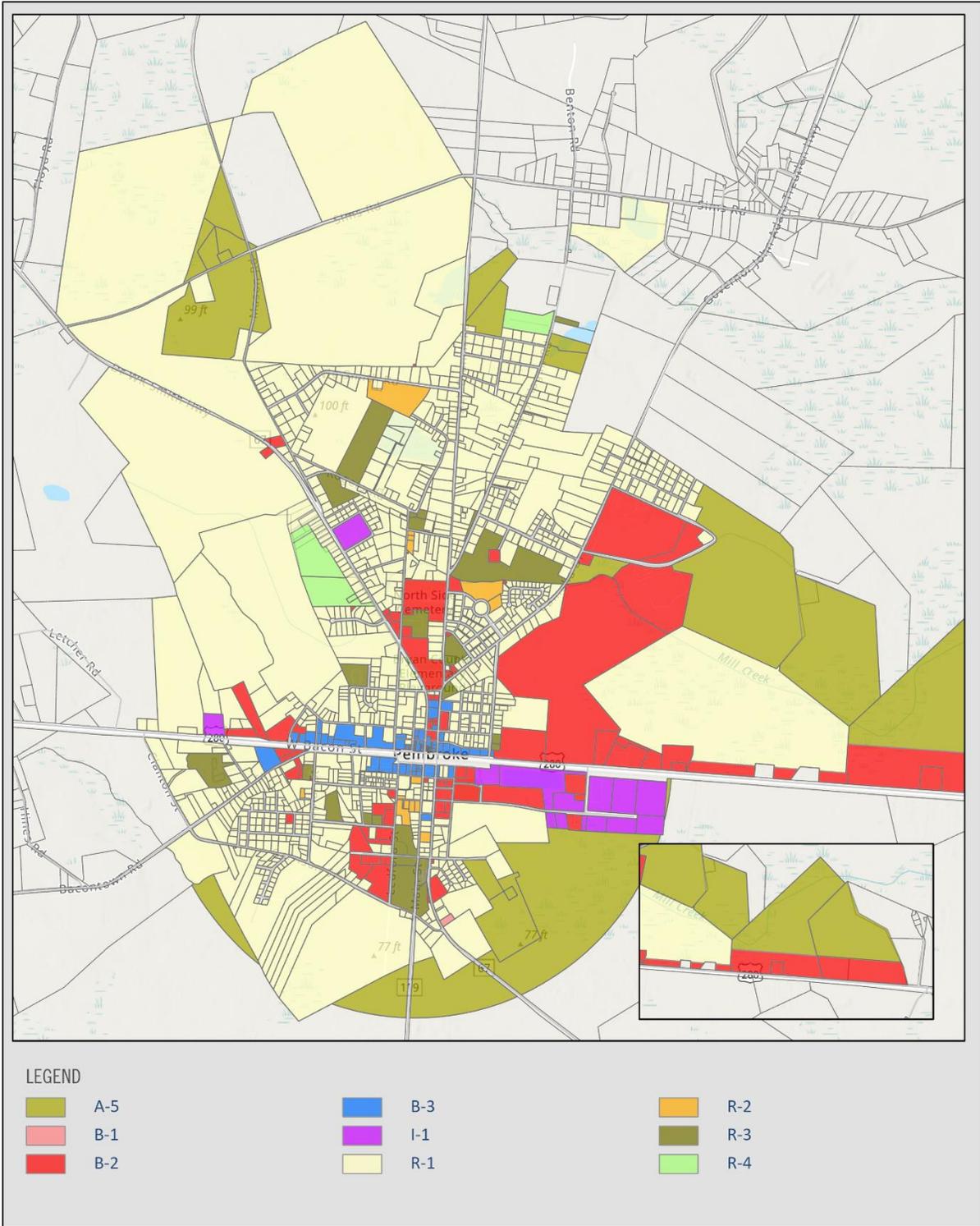
The City of Pembroke analyzed development patterns, land uses, zoning districts, and environmental constraints to develop a baseline for development of the Community Character Areas map. The existing land use makeup within the City gives a good indication of likely development within various areas of the City. Existing zoning designations reveal what is currently allowed within various areas of the City by right, meaning that a development project is permitted under the existing zoning ordinance without requiring any special review, rezoning or public hearing. The City of Pembroke also contains significant areas of wetlands and land within the special flood hazard area as defined by Federal Emergency Management Agency (FEMA). Analyzing development trends and environmental areas will help the City formulate a future land use strategy that is realistic and consistent with the existing demand and trends within the City. Additionally, the future vision for areas may indicate that a zoning ordinance revision or update may be required to achieve that vision.

Existing Zoning Analysis

The table below summarizes the zoning categories defined in the City’s zoning ordinance, which was last updated in June 2012. Rather than showing the land area associated with each district, the table is based on the percent area each district accounts for within the City. For example, roughly 60% of the City is currently zoned as R-1, which was established for single-family residential development. Roughly 20% of the City is currently zoned for Agriculture. The combined commercial districts account for slightly above 12% of the City, with industrial totaling less than 2%.

Zoning Code	Description	Percent of City
A-5	Agriculture District	20.2%
B-1	Neighborhood Commercial	0.0%
B-2	General Commercial	11.3%
B-3	Village Commercial	0.8%
I-1	Industrial	1.7%
R-1	Single Family Residential	61.9%
R-2	Two Family Residential	0.6%
R-3	Multi-Family Residential	2.6%
R-4	Manufactured Housing Park Residential	0.8%

Recognizing that future development pressure is coming, the City may wish to create new zoning categories or overlay districts that support the desired type and style of development. The City has a Planned Unit Development zoning category, but there are currently no parcels that have this designation. Additionally, establishment of a mixed-use zoning district could provide the City the flexibility necessary to achieve the character desired for certain areas in the City.

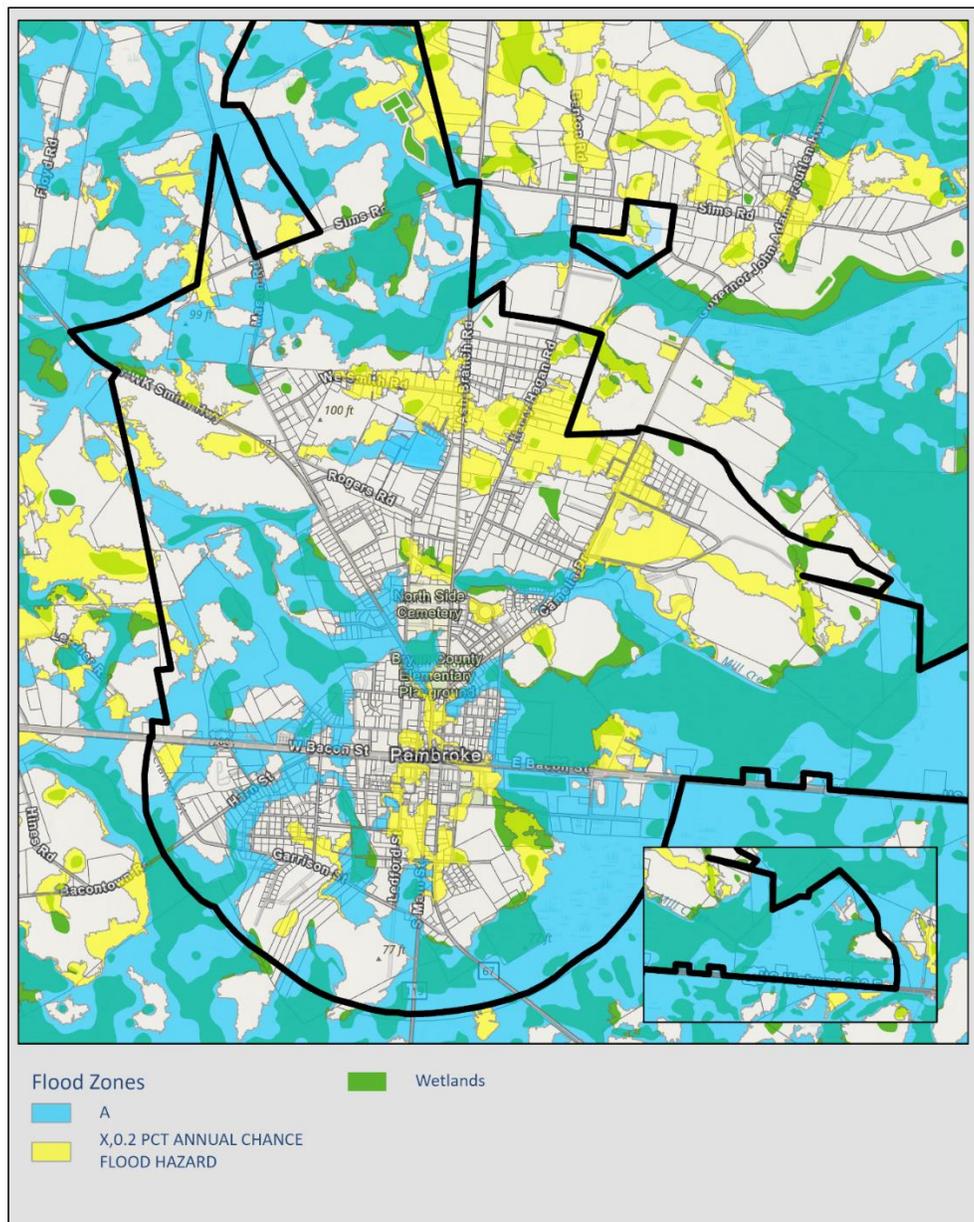


Official Zoning | City of Pembroke



Environmental Constraints

From an environmental perspective, the City of Pembroke has limited potential for what most would consider viable buildable land. Based on the effective flood zone data, dated 8/2/2018, nearly 50% of area within the city limits currently falls within the boundaries of the 100-year flood zone. There is also an additional 11% of land area with the 500-year flood zone. While development in these areas is not currently prohibited, it does create obstacles for future buildout especially considering the City has identified resiliency as a priority in this plan. Approximately 20% of the City's current land area is also designated as wetlands by the National Wetland Inventory (NWI). The City of Pembroke will utilize this information to assist with future decisions regarding land use and development projects in the City.



Environmental Features | City of Pembroke

2,000 Feet

Character Areas

The City of Pembroke's existing character area map was developed during the Comprehensive Planning process associated with the 2018-2028 Plan. Through input received from the Stakeholder Committee as well as the public, Pembroke has identified updated Character Areas within the community that illustrate existing conditions and desired development patterns. These areas can contain a mix of different land uses that share similar characteristics or a desired future vision.

The City of Pembroke has chosen to use a Character Area approach to formulate a Future Development Strategy that is consistent with the Community Vision. The Community Character Area map provides the foundation for later development of a Future Land Use map. The defined character areas can be used by City staff and elected officials to provide guidance during any future updates to the City's Zoning Ordinance. In addition, the Character Areas can be used by staff and elected officials to make decisions regarding new development and redevelopment.

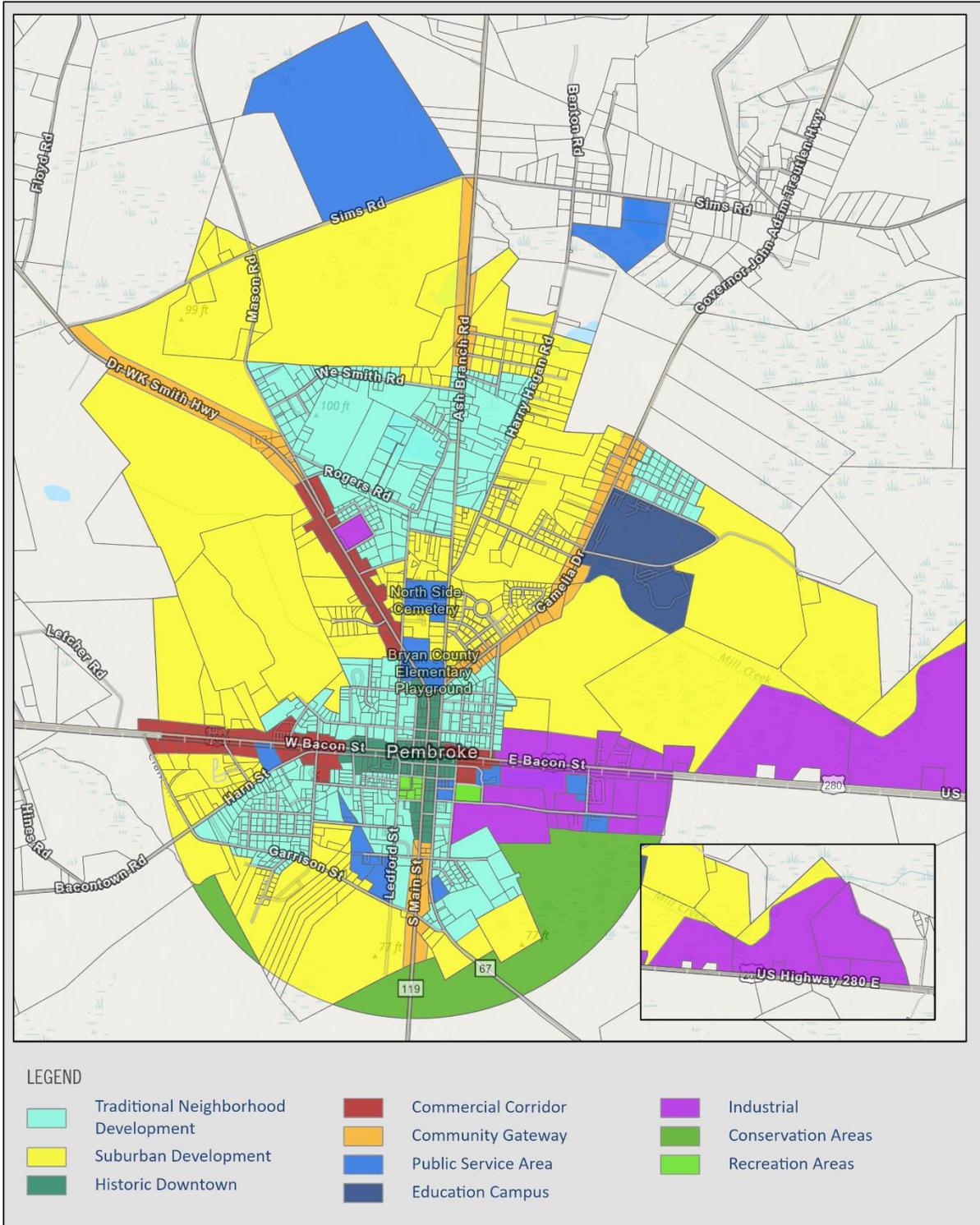
The following Character Areas have been identified by the community, and are illustrated on the Character Areas map.

- Traditional Neighborhood Development
- Suburban Development
- Historic Downtown
- Commercial Corridor
- Community Gateway
- Public Service Area
- Education Campus
- Industrial
- Conservation Areas
- Recreation Areas

Each character area description includes a definition, description, and general land uses that support the overall intent and vision for each area. A suitability analysis of the zoning categories currently contained within the Character Areas is also included.



The zoning suitability analysis identifies all zoning categories assigned to land parcels that fall within that character area. This information can be utilized by the City of Pembroke to inform future updates to the Zoning Ordinance.



Community Character Areas | City of Pembroke



Character Area	Description	Location																	
<p>Commercial Corridor</p>  <p>Vision: To promote diversified economic and employment opportunities for Pembroke stakeholders to improve quality of life and contribute to the City’s economic vitality and Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines the Commercial Corridors as the parcels on a State Route or arterial road that are zoned for and operate for a commercial purpose. This Character Area overlaps with Historic Downtown along US 280 from Warnell Street to Butler Street. Both areas are interspersed with some residences, churches and government buildings. These buildings will be considered part of the Commercial Corridor despite a non-commercial zoning.</p> <table border="1" data-bbox="609 575 1209 772"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Commercial Corridor</td> <td>B-2</td> <td>9.26</td> <td>18%</td> </tr> <tr> <td>B-3</td> <td>13.08</td> <td>25%</td> </tr> <tr> <td>R-1</td> <td>28.79</td> <td>55%</td> </tr> <tr> <td>R-3</td> <td>1.54</td> <td>3%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Commercial Corridor	B-2	9.26	18%	B-3	13.08	25%	R-1	28.79	55%	R-3	1.54	3%	<p>Description: Areas of developed or undeveloped land paralleling state routes and arterial roads that are designated commercial areas and that experience a high degree of vehicular traffic</p> <p>Uses: Commercial, Service Industries, Light Industrial, Public Transportation Services, Signage</p>
Character Area	Zone	Acres	Percent																
Commercial Corridor	B-2	9.26	18%																
	B-3	13.08	25%																
	R-1	28.79	55%																
	R-3	1.54	3%																
<p>Community Gateway</p>  <p>Vision: To enhance mobility while creating an inviting and aesthetically pleasant entrance to Pembroke where Sense of Place is balanced with economic opportunity and vitality</p>	<p>Defining Narrative: The City of Pembroke defines Gateway Areas as the parcel on a State Route or arterial road between its intersection with City limits and another character area designation. The parcels on the Character Map that carry this designation serve a variety of purposes from Residential to Industrial to Conservation. They are a variety of sizes and zoning and are therefore bound together by location rather than use.</p> <table border="1" data-bbox="609 1104 1209 1302"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Community Gateway</td> <td>A-5</td> <td>8.78</td> <td>1%</td> </tr> <tr> <td>B-2</td> <td>149.99</td> <td>22%</td> </tr> <tr> <td>R-1</td> <td>488.34</td> <td>70%</td> </tr> <tr> <td>R-3</td> <td>49.24</td> <td>7%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Community Gateway	A-5	8.78	1%	B-2	149.99	22%	R-1	488.34	70%	R-3	49.24	7%	<p>Description: Areas of developed or undeveloped land at intersections of City limits with state routes and arterial roads</p> <p>Uses: Residential, Commercial, Public Transportation Services, Signage</p>
Character Area	Zone	Acres	Percent																
Community Gateway	A-5	8.78	1%																
	B-2	149.99	22%																
	R-1	488.34	70%																
	R-3	49.24	7%																
<p>Conservation Areas</p>  <p>Vision: To preserve and protect Pembroke’s natural and cultural resources, while promoting these amenities for tourism, recreational use and public enjoyment</p>	<p>Defining Narrative: The City of Pembroke defines Conservation Areas as any area incapable of supporting development or related infrastructure, any area where it is not economically feasible to make capable of development or related infrastructure, any area owned or managed by a Conservation-focused entity or any area under a conservation easement which restricts its use.</p> <table border="1" data-bbox="609 1577 1209 1696"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Conservation Areas</td> <td>A-5</td> <td>28.67</td> <td>13%</td> </tr> <tr> <td>R-1</td> <td>190.12</td> <td>87%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Conservation Areas	A-5	28.67	13%	R-1	190.12	87%	<p>Description: Natural features, viewsheds, linear greenspace, habitat, environmentally sensitive areas</p> <p>Uses: Passive Recreation, Remediation, Storm water collection, wildlife habitat, Erosion control</p>						
Character Area	Zone	Acres	Percent																
Conservation Areas	A-5	28.67	13%																
	R-1	190.12	87%																

Character Area	Description	Location																	
<p>Education Campus</p>  <p>Vision: To provide the community with a safe educational environment through strong pedestrian connectivity, a welcoming surrounding environment and recognizing Bryan County Schools as essential to our Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines the Educational Campus as any parcel belonging to the Bryan County Board of Education namely Bryan County Schools and its auxiliary structures. In the future, this definition may be expanded to include any parcel owned by a private, parochial or charter school, a University System or a Technical College System.</p> <table border="1" data-bbox="609 569 1213 680"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="2">Education Campus</td> <td>B-2</td> <td>89.63</td> <td>98%</td> </tr> <tr> <td>R-1</td> <td>1.41</td> <td>2%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Education Campus	B-2	89.63	98%	R-1	1.41	2%	<p>Description: Surrounded by Suburban Developing Areas, Bryan County High, Middle and Elementary Schools encompassing Payne Drive and connecting streets and lanes, Bryan County Head Start</p> <p>Uses: Educational Facilities, Low Density-Open Space Preservation, Bike-Pedestrian Recreation</p>						
Character Area	Zone	Acres	Percent																
Education Campus	B-2	89.63	98%																
	R-1	1.41	2%																
<p>Historic Downtown</p>  <p>Vision: To identify, promote and preserve the historic structures and places of Pembroke that contribute to the City's economic vitality and Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines Historic Downtown as the parcels containing contributing structures to our National Register of Historic Places designation. Almost all of these structures stand in the center of the original City limits at the intersection of US 280, Ga Hwy 119 and Ga Hwy 67 and extending from Warnell Street on the east to Butler Street on the west.</p> <table border="1" data-bbox="609 1171 1213 1367"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="4">Historic Downtown</td> <td>B-2</td> <td>2.37</td> <td>9%</td> </tr> <tr> <td>B-3</td> <td>12.03</td> <td>46%</td> </tr> <tr> <td>R-1</td> <td>10.30</td> <td>39%</td> </tr> <tr> <td>R-2</td> <td>1.62</td> <td>6%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Historic Downtown	B-2	2.37	9%	B-3	12.03	46%	R-1	10.30	39%	R-2	1.62	6%	<p>Description: US Hwy 280 from Poplar Street to Warnell Street, Railroad Street from Poplar Street to Lanier Street, Residential corridors and Mixed Use on North-South Main Street, Strickland Street, North-South College Streets, and East-West Burkhalter Streets, Courthouse Square, any other 'contributing structure' listed on the City's National Register of Historic Places Map.</p> <p>Uses: Commercial, Service Industries, Pedestrian-Passive Recreation, Events, Mixed-Use Residential, Government Offices, etc.</p>
Character Area	Zone	Acres	Percent																
Historic Downtown	B-2	2.37	9%																
	B-3	12.03	46%																
	R-1	10.30	39%																
	R-2	1.62	6%																
<p>Industrial</p>  <p>Vision: To create a variety of opportunities for workforce, businesses and entrepreneurs taking</p>	<p>Defining Narrative: The City of Pembroke defines Industrial areas as the parcels containing businesses and structures that serve Industrial purposes. These include but are not limited to warehousing, logistics and distribution, heavy and light manufacturing, wholesale and commodities, processing and finishing, etc.</p> <table border="1" data-bbox="609 1717 1213 1881"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Industrial</td> <td>A-5</td> <td>622.40</td> <td>55%</td> </tr> <tr> <td>B-2</td> <td>161.61</td> <td>14%</td> </tr> <tr> <td>B-3</td> <td>0.19</td> <td>0%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Industrial	A-5	622.40	55%	B-2	161.61	14%	B-3	0.19	0%	<p>Description: J. Dixie Harn Industrial Park, independent small industries, US Highway 280 east of the Industrial Park-Kangeter Canal</p> <p>Uses: Warehousing and Distribution, Heavy Commercial, Regional Service Industries, Light Manufacturing and Logistics</p>			
Character Area	Zone	Acres	Percent																
Industrial	A-5	622.40	55%																
	B-2	161.61	14%																
	B-3	0.19	0%																

Character Area	Description	Location														
<p>advantage of our regional transportation links, port and interstate proximity, rail capability and industrial quality utilities.</p>	<table border="1"> <tr> <td>I-1</td> <td>75.03</td> <td>7%</td> </tr> <tr> <td>R-1</td> <td>270.92</td> <td>24%</td> </tr> <tr> <td>R-3</td> <td>0.56</td> <td>0%</td> </tr> </table>	I-1	75.03	7%	R-1	270.92	24%	R-3	0.56	0%						
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R-1	270.92	24%														
R-3	0.56	0%														
<p>Public Service Areas</p>  <p>Vision: To provide the community with a safe environment in which to conduct public functions through strong pedestrian connectivity, a welcoming surrounding environment and recognizing our status as an Incorporated City and Bryan County seat is essential to our Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines Public Service Areas as any parcel owned by a government entity, authority or agency that provides a public service (other than Bryan County Schools). This includes facilities owned by the City of Pembroke, Bryan County, the State of Georgia, the US Postal Service and the Georgia Dept. of Transportation. There is crossover in some cases with Historic Downtown.</p> <table border="1"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Public Service Area</td> <td>B-2</td> <td>36.73</td> <td>11%</td> </tr> <tr> <td>R-1</td> <td>282.50</td> <td>87%</td> </tr> <tr> <td>R-3</td> <td>5.58</td> <td>2%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Public Service Area	B-2	36.73	11%	R-1	282.50	87%	R-3	5.58	2%	<p>Description: City Square, Courthouse Square, Post Office, Library, Northside Cemetery, Etc. Spread throughout the city, largely surrounded by Suburban Developing Areas and their supporting streets and lanes.</p> <p>Uses: Public Facilities, Low Density-Open Space Preservation, Bike-Pedestrian Recreation</p>
Character Area	Zone	Acres	Percent													
Public Service Area	B-2	36.73	11%													
	R-1	282.50	87%													
	R-3	5.58	2%													
<p>Recreation Areas</p>  <p>Vision: To provide the community with a safe environment in which to enjoy a variety of active and passive recreational activities through strong pedestrian connectivity, a welcoming surrounding environment and recognizing that the health and activity of a City is dependent on the health and activity of its residents</p>	<p>Defining Narrative: The City of Pembroke defines Recreational Areas as any parcel owned by a government entity, authority or agency that provides a recreational service (other than Bryan County Schools).</p> <table border="1"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="3">Recreation Areas</td> <td>B-2</td> <td>4.07</td> <td>45%</td> </tr> <tr> <td>R-1</td> <td>4.05</td> <td>45%</td> </tr> <tr> <td>R-2</td> <td>0.98</td> <td>11%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Recreation Areas	B-2	4.07	45%	R-1	4.05	45%	R-2	0.98	11%	<p>Description: J Dixie Harn Community Center, Mikell Foxworth Recreation Center, passive parks, walking trails, other areas designated</p> <p>Uses: Public Facilities, City Events, Low Density-Open Space Preservation, Bike-Pedestrian Recreation</p>
Character Area	Zone	Acres	Percent													
Recreation Areas	B-2	4.07	45%													
	R-1	4.05	45%													
	R-2	0.98	11%													
<p>Suburban Development</p> 	<p>Defining Narrative: The City of Pembroke defines Suburban Development areas as the parcels that either free-standing or part of a subdivision constitute residential areas following a suburban, low to mid- density pattern of development. Because of the rural character and availability of land as the City developed during the boom of the 1960's and 1970's, much of the original city and almost all of the northern annexed areas fall into this category.</p>	<p>Description: Areas where suburban-type development is considered the highest and best use. Characterized by low pedestrian orientation, low traffic volume and centralized recreation-conservation spaces</p>														

Character Area	Description	Location																													
<p>Vision: To create and manage a variety of appropriate living opportunities in our remaining rural and open areas to accommodate a diverse population for present and future</p>	<table border="1"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="8">Suburban Development</td> <td>A-5</td> <td>139.80</td> <td>10%</td> </tr> <tr> <td>B-2</td> <td>63.28</td> <td>4%</td> </tr> <tr> <td>B-3</td> <td>4.11</td> <td>0%</td> </tr> <tr> <td>I-1</td> <td>4.21</td> <td>0%</td> </tr> <tr> <td>R-1</td> <td>1158.82</td> <td>81%</td> </tr> <tr> <td>R-2</td> <td>9.25</td> <td>1%</td> </tr> <tr> <td>R-3</td> <td>16.55</td> <td>1%</td> </tr> <tr> <td>R-4</td> <td>39.10</td> <td>3%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Suburban Development	A-5	139.80	10%	B-2	63.28	4%	B-3	4.11	0%	I-1	4.21	0%	R-1	1158.82	81%	R-2	9.25	1%	R-3	16.55	1%	R-4	39.10	3%	<p>Uses: Low to Medium Density Residential, Parks-Open Space, School Pedestrian Connectivity</p>
Character Area	Zone	Acres	Percent																												
Suburban Development	A-5	139.80	10%																												
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	R-4	39.10	3%																												
<p>Traditional Neighborhood</p>  <p>Vision: To encourage new development on free standing lots in traditional neighborhoods that accentuate the surrounding area's traditional features and Sense of Place</p>	<p>Defining Narrative: The City of Pembroke defines Traditional Neighborhood Development areas as the parcels that either free-standing or part of a subdivision constitute residential areas following a mid to high density pattern of development. These are usually categorized by narrower setbacks and closer proximity to the streets and sidewalks. Much of the of the historic city core neighborhoods and several outlying developed areas fall into this category.</p> <table border="1"> <thead> <tr> <th>Character Area</th> <th>Zone</th> <th>Acres</th> <th>Percent</th> </tr> </thead> <tbody> <tr> <td rowspan="7">Traditional Neighborhood Development</td> <td>A-5</td> <td>148.64</td> <td>21%</td> </tr> <tr> <td>B-1</td> <td>0.93</td> <td>0%</td> </tr> <tr> <td>B-2</td> <td>15.12</td> <td>2%</td> </tr> <tr> <td>B-3</td> <td>9.32</td> <td>1%</td> </tr> <tr> <td>R-1</td> <td>468.24</td> <td>66%</td> </tr> <tr> <td>R-2</td> <td>17.00</td> <td>2%</td> </tr> <tr> <td>R-3</td> <td>47.33</td> <td>7%</td> </tr> </tbody> </table>	Character Area	Zone	Acres	Percent	Traditional Neighborhood Development	A-5	148.64	21%	B-1	0.93	0%	B-2	15.12	2%	B-3	9.32	1%	R-1	468.24	66%	R-2	17.00	2%	R-3	47.33	7%	<p>Description: Residential Areas in established sections of the community. Characteristics consist of high pedestrian orientation, street trees and landscaping, small regular lots with pockets of open park space, in large part contiguous to Historic Downtown on primary and secondary street networks.</p> <p>Uses: Residential, Home-Occupation business where appropriate, Passive Recreation</p>			
Character Area	Zone	Acres	Percent																												
Traditional Neighborhood Development	A-5	148.64	21%																												
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Community Connections

The City of Pembroke has prioritized the exploration of community connections throughout the City. The purpose is to examine various community anchors and look for ways to provide connection between these important community features. The following community anchors have been identified and are illustrated on the map below:

- Downtown Core
- Education Campus
- Mixed Use Area
- Government Center
- Industrial Hub

As the City moves forward with implementation of this plan, these areas can be used in conjunction with other tools and resources to ensure a cohesive approach for tying these community features together.



Urban Anchors and Community Connections



6 Implementation Strategy

The implementation strategy demonstrates and defines the action items the City of Pembroke will take on to achieve the community vision, address the community goals, encourage compliance with the Community Character Map, and address each of the needs and opportunities. The Community Work Program identifies specific programs and tasks to be undertaken by the City to implement the Plan. A proposed schedule, responsible party, and potential funding source are outlined within this plan. The Georgia Department of Community Affairs requires that cities complete an implementation plan as well as a report of accomplishments, which is a status update summarizing the previous work plan. Included below are the 2023-2028 Community Work Plan and the 2018-2022 Report of Accomplishment:

Community Work Program

The Community Workplan includes the following information for each listed action item:

- **Action Item:** Brief description of the activity
- **Timeframe:** The timeframe for initiating and/or completing each action item s broken into four categories: 1) Ongoing (currently in-progress), 2) Immediate (1-2 years), 3) Short-term (2-5 years), and 4) Long-term (5-10 years). Items identified for immediate and/or short-term should be viewed as having a priority status.
- **Priority:** With an understanding that the City has limited resources to dedicate to implementation of the Community Workplan, the City has assigned a priority status to each action item in an effort to assist with identification of the most urgent, necessary, and/or desired programs. However, it is important to recognize that all action items included herein relate to needs and opportunities identified in the plan. The four priority levels are: 1) Current/in-Process (C), 2) High (H), 3) Medium (M), 4) Low (L).
- **Responsible Party:** Parties identified as being responsible for implementation of the action items include city departments, agencies, and authorities. The responsible parties identified within the CWP as listed by the following acronyms:
 - ADM – Administration
 - CODE – Code Enforcement
 - DDA – Downtown Development Authority
 - PZ – Planning and Zoning
 - PS – Public Safety
 - REC - Recreation
 - STR – Streets Department
 - W/S – Water / Wastewater
 - GDOT – Department of Transportation
- **Funding Source/Cost:** This attempts to identify the potential or recommended funding source and estimated cost. It may be a specific city fund, grant, loan, or other source.

Action Item	Timeframe	Priority	Responsible Party	Funding Source / Cost
Housing				
Update the City's Urban Redevelopment Plan	Short-term	M	PZ	\$50K General Fund
Develop a Housing Plan to understand and plan for growth from the Hyundai Manufacturing facility	Short-term	H	PZ	\$30K General Fund
Apply for grants to construct new affordable housing units for sale in the city such as the Community Home Investment Program (CHIP) Grant	Long-term	M	PZ	Staff Time General Fund
Consider a cottage zoning ordinance to allow for smaller single-family homes (600-1,000 square feet) to provide more affordable housing options	Long-term	L	ADM, PZ	Staff Time General Fund
Collaborate with the local GICH board to develop strategies to make housing more affordable	Immediate	C	ADM, PZ	Staff Time General Fund
Work with the Planning Commission and Pembroke Planning Department to identify areas suitable for multi-family housing or mixed-use development, preferably areas with existing water and sewer infrastructure	Short-term	C	ADM, PZ	Staff Time General Fund
Encourage infill development that fits within the existing neighborhood context and character	Ongoing	C	ADM, PZ	Staff Time General Fund
Consider establishing a conservation subdivision ordinance which promotes housing developments that preserve environmentally sensitive areas such as wetlands, trees and open space.	Immediate	C	ADM, PZ	Staff Time General Fund
Consider providing incentives for development of assisted living housing or housing for those age 55 and above.	Immediate	C	ADM, PZ	Staff Time General Fund
Amplify code enforcement efforts and continue to allocate funds for code enforcement staff, equipment and municipal court expenses	Ongoing	C	ADM, PZ, CODE	Staff Time General Fund
Pursue grants, such as the CDBG grant, and alternative funding for rehabilitation of substandard owner-occupied houses	Immediate	M	ADM, PZ	Staff Time General Fund
Coordinate with the Georgia Heirs Property Law Center to provide workshops to citizens to prevent and rectify heirs' property issues	Immediate	C	ADM, PZ	Staff Time General Fund
Consider implementing a Blight Tax to address blighted property	Short-term	M	ADM, PZ	Staff Time General Fund
Conduct a comprehensive housing assessment and create a registry of blighted properties which require immediate code enforcement and monitor progress every 3 months	Short-term	H	ADM, PZ, CODE	\$25K General Fund
Continue to strengthen mobile home ordinance to ensure owner-accountability of substandard, deteriorating or vacant mobile homes.	Immediate	H	ADM, PZ	Staff Time General Fund
Economic Development				
Restore the historic Tos Theater	Long-term	H	ADM, PZ, DDA	
Develop a commercial district development plan	Short-term	H	ADM, PZ, DDA	\$20k

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
				General Fund
Pursue Film ready community designation	Immediate	C	ADM, PZ, DDA	Staff Time General Fund
Continue to market downtown storefronts	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
Support Bryan County Development Authority workforce surveys	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
Encourage the redevelopment and enhancement of existing vacant or underutilized sites or buildings downtown	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
Better enforce building and zoning codes	Ongoing	C	ADM, PZ, CODE	Staff Time General Fund
Seek grants and programs such as the CDBG grant to construct a new Senior Center to relocate the existing one downtown and open up more space for commercial/residential development	Short-term	M	ADM, PZ, DDA	Staff Time General Fund
Consider creating local business incentives programs to attract downtown investment such as waiving certain initial setup fees (water and sewer tap fees, for example) for the first year	Immediate	M	ADM, PZ, DDA	Staff Time General Fund
Ensure the Pembroke Downtown Development Authority has up to date information to best market downtown development	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
Consider utilizing Opportunity Zone Tax Credits and other state and federal Economic Development Tax Credit programs	Ongoing	L	ADM, PZ, DDA	Staff Time General Fund
Seek to fulfill the vision for the “Village Area” north of downtown for mixed-use development by attracting appropriate commercial businesses for the street level space	Short-term	M	ADM, PZ	Staff Time General Fund
Work with the Bryan County Development Authority, the Bryan County Chamber of Commerce and other key business partners to provide leadership for new business recruitment and current business retention and expansion.	Ongoing	C	ADM, PZ, DDA	Staff Time General Fund
Provide economic incentives (and remove economic disincentives) to encourage the expansion of existing business and industry	Short-term	L	ADM, PZ	Staff Time General Fund
Work with community partners to develop and/or expand technical centers, charter schools, colleges, Career Academy, and Job Corps.	Short-term	L	ADM, PZ	Staff Time General Fund
Increase development and review fees	Immediate	H	ADM, PZ	Staff Time General Fund
Consider implementing Development Impact Fees	Ongoing	C	ADM, PZ	Staff Time General Fund
Land Use				
Review zoning to ensure that codes are in place to support future growth	Immediate	H	ADM, PZ	Staff Time General Fund
Utilize zoning and ordinances to protect Pembroke character	Ongoing	C	ADM, PZ	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
Identify annexation opportunities	Ongoing	M	ADM, PZ	Staff Time General Fund
Review and expand the downtown development guidelines	Ongoing	M	ADM, PZ	Staff Time General Fund
Explore using overlay districts to control the look of new development	Ongoing	H	ADM, PZ	Staff Time General Fund
Utilize an architecture review board to guide signage, structure, façade, etc.	Short-term	M	ADM, PZ	Staff Time General Fund
Promote infill development and division of existing lots where feasible	Ongoing	L	ADM, PZ	Staff Time General Fund
Encourage proposed development in areas adequately served by infrastructure	Ongoing	C	ADM, PZ	Staff Time General Fund
Effectively manage growth through coordination and communication between staff, Planning and Zoning and City Council	Ongoing	C	ADM, PZ	Staff Time General Fund
Continue to expand multi-use pathway infrastructure in order to better connect neighborhoods to downtown, parks, natural areas, and community gathering places	Ongoing	C	ADM, PZ	Staff Time General Fund
Ensure small-town character is maintained as much as possible with new development by implementing strong design standards	Ongoing	H	ADM, PZ	Staff Time General Fund
Administer and enforce subdivision regulations, building codes, and zoning ordinance requirements.	Ongoing	C	PZ	Staff Time General Fund
Expand Land Use Plan based on GIS data as it becomes available	Ongoing	L	PZ	Staff Time General Fund
Make GIS data readily available to potential developers and Planning and Zoning to make informed decisions about infrastructure costs and impact	Ongoing	M	PZ	Staff Time General Fund
Transportation				
Actively participate in Bryan County and GDOT transportation improvement discussions and maintain a flow of communication.	Ongoing	C	ADM, PZ, GDOT	Staff Time General Fund
Work with GDOT to find a way to tie in current GDOT streetscape project in Pembroke with the proposed Village area just north of downtown, where a roundabout is already planned	Ongoing	H	ADM, PZ	Staff Time General Fund
Install more sidewalks for school access to surrounding neighborhoods, consider applying for state and federal funding, such as Safe Route to Schools Program, to implement this	Short-term	H	STR	\$100-\$200K General Fund
Consider creating a direct access road along a new alignment from Highway 280 to Bryan County schools campus in Pembroke	Long-term	L	ADM, PZ	Staff Time General Fund
Conduct a walkability access study to determine where sidewalks and crosswalks are needed	Short-term	M	ADM, PZ	\$50K General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
Improve and maintain a transportation system that will implement a "Complete Streets" policy and minimize detrimental environmental impacts.	Long-term	M	ADM, PZ	Staff Time General Fund
Support opportunities to provide for alternative modes of transportation, including public transit and multi-use trails/sidewalks.	Ongoing	C	ADM, PZ	Staff Time General Fund
Seek out grants such as the LMIG and other state and federal transportation funding programs to improve roads	Ongoing	H	ADM, PZ	Staff Time General Fund
Increase connectivity of roads in neighborhoods and side streets	Ongoing	M	PZ, STR	Staff Time General Fund
Environment and Resiliency				
Require new development to preserve open space either for use as a park or a protected green space.	Short-term	M	ADM, PZ	Staff Time General Fund
Consider impacts on infrastructure and environmentally sensitive areas and when making land use decisions regarding new development and redevelopment projects.	Ongoing	C	ADM, PZ	Staff Time General Fund
Maximize access to and use of the city and county's Recreation and Parks services and facilities	Ongoing	C	ADM, PZ, REC	Staff Time General Fund
Educate Citizens on the essential role of floodplains and wetlands as a storm water collector, watershed filter, and sources of aquifer recharge.	Ongoing	C	ADM, PZ	Staff Time General Fund
Plan and prepare for natural disasters and the recovery thereafter from hazards including hurricanes, tornados, tropical storms, chemical hazards and all other hazards	Ongoing	C	ADM, PS	Staff Time General Fund
Continue to learn from the experience of recent tornado, and constantly improve upon City procedures and programs, particularly a Hazard Mitigation Plan	Ongoing	C	ADM, PS	Staff Time General Fund
Consider installing mass emergency notification equipment such as tornado sirens and individual alerts like the Code Red system which sends out text messages and calls when there is an environmental emergency.	Immediate	M	ADM, PS	Staff Time General Fund
Consider code updates to prohibit development in environmentally sensitive areas such as wetlands and flood zones	Ongoing	C	ADM, PZ	Staff Time General Fund
Participate in the NFIP Community Rating System (CRS) program	Short-term	M	ADM, PZ	\$30K General Fund
City Facilities and Services				
Employ a full-time Recreation Coordinator/Pool Manager	Short-term	M	ADM, REC	\$100K General Fund
Continue after-school programming and make improvements at Mikell Foxworth Rec Center	Short-term	C	ADM, REC	Staff Time General Fund
Continue support of Junior Police Academy and SADD	Ongoing	C	ADM, REC	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
Continue support of Bryan County Family Connections by utilizing the Harn Center as a Summer Lunch site	Ongoing	C	ADM, REC	Staff Time General Fund
Maintain sidewalks and streetlights on school pedestrian routes	Ongoing	C	STR	Staff Time General Fund
Replace sewer and storm pipes in Basin 1, 2, and 3	Immediate	M	W/S	\$500K General Fund
Pave and improve all unpaved streets	Long-term	L	STR	\$500K-\$1M General Fund
Repair and resurface downtown street grid	Long-term	L	STR	> \$1 million General Fund
Replace open ditches with curb, gutter, and pipe as needed	Long-term	L	STR, W/S	> \$1 million General Fund
Complete curb gutter on Strickland St	Immediate	M	STR, W/S	\$750K General Fund
Promote and make improvements to J Dixie Harn Industrial Park	Immediate	H	STR, W/S	> \$1 million General Fund
Improve stormwater drainage, consider creating a separate city stormwater department	Short-term	L	STR, W/S	Staff Time General Fund
Complete the sewer rehabilitation in Basin 1	Short-term	M	W/S	> \$1 million General Fund
Replace existing transite water mains	Short-term	M	STR, W/S	\$500K-\$750K General Fund
Fire training center and Station 3	Short-term	M	PS, W/S	> \$1 million General Fund
Purchase a ladder truck	Immediate	H	PS	\$500K General Fund
Explore expansion of sewer service to areas west and east ends of Pembroke	Long-term	L	ADM, W/S	Staff Time General Fund
Intergovernmental Coordination				
Promote maximum cooperation among all public safety, emergency response and law enforcement officials, across the county, city and other agencies to reduce duplication, speed interventions and maximize efficiencies.	Ongoing	C	ADM	Staff Time General Fund
Work collaboratively with Bryan County to define service boundaries in preparation for future growth from the Hyundai Manufacturing facility	Ongoing	C	ADM	Staff Time General Fund
Utilize the required service delivery strategy update to coordinate with Bryan County and Richmond Hill on shared issues such as infrastructure management, transportation planning and economic development.	Ongoing	C	ADM, PZ	Staff Time General Fund
Work to better coordinate with the Bryan County Health Department for new development projects on septic systems and individual wells.	Ongoing	C	ADM	Staff Time General Fund
Collaborate with Bryan County to address blighted properties	Ongoing	C	ADM, PZ	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
Coordinate with Bryan County and Richmond Hill and other regional partners to plan and prepare a strong emergency response effort for all hazards and natural disasters.	Ongoing	C	ADM	Staff Time General Fund
Seek opportunities to share services and facilities with neighboring jurisdictions when mutually beneficial.	Ongoing	C	ADM	Staff Time General Fund
Leverage relationships with elected officials to improve access to State and federal resources.	Ongoing	C	ADM	Staff Time General Fund
Cultural and Historic Resources				
The City and Downtown Development Authority will continue to market Pembroke as a retail ready City with available buildings, vacant land and other opportunities for businesses	Ongoing	C	ADM, DDA	Staff Time General Fund
The City and Downtown Development Authority will continue to inform potential businesses of the DCA tax incentives and benefits of locating in a historic building	Ongoing	C	ADM, DDA	Staff Time General Fund
The City will continue to support and allocate funds to the Downtown Development Authority and Pembroke Mainstreet program	Ongoing	C	ADM, DDA	Staff Time General Fund
Support local business owners through marketing, promotion, social media and city events	Ongoing	C	ADM, DDA	Staff Time General Fund
Conduct an inventory of all historic and cultural resources in the city and make the list available on the city website and social media	Short-term	M	ADM, DDA	\$25K General Fund
Consider conducting a retail and market study as well as researching possible grants (TEA Grant through GDOT, for example) and tax credit programs to determine downtown revitalization strategies	Short-term	M	ADM, DDA	Staff Time General Fund
Create a Sidewalk-Greenway-Bike Plan	Short-term	M	ADM, DDA	\$75K General Fund
Expand streetscapes while incorporating natural elements on Hwy 280, 67, 119, and Ash Branch Rd	Long-term	L	ADM, STR, PZ	Staff Time General Fund
Create nature trails along canal paths to highlight and educate citizens about the role of wetlands in the City	Long-term	L	ADM	Staff Time General Fund
Continue to utilize the Georgia Urban Forest network to recognize historic and outstanding trees	Ongoing	C	ADM, PZ	Staff Time General Fund
Continue to acquire small parcels for park space in newly annexed areas	Ongoing	C	ADM, PZ	Staff Time General Fund
Broadband				
Leverage any opportunities to provide home access for K-12 students (as promoted by the Board of Education to unlock 24/7 educational opportunities), and for college students to enable online educational opportunities.	Ongoing	C	ADM	Staff Time General Fund

<i>Action Item</i>	<i>Timeframe</i>	<i>Priority</i>	<i>Responsible Party</i>	<i>Funding Source / Cost</i>
Work with all willing providers to expand broadband and mobile networks	Ongoing	C	ADM	Staff Time General Fund
Identify and consider adopting policies that facilitate broadband deployment, such as appropriate streamlined project permitting, a county “dig-once” policy, or master lease agreements that allow the installation of broadband infrastructure on utility poles.	Immediate	M	ADM	Staff Time General Fund
Engage telecom providers in direct dialog to address telecom reliability and diversity/redundancy issues.	Ongoing	C	ADM	Staff Time General Fund
Work with willing providers, the GPSC, and other entities to develop method to document and correct on-going individual landline outages which lead to loss of 911 services for residents	Ongoing	C	ADM	Staff Time General Fund

Report of Accomplishments

The following report of accomplishments summarizes activities completed since the 2018 Comprehensive Plan Update. Items that are Completed have been finished within the 5-Year reporting period prior to this Comprehensive Plan Update. Items that are Ongoing have been initiated or have had partial progress made and have been carried over into the new Community Workplan. Items that are Postponed are still priorities for the community and have been in the new Community Workplan. Items marked Canceled are activities no longer prioritized by the City.

Action/Implementation Strategy	Status	Explanation	Completion Date
Development Patterns			
Update the Land Use Plan and utilities to a GIS format	Ongoing		
Update the Comprehensive, Solid Waste, Pedestrian Plans, etc.	Ongoing		
Coordinate with Bryan County to create cohesive Comp. and Land Use Plans	Ongoing		
Update Comp and Land Use Plans as needed	Ongoing		
Plan growth and efficiency of the city's water and sewer system	Ongoing		
Formulate and adopt overlay districts for gateways and historic areas	Canceled	No longer viable	
Implement Blight Ordinance and Code Enforcement	Ongoing		
Enforce design guidelines in Historic Area	Ongoing	Color palette expansion	
Analyze financial impact of growth and development patterns desired and needed	Ongoing		
Improve connectivity of sidewalks, streetscapes, trails, and other pedestrian improvements to encourage walking	Ongoing	Streetscape program, trying to get some momentum	
Continue to promote tax incentives of developing in Pembroke	Ongoing	Military zone tax credits, historic preservation tax credits	
Update housing inventory and identify blight areas	Ongoing	Needs to be a new housing survey, broke the city down into districts and performed an inventory	
Coordinate with regional, state, and federal partners in public housing	Canceled	Remove, there is no public housing or housing authority in the City	
Coordinate with public and private agencies to prevent and rectify heirs' property issues	Ongoing		
Coordinate with regional, state, and federal partners for special housing (seniors, veterans, disabled, etc.)	Ongoing		
Resource Conservation			
Expand streetscapes while incorporating natural elements on Hwy 280, 67, 119, and Ash Branch Rd	Ongoing	DOT project has landscaping elements	

Action/Implementation Strategy	Status	Explanation	Completion Date
Identify and remediate point and non-point source pollution	Ongoing		
Create nature trails along canal paths to highlight and educate citizens about the role of wetlands in the City	Ongoing		
Continue to utilize the Georgia Urban Forest network to recognize historic and outstanding trees	Ongoing	There are historically identified/listed trees in the city	
Adopt a conservation subdivision ordinance	Postponed		
Continue to acquire small parcels for park space in newly annexed areas	Ongoing		
Support Adopt-a-Spot and highway beautification programs	Postponed	Nothing currently active	
Economic Development			
Continue to support efforts of Downtown Development Authority and Mainstreet Program	Ongoing		
Make infrastructure improvements to J Dixie Harn Industrial Park	Ongoing		
Continue to market downtown storefronts	Ongoing		
Continue retail study and make findings available to local businesses	Postponed	The City was doing this, but does not currently have the main street position staffed	
Support Bryan County Development Authority workforce surveys	Ongoing		
Youth Activities and Recreation			
Employ a full-time Recreation Coordinator/Pool Manager	Ongoing	Work needs to be completed to the pool. City is budgeting for the position, but it is not currently filled	
Continue after-school programming and make improvements at Mikell Foxworth Rec Center	Ongoing		
Continue support of Junior Police Academy and SADD	Ongoing		
Continue support of Bryan County Family Connections by utilizing the Harn Center as a Summer Lunch site	Ongoing		
Maintain sidewalks and streetlights on school pedestrian routes	Ongoing		
Construct splashpads at Harn Center	Postponed		
Replace pool pump at Harn Center	Completed		
Purchase portion of Martin tract below Sheriff's Dept. for second baseball field	Canceled	Property owners unlikely to sell to the City	
Infrastructure and Capital Projects			
Construct Public Safety Complex	Completed	Built a City Hall instead and converted the old City Hall to the police station, expanded and remodeled the fire station	2021

Action/Implementation Strategy	Status	Explanation	Completion Date
Construct residential water well in Bulloch County and connect to current water system	Completed		2019
Replace sewer and storm pipes in Basin 1, 2, and 3	Ongoing	2 and 3 complete. 1 is underway	
Pave and improve all unpaved streets	Ongoing	Alley behind Camelia Rd, City has two LMIG projects underway that are resurfacing projects	
Pave service roads in Northside Cemetery	Postponed	East to West is paved, north to south not paved	
Repair and resurface Ash Branch Rd	Completed	Ash Branch was completed	2018
Repair and resurface downtown street grid	Ongoing	119 completed, 67 completed. State highways completed; City is using LMIG for the local roads	
Repair and repaint downtown parking in conjunction with DOT's Hwy 280 project	Completed		
Replace open ditches with curb, gutter, and pipe as needed	Ongoing		
Complete curb gutter on Strickland St	Ongoing	Strickland to Highway 67	
Infrastructure and Capital Projects Partnerships			
Convert all downtown streetlamps to LED	Completed		
Rebuild Payne Drive and accompanying infrastructure	Completed		
Install fire hydrants and water taps along Ash Branch Rd as part of the water-well project	Completed		
Promote and make improvements to J Dixie Harn Industrial Park	Ongoing	Area was damaged from the tornado in April, 2022	
Improve and install railroad crossing signal at Industrial Park entrance	Completed		
Improve and install railroad crossing signal at South Poplar St	Completed		2022