

SHORT TERM WORK PROGRAM

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SHORT TERM WORK PROGRAM

Introduction

The Short Term Work Program (STWP) is comprised of projects that are ongoing or should be launched over the next five years to further the goals of Garden City 2040. The STWP is organized by element and lists the timeline, lead partner, funding source, and cost estimates for each strategy.

Progress on the activities and goals established in this section will be tracked and reported on an annual basis.

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TRANSPORTATION

	STRATEGY	PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
T.1	Implement a road asset management and maintenance system to prioritize improvements	2022-2023	Executive	General Fund	\$70,000
T.2	Implement impact fees for infrastructure installation program	2022-2023	Executive; Planning & Zoning	Staff Time	Staff Time
T.3	Apply for funding for streetscape projects along major roadways (Highway 17, 21, 25, 80, 307)	2024-2026	Executive	Staff Time; Grants	Project Dependent
T.4	Set Council priorities for local transportation investment & expansion to include public transportation via CAT	2022-2023	Executive; CAT	Staff Time	GC Staff; CAT Staff Time
T.5	Improve and/or install sidewalk connections on Highway 17, 21, 80, 307 and Traffic Circle to create safer areas for pedestrian connectivity citywide	2024-2026	Executive	Staff Time; Grants	Project Dependent
T.6	Establish a community-wide pedestrian network through sidewalks to adjacent and nearby residential and commercial districts	2024-2026	Executive; Bike/Walk Savannah	General Fund; Grants	Project Dependent
T.7	Work with Chatham Area Transit (CAT) to expand services to targeted areas of the city	2025-2026	Executive; CAT	Staff Time	GC Staff; CAT Staff Time

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ECONOMIC DEVELOPMENT

	STRATEGY	PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
E.1	Expand relationships with the Convention and Visitors Bureau (CVB) to promote Garden City	2022-2023	Executive	General Fund; CVB	Staff Time
E.2	Adopt incentives for desirable redevelopment & infill projects to include both commercial & affordable housing efforts	2024-2026	Executive; Habitat for Humanity	Staff Time	Staff Time
E.3	Complete an economic development plan to include a targeted marketing strategy for desirable retail & commercial development	2024-2026	Executive	General Fund; CVB	\$45,000

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LAND USE

	STRATEGY	PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
LU.1	Adopt design guidelines for commercial and industrial areas where higher cost, long-term business investment is anticipated	2024–2026	Planning & Zoning	General Fund; Grants	\$75,000
LU.2	Pursue funding opportunities for an infrastructure capital improvement project to extend water on to Highway 17 to encourage new residential development	2024–2026	Planning & Zoning	GEFA; Water/ Sewer Fund; Grants	\$5 Million
LU.3	Identify areas of blight and determine activities and funding to address blight	2024–2026	Executive	General Fund; Grants; Staff Time	Staff Time
LU.4	Demolish abandoned structures	2024–2026	Planning & Zoning	General Fund	\$25,000/ Annually
LU.5	Review and implement the recommendations of the Safe Growth Audit	2024–2026	Executive; Planning & Zoning	General Fund; Grants; Staff Time	Staff Time; Project Based Cost
LU.6	Develop an intergovernmental coordination plan/strategy with Savannah/Hilton Head International Airport (SHHIA) to ensure that the near term and long-term development plans of both Garden City and the SHHIA are compatible	2022–2023	Executive; SHHIA Staff	General Fund	Staff Time
LU.7	Implement activities proposed in the Urban Redevelopment Plan (URP)	2022–2026	Executive; Planning & Zoning	General Fund; Grants; Staff Time	Staff Time; Project Based Cost
LU.8	Develop overlay districts with design guidelines for the commercial target areas defined in the Urban Redevelopment Plan	2022–2026	Executive; Planning & Zoning	General Fund; Grants; Staff Time	Staff Time; Project Based Cost

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HOUSING

STRATEGY	PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE	
H.1	Complete a housing study to determine which types and styles of affordable housing options are most needed to allow and accommodate local housing needs	2022-2023	Executive; Planning & Zoning	General Fund	\$50,000
H.2	Review codes related to vacant structures again to streamline process for enforcement, acquisition, or demolition	2022-2023	Planning & Zoning	Staff Time; Consultant	\$20,000
H.3	Implement mechanisms that will assist in rehabilitating older homes	2024-2026	Garden City Housing Team	Staff Time; Grants	\$100,000/ Annually
H.4	Expand senior housing and affordable housing	2022-2023	Private Developers	General Fund	Project Driven/ Private Dollar
H.5	Participate in the Chatham County/Savannah Land Bank Authority	2024-2026	Planning & Zoning	Staff Time	Staff Time

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NATURAL RESOURCES

	STRATEGY	PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
NR.1	Evaluate water quality BMPs around Salt Creek & Pipemakers Canal watersheds	2022-2023	Executive; Drainage	Stormwater Utility	\$10,000
NR.2	Improve greenspace, parks, and public facilities to maintain the high desirability of the areas	2024-2026	Executive	Stormwater Utility	\$20,000/ Annually
NR.3	Perform a tree inventory in public ROW and city parks	2025-2026	Executive	General Fund	\$20,000
NR.4	Update stormwater ordinances and local design manual to incorporate basin specific designs into the regulations	2025-2026	Executive	Stormwater Utility	\$20,000

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QUALITY OF LIFE

	STRATEGY	PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
Q.1	Complete a historic resources survey for Garden City to include a list & accompanying maps of proposed areas	2022–2023	Executive; MPC	General Fund	\$4,000
Q.2	Create a Historic Preservation Commission (Bylaws, Manuals, Training, etc.)	2024–2026	Executive; MPC	General Fund	\$18,000
Q.3	Create a Local Historic Preservation Ordinance (Including Neighborhood Meetings, etc.)	2024–2026	Executive; MPC	General Fund	\$12,000
Q.4	Apply for and Achieve Certified Local Government (CLG) Status	2024–2026	Executive; MPC	General Fund	\$6,000
Q.5	Apply for grants for remaining portions of city not previously surveyed through CLG Program	2024–2026	Executive; MPC	General Fund; Grants	\$3,500
Q.6	Create a plan to market the City's historic resources	2022–2023	Executive	General Fund; Grants; CVB	\$20,000

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CAPITAL PROJECTS

General Government Services

STRATEGY	PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
GG.1 Expand and improve communication with general public & residents to include mechanisms such as Town Hall Meetings & State of the City Address	2022–2023	Executive; Mayor & Council	Staff Time	Staff Time
GG.2 Maintain partnership with County to expand & enhance fiber throughout the city	2022–2023	Executive; IT	Staff Time	Staff Time
GG.3 Improve quality of existing broadband service for residents & businesses	2024–2026	Executive; IT	Staff Time; General Fund; Grants	Staff Time
GG.4 Plan & implement solar powered lighting opportunities for main roadways	2024–2026	Executive; Public Works	Staff Time; General Fund; Grants	\$10,000/ Annually
GG.5 Install more street lighting throughout city	2024–2026	Executive; Public Works; GA Power	Staff Time; General Fund; Grants	\$10,000/ Annually
GG.6 Update noise ordinance	2024–2026	Executive; GC Police	Staff Time; General Fund	Staff Time
GG.7 Complete a staff compensation evaluation every 3 years	2024–2026	Executive; Human Resources	General Fund	\$20,000
GG.8 Complete a residential customer service survey	2022–2023	Executive; Water/ Sewer Billing	Staff Time	Staff Time
GG.9 Review and implement the recommendations from the Greenhouse Gas Emissions Inventory to reduce government ops impacts	2022–2026	Executive; Public Works	Staff Time; General Fund; Grants	Project Based

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Public Safety

STRATEGY		PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
PS.1	Increase neighborhood police patrols	2022–2023	Police	Staff Time; General Fund	Staff Time
PS.2	Increase police traffic enforcement	2022–2023	Police	Staff Time; General Fund	Staff Time
PS.3	Apply for grants to install police surveillance cameras	2022–2023	Police	General Fund; Grants	Staff Time
PS.4	Install police school zone cameras	2024–2026	Police	Staff Time; General Fund	Staff Time
PS.5	Update and enhance public safety staff recruitment program	2022–2023	Police; Human Resources	Staff Time; General Fund	Staff Time
PS.6	Implement citizen engagement programs and enhance public safety staff interaction to communicate with public	2022–2023	Police	Staff Time; General Fund	Staff Time
PS.7	Update and enhance police crime prevention programs	2022–2023	Police	Staff Time; General Fund	Staff Time

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Public Works

STRATEGY		PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
PW.1	Develop plan to improve ditch & right-of-way maintenance	2022–2023	Public Works	Stormwater Utility	Staff Time
PW.2	Conduct a utility rate study to ensure affordable rates are maintained	2024–2026	Executive; Water/ Sewer/Stormwater	Water/Sewer Fund; Stormwater Utility	\$5,000/ Annually
PW.3	Complete citywide water & wastewater system modeling	2024–2026	Executive; Water/Sewer	Water/Sewer Fund	\$200,000
PW.4	Improve water system where needed throughout city based on studies	2024–2026	Executive; Water/Sewer	Water/Sewer Fund	\$1 Million
PW.5	Purchase new street sweeper	2024–2026	Public Works	Stormwater Utility	\$350,000
PW.6	Complete an update to the Stormwater Drainage Basin Master Plan	2024–2026	Executive	Stormwater Utility	\$50,000
PW.7	Review latest data and models to determine the impacts of sea level rise on the city's infrastructure & population	2024–2026	Executive	Stormwater Utility	\$20,000
PW.8	Develop a citywide pavement management system to prioritize city streets for future work	2022–2023	Executive; Public Works	General Fund	\$70,000
PW.9	Continue to expand water/wastewater south of I-16 in association with the Town Center development and the South GC URA	2025–2026	Executive; Public Works	Water/Sewer Fund; SPLOST	TBD

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Recreation

	STRATEGY	PROJECT TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
REC.1	Update the existing Parks and Recreation Master Plan to include proposed areas for expansion & improvements	2022-2023	Executive; Recreation	SPLOST; General Fund; Grants	\$100,000
REC.2	Expand and improve recreational facilities in neighborhoods to specifically include Silk Hope and Rossignol Hill	2024-2026	Executive; Recreation	SPLOST; General Fund	TBD; Final Project Scope
REC.3	Construct new recreation complex	2022-2023	Executive; Recreation	SPLOST; General Fund	\$3.5 Million
REC.4	Increase recreation staffing	2022-2023	Executive; Recreation	General Fund	\$100,000/Year
REC.5	Implement after school programs	2022-2023	Recreation	General Fund	Staff Time
REC.6	Identify property for acquisition as community and pocket parks	2022-2023	Executive; Recreation	SPLOST; General Fund	\$50,000
REC.7	Implement senior citizen Pick-up/Drop-off service	2022-2023	Recreation	General Fund	Staff Time
REC.8	Construct additional parking at Bazemore Park	2022-2023	Recreation	SPLOST; General Fund	\$250,000
REC.9	Rehab Garden City gym & stadium	2024-2026	Executive; Parks & Recreation	SPLOST; General Fund	\$500,000



ONGOING ACTIVITIES

LAND USE STRATEGY		ANNUAL TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
OG.1	Deter development within the regulated high risk flood zones	Ongoing	Planning & Zoning	General Fund	Staff Time
TRANSPORTATION STRATEGY		ANNUAL TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
OG.2	Improve pedestrian safety and mobility around city arterials and state routes	Ongoing	Executive	General Fund; SPLOST	Project Based
OG.3	Implement the city's comprehensive Capital Improvement Program (CIP)	Ongoing	Executive	General Fund; Water/Sewer Utility; Stormwater Utility	Project Based
HOUSING STRATEGY		ANNUAL TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
OG.4	Coordinate with the Garden City Community Housing Team to restore, revitalize, and rehabilitate city neighborhoods	Ongoing	GC Housing Team; Planning & Zoning	General Fund; Grants	Project Based
NATURAL RESOURCES STRATEGY		ANNUAL TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
OG.5	Educate residents regarding the need to protect designated flood zones or high risk flood areas	Ongoing	Planning & Zoning	Stormwater Utility	~\$10,000 Annually
PUBLIC WORKS-PUBLIC SAFETY		ANNUAL TIMELINE	LEAD PARTNER	FUNDING SOURCE	COST ESTIMATE
OG.6	Participate in disaster preparedness exercises with CEMA and other neighboring jurisdictions	Ongoing	Public Safety	General Fund	Staff Time
OG.7	Improve citywide fire service to maintain/improve ISO rating	Ongoing	Fire Department	General Fund; Fire Fee	Project Based



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REPORT OF ACCOMPLISHMENTS

TASK NUMBER	ACTION/ IMPLEMENTATION STRATEGY	COMPLETED	UNDERWAY	POSTPONED	NOT ACCOMPLISHED	EXPLANATION	COMPLETION DATE
INTERGOVERNMENTAL COORDINATION							
IC.1	Adopt a resolution in support of the Chatham County Blueprint	✓				The city adopted a resolution in support of the Chatham County Blueprint in 2016	2016
IC.2	Identify applicable goals and strategies from the Blueprint related to education, the economy, health, and quality-of-life for the implementation at the municipal government level	✓				The city identified applicable and appropriate goals and strategies from the Blueprint and has since incorporated those into the city's vision, goals, and short term work program for the future	2017

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TASK NUMBER	ACTION/ IMPLEMENTATION STRATEGY	COMPLETED	UNDERWAY	POSTPONED	NOT ACCOMPLISHED	EXPLANATION	COMPLETION DATE
HOUSING							
H.1	Coordinate with the Garden City Community Housing Team to restore, revitalize, and rehabilitate city neighborhoods		✓			The City has been working with our local 501c3 entity (Garden City Community Housing Team) for several years to implement this task	Moved to Ongoing Project List OG.4
H.2	Explore alternative housing options to accommodate local and regional housing needs/trends (container housing)		✓			The City has been working with Habitat for Humanity on advancing its affordable housing program with very good success	Now included in New H.1 Task
H.3	Review codes related to vacant structures to evaluate if the mitigation process can be streamlined	✓				The City reviewed codes and increased its dilapidated structure demolition work in recent years to reduce blight and other negative impacts associated with such properties	2019
H.4	Achieve "minimum standards" compliance with the Regional Plan for Coastal Georgia	✓				The City achieved minimum standards compliance with the Regional Plan. Garden City continues to incorporate applicable standards and requirements from the Regional Plan into its daily operations	2016

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TASK NUMBER	ACTION/ IMPLEMENTATION STRATEGY	COMPLETED	UNDERWAY	POSTPONED	NOT ACCOMPLISHED	EXPLANATION	COMPLETION DATE
ECONOMIC DEVELOPMENT							
ED.1	Support development and promotion of the Farmer's Market as a source of local produce				✓	The State of Georgia has been non-committal and cautious with regards to future operations of the site thereby placing the city's efforts on hold	Removed
ED.2	Implement activities proposed in the Urban Redevelopment Plan (URP)		✓			The City continues to assess strategic implementation of the URP through corridor improvements as well as collaboration with Habitat for Humanity and other partners for housing infill and redevelopment	Now New LU.7
ED.3	Develop overlay districts with design guidelines for the commercial target areas defined in the Urban Redevelopment Plan		✓			The City has begun a corridor study for State Route 21 (SR 21) as an initial step in developing a future overlay district to coincide with the opening of the new K-12 school complex.	Now New LU.8
ED.4	Develop an Economic Development Plan that includes appropriate commercial business recruitment and support			✓		The City intends to utilize the outcome of the SR 21 Study discussed above to revisit this project opportunity	Now New ED.3
ED.5	Identify and create Business Improvement Districts (BIDs), CIDs, TADs, or other entities to support economic development initiatives	✓				The City adopted an Enterprise Zone (EZ) Ordinance for Garden City Town Center in 2018 to incentivize economic growth for the area	2016
ED.6	Develop a strategy for business recruitment	✓				Business Recruitment Package Developed	2018

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TASK NUMBER	ACTION/ IMPLEMENTATION STRATEGY	COMPLETED	UNDERWAY	POSTPONED	NOT ACCOMPLISHED	EXPLANATION	COMPLETION DATE
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NATURAL & CULTURAL RESOURCES

NR.1	Work with FEMA and ISO to improve the city's Community Rating System (CRS) score	✓				The City improved its Community Rating System (CRS) to a 6 in 2019, which puts Garden City in the top 20% of floodplain management programs in the country	2019
NR.2	Devise a water supply plan or strategy using existing and future withdrawal permit restrictions and outside sources	✓				The City participated in the Update to the Chatham County Water Supply Management exercise in 2017	2018
NR.3	Participate in an update to the Chatham County Water Supply Management Plan	✓				The City participated in the Update to the Chatham County Water Management exercise in 2017	2018
NR.4	Identify property for acquisition as community and pocket parks		✓			This project was first budgeted in FY21 by the city and the project is ongoing at this time.	
NR.5	Continue to educate residents regarding the need to protect designated flood zones or high risk flood areas		✓			The City educates its citizens and businesses regarding this matter on an annual basis via brochures, utility bill inserts and news articles	Moved to Ongoing Project List as New OG.5 Task
NR.6	Perform a tree inventory in public ROW and city parks			✓		The City has postponed this task due to a lack of funding	Now New REC.6 Task
NR.7	Update stormwater ordinances and local design manual to incorporate basin specific designs into the regulations		✓			The City staff has been working with its consultants to enhance existing ordinances to better protect properties and structures from flooding	

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TASK NUMBER	ACTION/ IMPLEMENTATION STRATEGY	COMPLETED	UNDERWAY	POSTPONED	NOT ACCOMPLISHED	EXPLANATION	COMPLETION DATE
TRANSPORTATION							
T.1	Improve traffic level of service and road conditions for Chatham Parkway and associated roads in the Telfair area	✓				The City completed a \$3 million road improvement project for Chatham Parkway in 2018. This project improved the operational function of the road system to accommodate the increased traffic in the area	2018
T.2	Develop a citywide pavement management system to prioritize city streets for future work			✓		The City has considered implementation of a Pavement Management System (PMS) to assess the conditions of city streets but inadequate funding has kept the City from moving forward with this task as of this time	Now New Task PW.8
T.3	Improve pedestrian safety and mobility around city arterials and state routes		✓			The ongoing SR 21 Study is the City's most focused effort on addressing this issue. It is anticipated that the completed study will provide the City the needed guidance to move this task forward in the future	Moved to Ongoing Project List as Task OG.2
T.4	Implement the city's comprehensive Capital Improvement Program (CIP)		✓			The City has been annually evaluating its CIP and then strategically budgeting for its implementation each fiscal year.	Moved to Ongoing Project List as OG.3
T.5	Work with Chatham Area Transit (CAT) to expand services to targeted areas of the city		✓			The City has been working very closely with CAT to expand services along the SR 21 corridor in recent months with implementation of the expanded program likely within the next 12 to 18 months	Now New Task T.7

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TASK NUMBER	ACTION/ IMPLEMENTATION STRATEGY	COMPLETED	UNDERWAY	POSTPONED	NOT ACCOMPLISHED	EXPLANATION	COMPLETION DATE
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RESILIENCY & SUSTAINABILITY

RS.1	Continue to participate in disaster preparedness exercises with CEMA and other neighboring jurisdictions		✓			The City regularly coordinates and collaborates with CEMA and neighboring jurisdictions as it relates to emergency preparedness	Moved to Ongoing Project List Under Public Safety as OG.6
RS.2	Coordinate with CEMA on the Disaster Recovery Plan and Redevelopment Plan	✓				The City adopted the Chatham County Hazard Mitigation Plan in 2020 and regularly coordinates with CEMA on related plans and efforts	2019
RS.3	Deter development within the regulated high risk flood zones		✓			The City's Flood Damage Prevention Ordinance (FDPO) is a tool that is routinely utilized by the Planning and Engineering Review staff as it relates to managing the land development review and approval process	Moved to Ongoing Project List Under Land Use as OG.1
RS.4	Review and implement the recommendations from the Greenhouse Gas Emissions Inventory to reduce the impact of government operations			✓		The City has postponed this task due to a lack of funding	Now New Task GG.9
RS.5	Review and implement the recommendations of the Safe Growth Audit		✓			The City through its zoning, land development, stormwater runoff and floodplain management ordinances is implementing the general recommendations as set in the Safe Growth Audit from 2013 as funding allows	Now New Task LU.5
RS.6	Review existing Sea Level Rise studies and data trends to understand how the city may be impacted		✓			The City is working closely with Chatham County as it relates to the county's ongoing studies pertaining to sea level rise in the coastal Georgia region. The City intends to adopt strategic measures as put forth by the county to assist in addressing this issue in the future	Now New Task PW.7



TASK NUMBER	ACTION/ IMPLEMENTATION STRATEGY	COMPLETED	UNDERWAY	POSTPONED	NOT ACCOMPLISHED	EXPLANATION	COMPLETION DATE
FACILITIES & SERVICES							
FS.1	Implement the Parks and Recreation Master plan to include new and renovated facilities		✓			The City has developed a preliminary concept design and established a line item in the SPLOST budget for the planned recreation complex within the Master Plan	Now New Task REC.1
FS.2	Continue to expand water and wastewater service south of I-16 in association with the Town Center development and the South Garden City Urban Redevelopment Area		✓			The City has expanded its water and sewer service within the Garden City Town Center (GCTC) area to facilitate new development. The other areas further south from I-16 are still in the preliminary planning stages at this time	Now New Task PW.9
FS.3	Explore ways to better track citizen requests through apps, live real-time reporting, and other technologies	✓				In addition to a phone work order system, the City implemented an online work order system as well as social media tools to enable citizens to provide information to City staff for review and possible follow up action	2019
FS.4	Upgrade the City's Water Pollution Control Plant (WPCP) to a reuse discharge standard)				✓	The Georgia EPD has not mandated that the City upgrade its WPCP as of this time	Removed
FS.5	Proactively maintain the MS4 as required by the Phase I NPDES permit to mitigate the impacts of flooding		✓			The City continues to allocate significant resources to its ongoing drainage system maintenance program via the City's Stormwater Utility revenue stream	Moved to Ongoing Project List Under Public Works: Drainage
FS.6	Improve citywide fire service to maintain/improve ISO rating		✓			The City is continuously reviewing and looking to improve its fire services to ensure that we maintain the appropriate ISO rating for the community	Moved to Ongoing Project Lis Under Public Safety

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APPENDIX

