



# City of Pembroke

## Urban Redevelopment Plan



Adopted: November 22, 2017





**A RESOLUTION TO ADOPT AN URBAN REDEVELOPMENT PLAN AND DESIGNATE THE  
CITY OF PEMBROKE AS AN URBAN REDEVELOPMENT AGENCY**

**WHEREAS**, the Mayor and City Council of Pembroke, Georgia find that there are areas within the city limits where a predominance of buildings or improvements, whether residential or nonresidential, which by reason of dilapidation, deterioration, age, or obsolescence; or the existence of conditions which endanger life or property by fire and other causes, are detrimental to the public health, safety, morals, or welfare; and,

**WHEREAS**, Study Area includes the City of Pembroke boundaries which encompasses approximately eight square miles;

**WHEREAS**, the City of Pembroke surveyed and assessed existing conditions and data in the form of census, housing, and land use;

**WHEREAS**, there is an estimated 971 homes which 54 percent of the parcels are occupied and 29 percent are vacant/unoccupied;

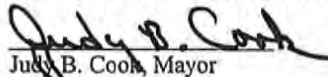
**WHEREAS**, the results demonstrate that 642 percent of homes have a level 1 ranking which is no more than 1 minor defect and 72 of the homes had a level 2 ranking which is 2 or more defects;

**WHEREAS**, the Mayor and City Council of the City of Pembroke previously adopted a Finding of Necessity resolution at their March 13, 2016 City Council meeting;

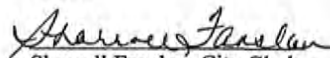
**WHEREAS**, an urban redevelopment area and plan was created which is consistent with the city's comprehensive plan.

Adopted this 22 day of Nov, 2017.

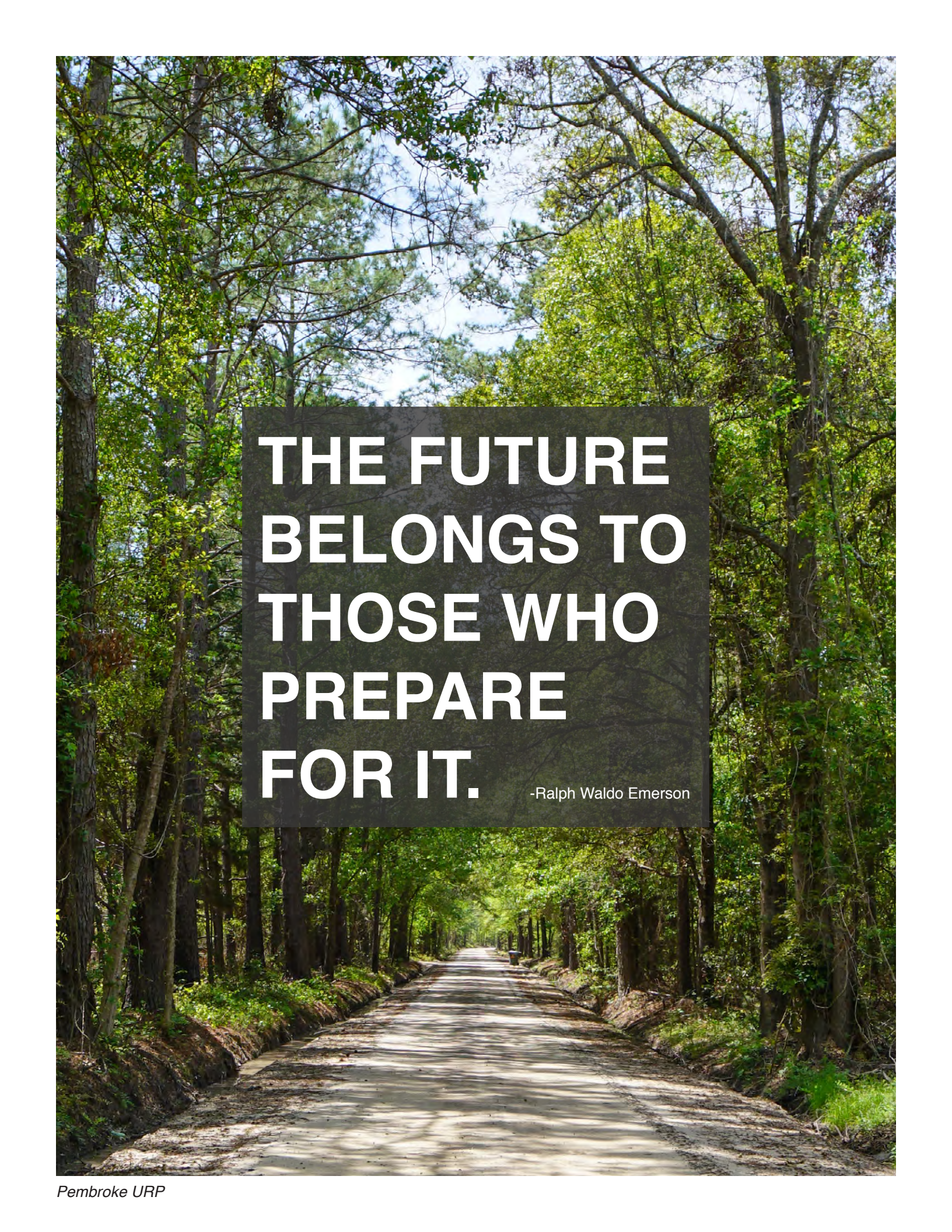
**CITY OF PEMBROKE, GEORGIA**

  
Judy B. Cook, Mayor

Attest:

  
Sharroll Fanslau, City Clerk



A photograph of a dirt path lined with trees, with a quote overlaid in the center.

**THE FUTURE  
BELONGS TO  
THOSE WHO  
PREPARE  
FOR IT.**

-Ralph Waldo Emerson



# CITY OF PEMBROKE

## **Judy B. Cook, Mayor**

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Johnnie A. Miller, Sr. - Mayor Pro Tem - District 1

Karen Lynn - District 2

Diane H. Moore - District 3

Tiffany M. Walraven - District 4

### **PLANNING AND ZONING**

Dain Reams, Chairman

### **POLICE DEPARTMENT**

Randy Alexander, Chief of Police

### **GICH TEAM MEMBERS**

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Tiffany Walraven

Traci Wells

Wilson Pickett

Terry A. McCoy

Susan Hagin

Stacy Strickland

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Ron Alexander

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Diane Moore

Christy Williams

Carol Miller

Betty K. Hill

## **COASTAL REGIONAL COMMISSION**

Allen Burns, Executive Director

### **PLANNING AND GOVERNMENT SERVICES TEAM**

Lupita McClenning, Planning Director

Russell Oliver, Senior Planner II

Bill Compton, AICP, Senior Planner, Grant Specialist

Meizi Wolven, Grant Specialist

Hunter Key, GIS Manager

Lisa Fulton, GIS Analyst/Senior Planner





## **ADOPTION**

This plan was adopted on November 22, 2017 by the City of Pembroke.

## **SPECIAL THANKS**

Special Thanks to the dedicated community members, business owners, property owners, and advocates that attended our planning events and provided their valuable input in a collaborative process. This plan would not exist without them.

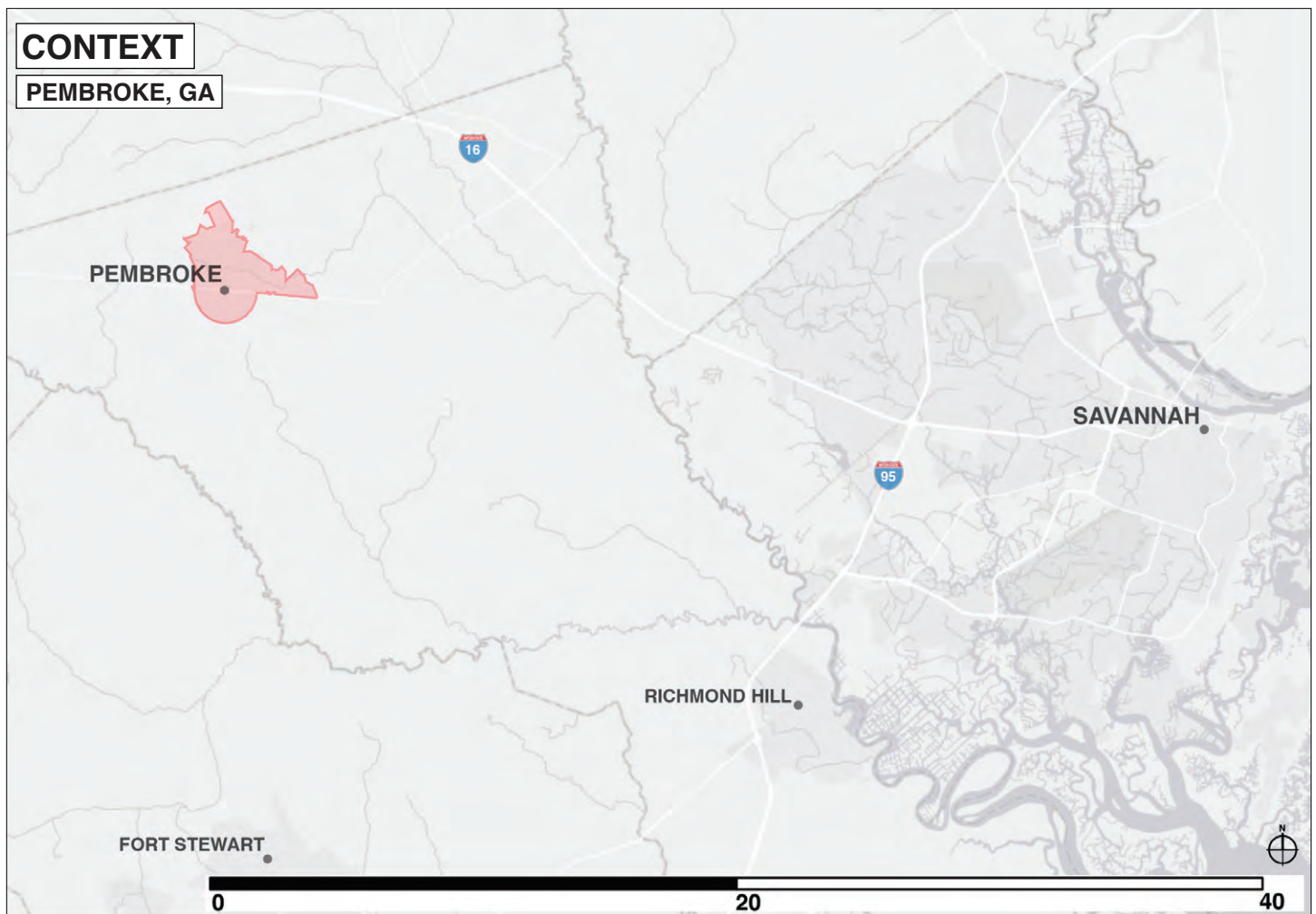


## Table of Contents

<b>Introduction.....</b>	<b>1</b>
Purpose of a Redevelopment Plan.....	3
Urban Redevelopment Plan Requirements .....	3
Consistency with Comprehensive Plan .....	4
Planning Process.....	5
Housing Survey.....	5
Stakeholder Meetings .....	5
Community Workshops .....	6
Community Charrette .....	7
<b>Urban Redevelopment Area .....</b>	<b>15</b>
Designation of Redevelopment Entity .....	15
Redevelopment Area .....	17
Sub Area - Ash Branch Road Corridor.....	18
Negative Conditions Within Redevelopment Area.....	18
Housing Survey and Assessment.....	19
Land Use Objectives Within Redevelopment Area.....	26
Needs / Opportunities / Recommendations.....	29
<b>Strategies .....</b>	<b>31</b>
Description of Parcels to be Acquired.....	31
Structures to be Demolished or Rehabilitated .....	31
Plan to Leverage Private Resources for Redevelopment.....	31
Strategy for Relocating Displaced Residents .....	32
Covenants and Restrictions to be Placed on Properties .....	32
Needed Public Infrastructure .....	32
<b>Moving Forward.....</b>	<b>33</b>
Changes to Planning, Zoning, and Building Regulations .....	33
Implementation Funding Strategies.....	33
URP Implementation .....	33



Appendix A.....	35
Appendix B .....	46



## INTRODUCTION

The City of Pembroke is located in northern Bryan County, Georgia and is the County Seat. The City encompasses approximately eight square miles and is designated as a historic railroad town. The City is situated near the City of Savannah (approximately 36 miles to the east); the City of Statesboro (approximately 25 miles to the north); and Fort Stewart (1 mile to the south, based on the installation boundary). The City sits at the intersection of three major highways - US 280, US 67, and SR 119. These arterials provide a regional transportation network that moves traffic both to I-16 and I-95.

The City's population is 2,535 with 60% white, 35% African American, and 5% of other ethnicity. According to the US Census Bureau, the City's per capita income in 2016 was \$17,808 which is nearly \$10,000 less than that of Bryan County (\$28,209) and the State of Georgia (\$26,467). The City also has a significant portion of the population (24.7%) below the poverty line, which has been a driving factor in the preparation of this Urban Redevelopment Plan (URP).





The City of Pembroke is contending with a number of challenges related to current and future development, housing, economic growth, and economic development as it relates to drawing and retaining the appropriate types of businesses. Established in 1889 when the Savannah and Western Railroad extended its line from Meldrim to a point 32 miles west of Savannah in north Bryan County, the City of Pembroke grew from a thriving business in timber. Today the City has experienced a significant shift from commercial and business centered development to residential. The shift can be attributed to the construction of I-95 through lower Bryan County in the 1970s which allowed an increasing number of people to work in Savannah without having to live there. This fostered the transformation of Richmond Hill - Pembroke's lower Bryan neighbor adjacent to I-95 - from a sleepy, small town to one of the fastest-growing cities in the state during the 1990s. Pembroke, further from the interstate, did not experience this same growth, although advocates promote it as a small town with quick and easy access to Savannah. The changing dynamic in development has led to disinvestment in some of the older neighborhoods in the City, a declining downtown, and deteriorating buildings. As a result, some areas of the City are experiencing declining property values and general property neglect.

The City is adopting this Urban Redevelopment Plan (URP) as a tool to assist with development and redevelopment of these blighted and / or underdeveloped areas of the City.

## PURPOSE OF A REDEVELOPMENT PLAN

The Urban Redevelopment Act of Georgia (OCGA 36-61-1) was adopted in 1955 by the Georgia General Assembly as a tool to support the development of public/private partnerships for community revitalization efforts. The Urban Redevelopment Act (the Act) provides local governments in Georgia with specific powers to rehabilitate, revitalize, conserve, and develop designated “slum areas” per OCGA 36-61-2. The Act defines a slum area as:

*“any areas which by reason of the presence of a substantial number of slum, deteriorated, or deteriorating structures; predominance of defective or inadequate street layout, faulty lot layout in relation to size, adequacy, accessibility, or usefulness; unsanitary or unsafe conditions; deterioration of site or other improvements; tax or special assessment delinquency exceeding the fair value of the land; the existence of conditions which endanger life or property by fire and other causes; by having development impaired by airport or transportation noise or by other environmental hazards; or any combination of such factors substantially impairs or arrests the sound growth of a Governmental Entity, retards the provisions of housing accommodations, or constitutes an economic or social liability and is a menace to the public health, safety, morals, or welfare in its present condition and use.*

Prior to exercising the powers associated with the Act, the City Council must adopt a resolution finding that the area constitutes a “slum area” based on the definition above and that redevelopment of the area is necessary in the interest of the public health, safety, morals, and welfare or residents of the neighborhood and community. In addition to defining the boundaries of the urban redevelopment area(s), City Council must also formally adopt the Urban Redevelopment Plan (URP).

## URBAN REDEVELOPMENT PLAN REQUIREMENTS

The URP is required to address many components of the City of Pembroke’s plan for renewal. These elements include, but are not limited to:

1. Designation of a redevelopment entity.
2. Indication of consistency with the City’s Comprehensive Plan.
3. Definition of boundaries of the area to be redeveloped (which need not be contiguous) which qualify as “blighted” as defined by the Act. These areas are designated as the Urban Redevelopment Area (URA).
4. Explanation of the negative conditions in the redevelopment area that cause it to meet the definition of “slum” and make redevelopment necessary.
5. Indication of any land acquisition, demolition, redevelopment, improvement, and rehabilitation proposed to be undertaken in the area.
6. Indication of any changes to planning, zoning, and building requirements.
7. Description of a feasible method for the relocation of families who will be displaced from the area into decent, safe, and sanitary dwellings within their means and without undue hardship.
8. Indication of the URP’s relationship to definite local objectives.
9. Indication of the maximum opportunity for rehabilitation and redevelopment of the area to be undertaken by private enterprise.



## CONSISTENCY WITH COMPREHENSIVE PLAN

The City of Pembroke is in the process of updating the 2008 Comprehensive Plan. The preparation of the URP has been incorporated into this process to ensure consistency between these planning efforts. In addition, the issues and opportunities identified in the 2008 Comprehensive Plan as well as other planning documents have been used to assist in the development of the URP. In 2008, City of Pembroke Stakeholders developed a vision statement during the public involvement program. The public had the opportunity to share their views and concerns with regard to current and future development patterns as well as quality of life issues. The following vision statement for future development and growth in Pembroke was crafted:

*The City of Pembroke is a civic-minded, family-oriented, rural community that is proud of its cultural significance, historical downtown, and welcoming hospitality, as well as its commitment to maintaining the quality of life for future generations.*

*Our goals are to maintain the small-town atmosphere while planning for growth and a diverse population through the provision of economic development opportunities and quality education; where sense of community is enhanced through responsible governance, leadership and preservation ethics.*

*Our priorities include: encouraging livability and diversity of housing options for all residents; promoting Pembroke's vitality and uniqueness of place; maintaining a sense of public safety and security; balancing the need for economic growth, environmental protection and quality government services.*

This vision statement reflects the views of the community and provides the City with a general outline for future planning. Some of the major trends identified in the City's Comprehensive Plan related to housing are a revitalization of older neighborhoods, an overabundance of manufactured housing, lack of diverse and affordable housing options, housing options for seniors, limited rental property, and the preservation of natural resources is becoming increasingly important due to development pressures<sup>1</sup>. Due to a significant portion of the population within the City of Pembroke below the poverty line (24 percent), the City has developed the following goals for housing:

- Maintain a small-town atmosphere while planning for growth and a diverse population
- Rehabilitate, maintain, and preserve old historic residential neighborhoods
- Upgrade current housing stock for low-moderate income areas
- Expand low-income housing options to accommodate at or below 60 percent Area Median Income (AMI)
- Identify blighted areas and encourage revitalization

The Comprehensive Plan Established "Character Areas" to call attention and define development patterns for unique areas throughout the City. The plan defines these areas and discusses the manner in which future development should occur, current zoning within the area, considerations with regard to the zoning, and implementation measures. Incorporation of the vision statement, community goals and the Character Areas has occurred during the preparation of the URP creating consistency between these documents. A consistent theme between the goals and objectives of these documents should solidify their relevance, thus streamlining future implementation of proposed activities.

<sup>1</sup> City of Pembroke, "Issues and Opportunities," pp. II-17. In Bryan County and Cities of Pembroke and Richmond Hill Joint Comprehensive Plan. Prepared by Coastal Georgia Regional Development Center. October 2008.



## PLANNING PROCESS

This plan is based on an extensive public process that engaged residents, business owners, property owners, government agencies, area employees, non-profits, real estate development experts and members of the general public. The process kicked off in 2012 when the City of Pembroke was accepted into the Georgia Initiative for Community Housing (GICH) program; a three year community program that offers collaboration and technical assistance relating to housing and community development. GICH members developed a long-term work plan to address the housing issues within the city and to ultimately adopt an urban redevelopment plan.

## HOUSING SURVEY

A housing survey and assessment based upon existing conditions and data in the form of census, housing, and land use was conducted from August to October 2013. During this survey, 971 parcels were identified as residential, though there is a high number that are currently undeveloped.

## STAKEHOLDER MEETINGS

Planning team members were regularly invited and attended meetings held by the Coastal Regional Commission to give updates on the Plan and planning process, along with answering any questions or concerns from the community. Examples of these meetings include the URP, Pembroke DDA, and monthly GICH meetings.

<sup>2</sup> District Meeting minutes: Appendix A.





## COMMUNITY WORKSHOPS

Community members were invited to attend meetings during the fall of 2016 in each of the four council districts within the City of Pembroke<sup>2</sup>. At the community meetings, participants were introduced to the planning process and engaged in exercises and group discussions about their community within the district. The primary purpose of the meetings was to introduce the planning process, collect feedback, and listen to participants discuss their neighborhood. Roughly one-hundred community members were in attendance to all community meetings. Exercises completed by the community included:

- Write two sentences or more about your vision for the City of Pembroke.
- What do you love about your community?
- What would you like to see more of within the City?
- What would you like to see less of within the City?
- Voting exercise: Participants were given three sticker dots to determine which issues they considered the most important.





## COMMUNITY CHARRETTE

Community members, stakeholders, and planning team members were invited to attend a public charrette as an exercise to imagine, create, and map solutions within the Urban Redevelopment Area. This was an important step in the public outreach effort, designed to get feedback on issues and opportunities that the City should consider as it moves forward with the planning process.



On May 25, 2017, members of the Advisory Committee for the City of Pembroke Urban Redevelopment Plan and interested business owners, and others convened for the Community Design Charrette. The Charrette was held at the J. Dixie Harn Community Center at 91 Lanier Street, in Pembroke, from 6 to 9 p.m. The purpose of the Charrette was as follows:

- Learn about the Urban Redevelopment Plan, timeframe, and progress to date;
- Hear a review of the Existing Conditions
- Hear an overview of other studies related to the Urban Redevelopment Plan, including Mobility Planning and Georgia Coastal Regional Design Guidelines;
- Provide input related to land use, parks and open space, mobility, and design character.

## **MEETING ANNOUNCEMENT AND ATTENDANCE**

The Charrette was announced through numerous email blasts. More than 15 attended the Charrette, including Pembroke residents, business and property owners, and other stakeholders, as well as the consultant team members, staff from City, and the Pembroke Police Department. A copy of the Charrette meeting announcement is included in Appendix B.

Attendees were asked to sign in, and were provided an agenda, work sheets, and a raffle ticket for door prizes. Attendees were directed to activity table. A copy of the Charrette Meeting Agenda is included in Appendix B.

## **MEETING ACTIVITIES - WELCOME AND ORIENTATION**

Russell Oliver, Senior Planner II of the Coastal Regional Commission, opened the meeting and provided an overview of the Urban Redevelopment Plan process and the evening's activities and goals.

### **Review of Background Information**

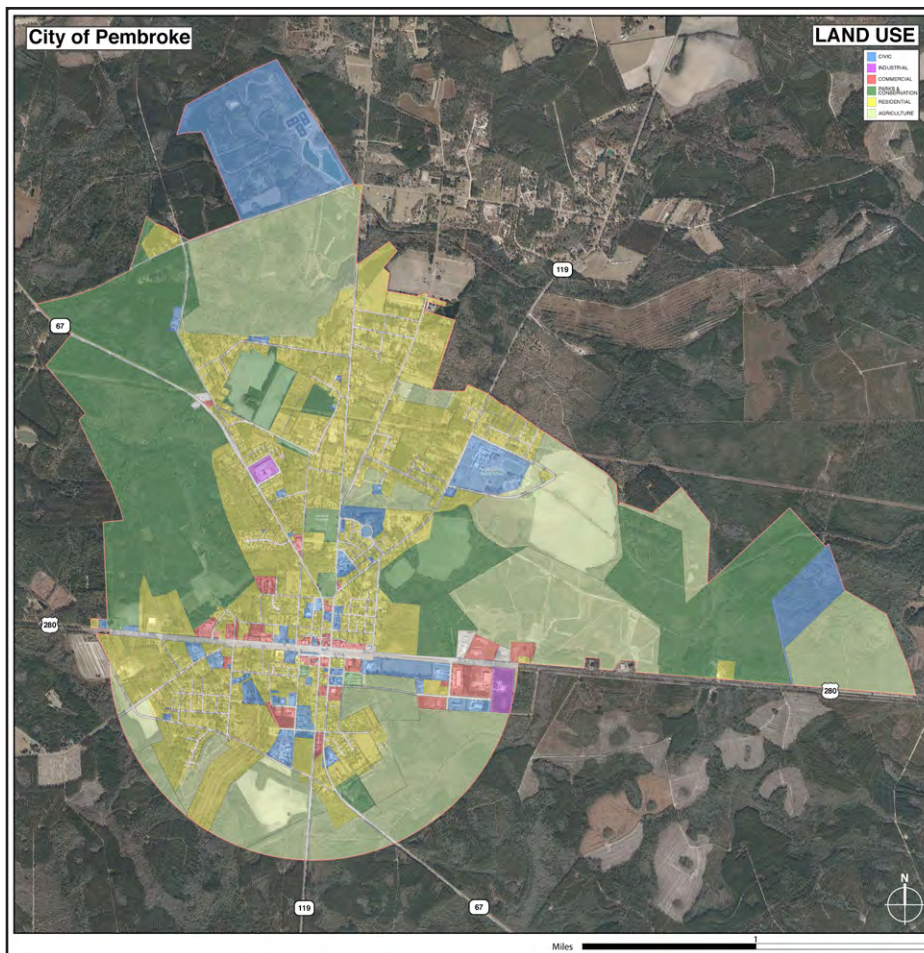
A PowerPoint presentation of the existing conditions, issues, and a summary of public input responses and feedback was delivered to attendees.

### **Charrette Activities**

Russell Oliver provided overall facilitation for the Charrette's group activities, while City staff facilitated group discussions at each table. There were three group activities. For each activity, Russell Oliver presented the goals of the activity, and the groups were given time to work on "assignments"; one participant from each group provided a summary of the group's conclusions. Each table was provided three large-format maps, markers, pens, Post-It notes, and "icon sheets" and photo sheets to use to document and describe concepts and goals for the plan area.

Results of Charrette activities are summarized in the following pages. Additional photos from the Charrette are provided in Appendix B, including documentation of the marked-up maps. All comments received have been transcribed and are included for reference in Appendix B.

## ACTIVITY 1: PLACES LAND USE, GATEWAYS, PUBLIC PARKS/OPEN SPACE (REFINE THE FRAMEWORK MAP)



The group was provided a map (left) illustrating land uses over an aerial photo of the City of Pembroke, as well as a “Gateway Icon Sheet” identifying types of potential gateway design features. The group was asked to do the following:

- Discuss potential changes to land uses and land use boundaries, as well as goals and/or issues for these areas;
- Discuss entry points and key gateways, as well as potential design features that could be incorporated into those areas; and
- Identify areas for future parks, plazas, and open space, and discuss the type, size of space, and key features that people would like to see.

**GROUP RESPONSES:** All maps and comments provided during this exercise are included in Appendix B. Consistent feedback that was heard during this exercise is as follows:

### Land Use

- Expand Industrial Park within the city limits to Agriculture zoned areas.
- Create an Industrial Gateway along 280 to the east of the city limits; create an industrial zone to the south along the outer ring of the city limits.
- Include primary school to school complex area on land use map.
- Parking should be incorporated in the area south of W. Industrial Blvd. and East of Lanier Street.
- Annex area (unbuilt subdivision) north of Waters Circle and East of Camelia Drive.
- There were a wide range of varying comments on land use and boundaries. Some highlights included the need for flexibility with lot consolidation and allowable uses, as long as the character was tightly controlled; expanding the industrial designation south and east of 280; allowing other uses, such as residential on the upper levels of buildings in the downtown area; and including conservation subdivisions within the residential areas.



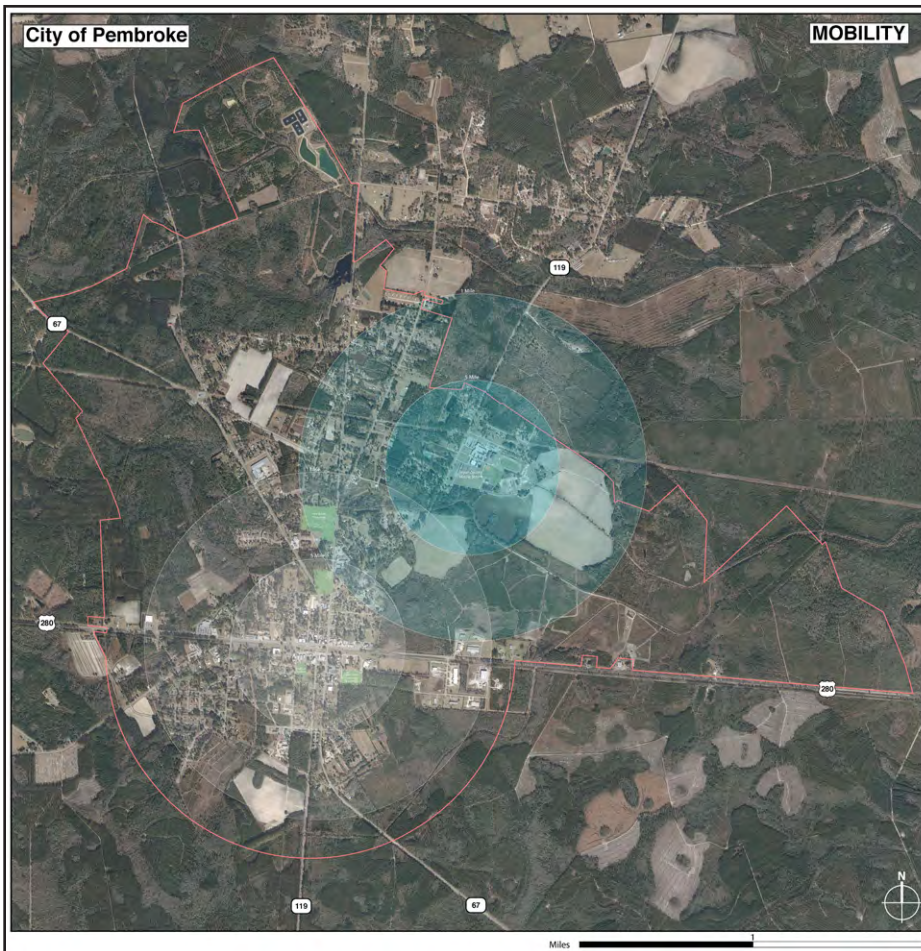
## **Gateway**

- Existing gateway signage needs improvements, such as lighting, plantings, directional signage.
- There is a preference for new traditional design signage. A need for wayfinding was identified throughout Pembroke and at key gateways such as 67 heading South after Sims Road, South College Street heading North before Speir Street, 280 after Clanton Street, Ash Branch Road heading South before Owens Road, 119 heading South before Lakeview Drive.

## **Parks, Plazas, and Open Space**

- There were many comments related to the need for Park enhancements, including linking them more directly to residential areas and to the downtown.
- There were several comments suggesting pocket parks or a community garden within or around the downtown area.

## ACTIVITY 2: CONNECTIONS MOBILITY, STREETScape, AND PARKING (IDENTIFY FUNCTIONAL ISSUES AND POTENTIAL SOLUTIONS)



The group was provided a map (left) of the City of Pembroke, a sheet of “Park Icons” identifying types of public places. An example of the icon sheet is shown in Appendix B. The group was asked to identify the following:

- Key mobility routes, such as pedestrian, bicycle, automobile, and bus;
- Public amenities and parks that would enhance the above routes;
- Connections to public parks and open space that should be added or strengthened.

**GROUP RESPONSES:** All maps and comments provided during this exercise are included in Appendix B. Consistent feedback that was heard during this exercise is as follows:

### Mobility

- *Pedestrian:* Feedback on pedestrian routes indicated a focus on North Main Street, the Ash Branch Road Corridor, Camelia Drive, East Bacon Street, West Bacon Street, Patterson Road, Harry Hagan Road, South Poplar Street, and Warnell Street. The Ash Branch Road Corridor encompasses residences, natural areas and light commercial areas from the Sims Road Intersection (Pembroke’s northern limit) to the road’s termination at Smith Street and Camellia Drive/Ga Hwy 119. There were also a range of varying comments, including concerns about additional sidewalks, additional crosswalks, ADA access, and the need for pedestrian lighting to emphasize pedestrian routes with a particular focus on the Ash Branch Road Corridor.
- *Bicycle:* The majority of comments indicated a need for signage for bicycles, new bike lanes, and connections from Bryan County Middle School to downtown.
- *Automobile:* There were a range of comments, including concerns about ADA access and parking; need for lighting; wayfinding signage; and a need to more clearly identify gateways.



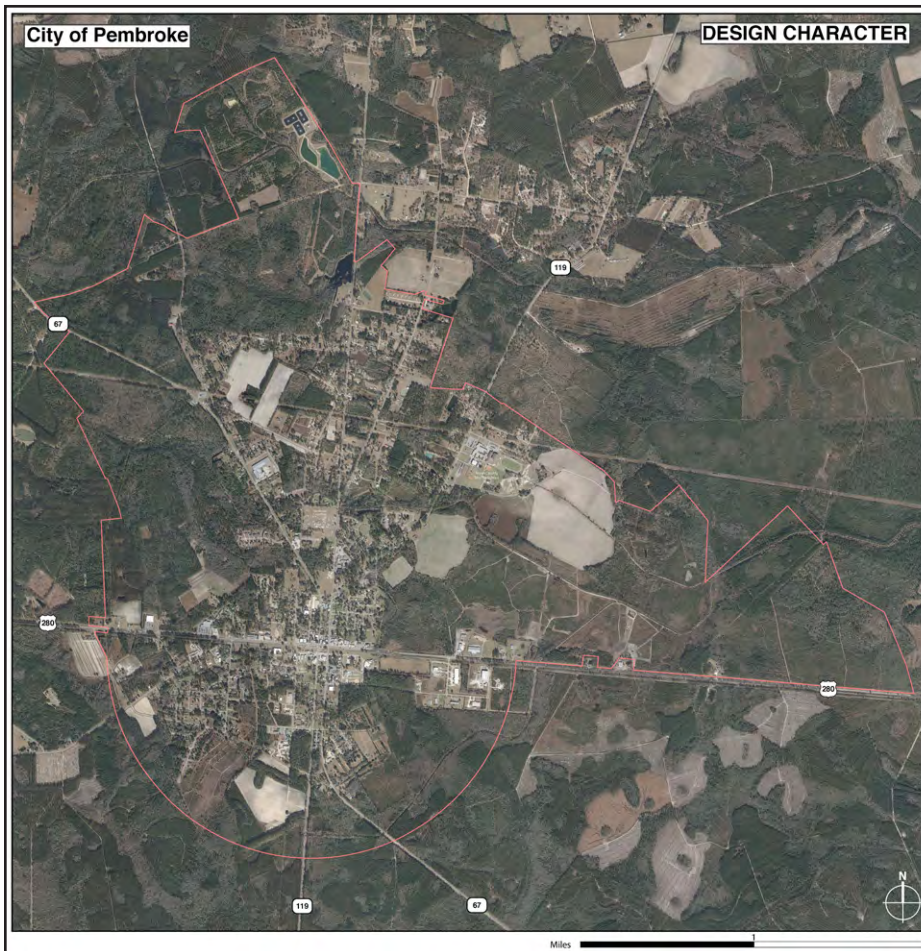
## **Connections to Parks and Open Space**

- The majority of comments received indicated a need to provide pedestrian linkages from the core to Bryan County Middle School and to focus on the canals as a greenway around the City of Pembroke.
- Other connections discussed included strengthening bicycle connections to J. Dixie Harn Community Center, Dubois Square, Bryan County Middle School, and to the old Bryan County Elementary site.
- Addition of a walking trail as an improvement to The Ash Branch Road Corridor in conjunction with the future Senior Housing Development at the former Bryan County Elementary School site on the east side of Ash Branch Road and connecting with the new Pembroke Public Safety Complex on the west side of Ash Branch Road.

## **Streetscape**

- There seemed to be a general consensus that a consistent “palette” of streetscape and street furniture was needed throughout the core, as opposed to different themes for different subareas.
- The following are areas where improvements were generally discussed:
  - Improvements at the intersections of Strickland Street and West Bacon Street, Church Street and West Bacon Street, North Main Street and West Bacon Street, College Street and West Bacon Street, Warnell Street and West Bacon Street.
  - An enhanced intersection or corner plaza at the DDA Building parking lot located at the intersection of South Main Street and West Bacon Street.
  - An additional park within Circle Drive with pedestrian connections to surrounding neighborhoods.
  - Locations for pocket parks downtown in unused space between buildings specifically at the intersection of Church Street and West Bacon Street.
  - Business directory signage.
  - Additional decorative lighting to mimic downtown aesthetics.
  - Enhancement of The Ash Branch Road Corridor with streetscape design and sidewalks.

### ACTIVITY 3: DESIGN CHARACTER SUBAREAS, URBAN DESIGN, AND DESIGN CHARACTER (IDENTIFY FUNCTIONAL ISSUES AND POTENTIAL SOLUTIONS)



The group was provided a map (left) of the City of Pembroke. A worksheet with images of Pembroke was provided. Comments on design character are included in Appendix B. The group was asked to discuss the following:

- Areas with distinct character that define Pembroke;
- Urban Design goals for Pembroke;
- Key design principals reflected in selected character areas.

**GROUP RESPONSES:** All maps and comments provided during this exercise are included in Appendix B. Consistent feedback that was heard during this exercise is as follows:

#### Subareas

- *Strickland Street:* Historical 2 story columned homes, 200+ year old live oak trees, close to downtown.
- *Caboose:* Greenspace, Historic, Passive Setting
- Historic Courthouse
- Downtown: Historic buildings, uniform lighting
- The Ash Branch Road Corridor: Redevelopment of old Bryan County Elementary School site as a Senior Housing Facility and construction of new Pembroke Public Safety Complex to begin the revitalization of the corridor at it's southern terminal. This corridor is a low income area with high levels of substandard housing. It is a connector between Bulloch County and The City of Pembroke. Streetscaping with sidewalks, bike lanes, and adequate lighting is important to community members as many children walk through this high traffic area.



## **Urban Design**

- The majority of comments received indicated a need to provide pedestrian linkages from the core to Bryan County Middle School and to focus on the canals as a greenway around the city of Pembroke.
- Other connections discussed included strengthening bicycle connections to J. Dixie Harn Community Center, Dubois Square, Bryan County Middle School, and to the old Bryan County Elementary site.

## **Design Character**

- Comments on the worksheets were generally in agreement that derelict homes be removed, downtown looks unfriendly, increase code enforcement, increase downtown seating, bike lanes needed from downtown to schools, adopt complete streets policy, mixed use buildings with apartments on upper levels.
- It was generally discussed that Pembroke should adopt design guidelines for its character region. These guidelines would include:
  - Icons and Gateways
  - Vegetation and Landscaping Materials
  - Enclosures, Walls, and Fences
  - Pedestrian and Vehicular Networks
  - Signage



## **DESIGNATION OF REDEVELOPMENT ENTITY**

The City of Pembroke has elected to use the City Council to oversee implementation of the URP. City Council will develop a regular meeting schedule following adoption of the URP to review the plan and priorities identified within. Public meetings related to the URP will be advertised in advance and open to the public. The City Clerk or a designee shall serve as the secretary for the URP committee and will be responsible for recording meeting minutes and other administration related to the URP. The City Council, with the assistance of City staff, will be responsible for implementation of the URP. It will also be the responsibility of Council and staff to update the plan as necessary.



## REDEVELOPMENT AREA

Due to broad and discontinuous housing issues, the City of Pembroke has determined to include the entire city indicated by the city limits as the boundary area in this URP.

The area has unique development characteristics and varying needs as it relates to the desired type of redevelopment strategies. The redevelopment strategies developed and implemented are to be applied to all areas within the City. The following items are included for the Urban Redevelopment Areas (URA):

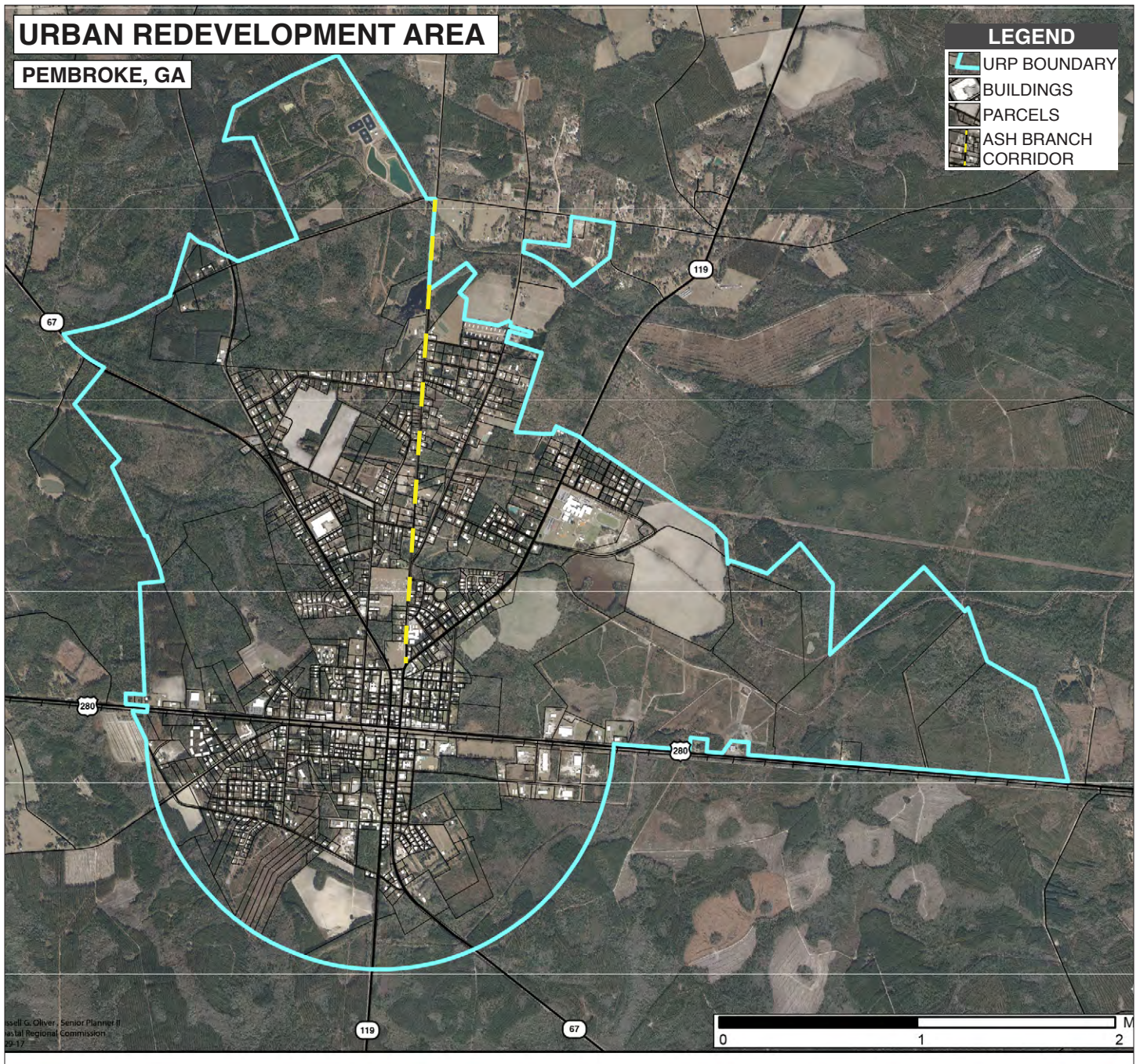
- General Description of the URA
- Aerial Photograph of the URA
- Explanation of Negative Conditions within the URA
- URA Boundary Map
- URA Needs / Opportunities / Recommendations
- Land Use Objectives within the URA
- URA Map Showing Poverty
- Housing Conditions Map

## REDEVELOPMENT AREA - SUB AREAS

As noted on the Redevelopment Area Map, The Redevelopment Area includes one sub area along the Ash Branch Road Corridor.

### Ash Branch Road

This corridor is comprised of older residential uses and a vacant elementary school site (Bryan County Elementary). The Ash Branch Road Corridor is the focus of the city's senior housing development and public safety complex projects.



## URBAN REDEVELOPMENT AREA

The Urban Redevelopment Area boundary meets at the junction US 280 and GA State Route 119 and consists of 7.6 square miles. Within the boundary, there are an estimated 900+ homes with an estimated 24.7% of the resident population living in poverty. This URA is made up of approximately 1,293 parcels. The area contains commercial and industrial uses along the arterials and scattered institutional within the residential areas. Residential lots within the URA are primarily smaller in size, typically less than 1 acre in size.



## SUB AREA - ASH BRANCH ROAD CORRIDOR

The Sub Area begins at Camellia Drive and terminates at the Sims Road intersection. The City of Pembroke has identified that the senior housing development at the old Bryan County Elementary school site and the new public safety complex to be built in the lot between Ash Branch and N. Main Street will initiate the revitalization of the corridor. The City of Pembroke will retain the Mikell Foxworth Recreation Center on the Bryan County Elementary School site to serve as a recreation center adjacent to the senior housing development.



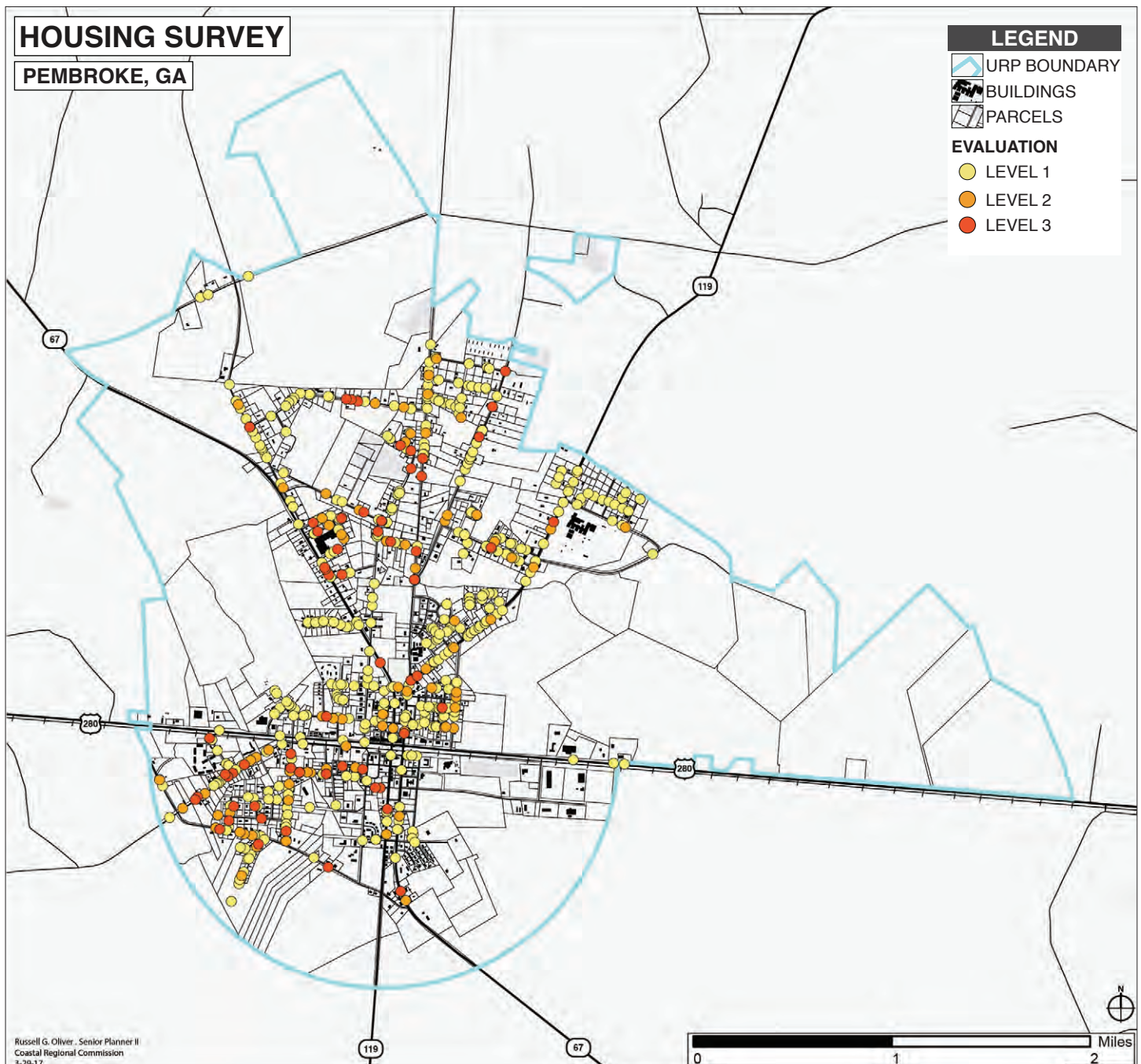
## NEGATIVE CONDITIONS WITHIN REDEVELOPMENT AREA

The presence of a significant number of deteriorated homes is readily apparent to potential new homeowners, business interests, lenders, and people traveling through the City of Pembroke. Not only is the area affected, but the image of the entire community is impacted. The significant number of deteriorated housing indicates a lack of private investment in maintenance and upkeep, a serious problem in maintaining property values, and a major impediment to private redevelopment and development.

The following conditions for the area have been documented to demonstrate why neighborhoods meet the definition of a “slum” area as defined in the Act:

- Poor Housing Conditions
- Property Maintenance / Code Enforcement Issues
- Vacant Structures. There is a high number of vacant structures, including a vacant elementary school site, within this community when compared to other neighboring cities. These vacant structures contribute to problems associated with code enforcement, general neglect, and can lead to increased criminal activity.
- Exterior buildings and structures are in need of repair and/or general maintenance.
- Deteriorating Infrastructure
- General Property Distress
- Under-Development
- Pervasive Poverty
- Lack of investment and growth as compared to Richmond Hill and South Bryan County.





## HOUSING SURVEY & ASSESSMENT

To better understand the conditions of the Urban Redevelopment Area, the City of Pembroke GICH team members partnered with students from Georgia Southern University to conduct field analysis over a three month period from August to October 2013. The GICH team trained the GSU students in appropriate and suitable assessment methods and assisted with the execution and completion of the housing assessment. To collect data, GSU students and GICH team members worked in teams. Equipped with maps and lists of individual parcels, they drove residential streets to catalog the housing. During this windshield survey, the team recorded visibly apparent building conditions.



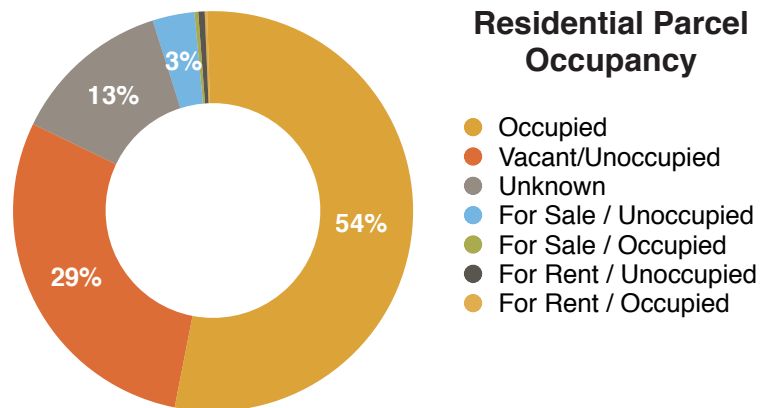
Information from the visual inspection survey included:

- Address
- Map/Parcel ID
- Property Type
- General Property Information
- Levels
- Housing Unit Characteristics
- Minor/Major Defects
- Yard/Lot
- Curb Appeal
- Hazards

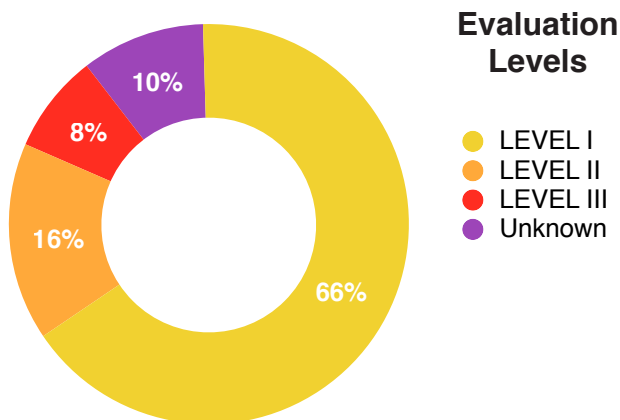
## SURVEY AND ASSESSMENT RESULTS

Approximately one-third of residential lots are vacant or contain abandoned homes. Survey results revealed that 54 percent of the parcels are occupied while 29 percent are vacant/unoccupied. The results of the 971 parcels are shown in the Residential Parcel Occupancy Chart.

An evaluation of properties was conducted during the windshield survey and defined by levels below.



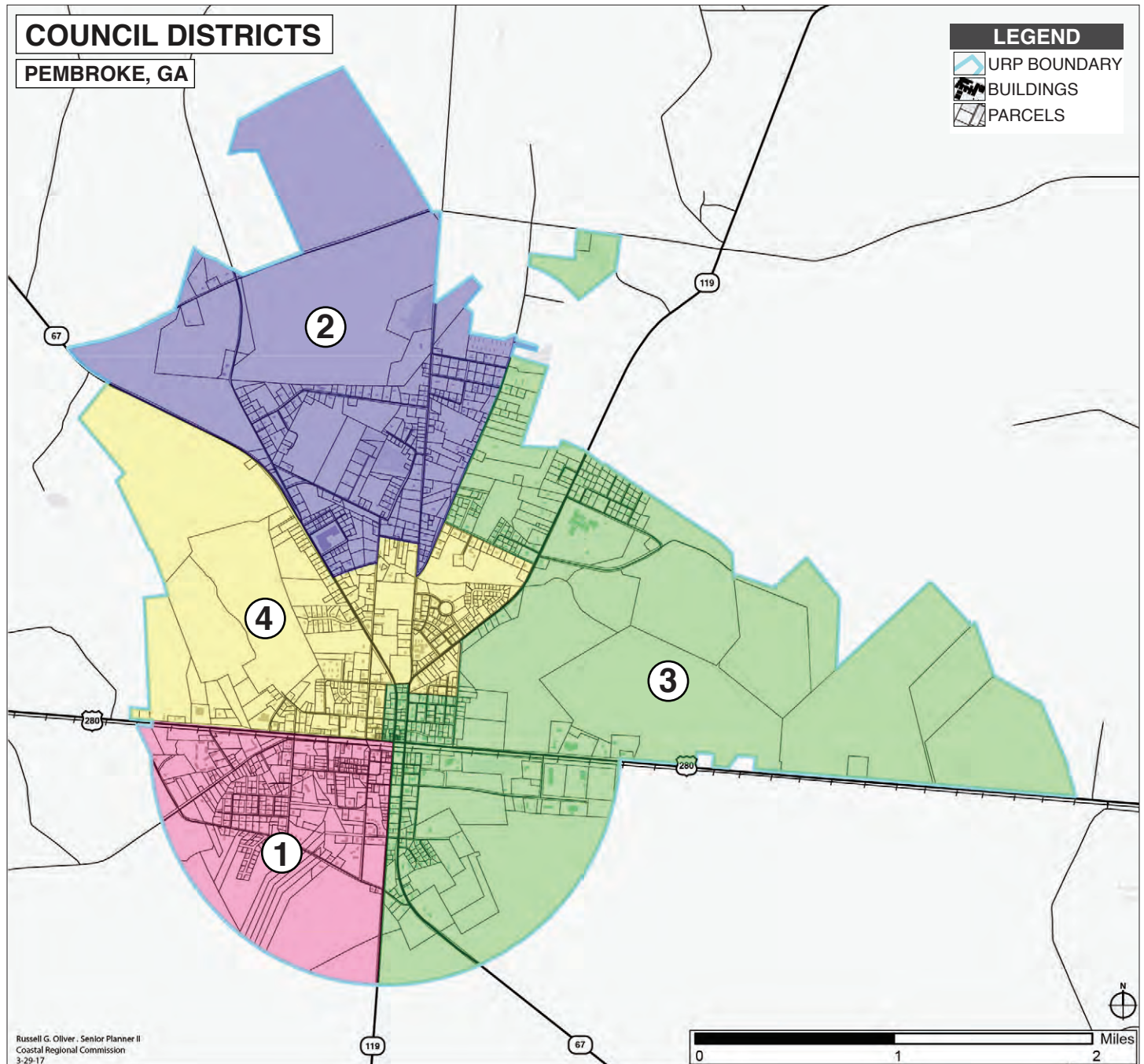
EVALUATION	
LEVEL I	No more than 1 minor defect, no major defects
LEVEL II	3 or less minor defects and/or 1 major defect
LEVEL III	4 or more minor defects and/or 2 or more major defects



The results demonstrate that 642 homes or 66 percent of the homes have a Level 1 ranking assessment. 72 of the homes had 2 or more major defects. Evaluation results are shown on the Housing Survey Map (previous page) and in the Evaluation Levels Chart.

Photographs were taken of representative structures within the Urban Redevelopment Area. The process began with the identification and evaluation of conditions with each elected official whose district lies within the Urban Redevelopment Area. These photographs, along with a district map and findings from the field inventory, can be seen on the following pages.

The following Pembroke Council Districts are located within the URA: 1, 2, 3, and 4.





## DISTRICT 1





## DISTRICT 2





## DISTRICT 3





## DISTRICT 4





## LAND USE OBJECTIVES WITHIN URBAN REDEVELOPMENT AREA

**Land Use Characteristics.** The Urban Redevelopment Area (URA) is primarily single-family residential with a few multi-family uses. The URA is surrounded by agricultural development along US 280, GA State Route 119, and GA State Route 67. Interestingly, about 24% of the land area within the City of Pembroke is currently undeveloped. Many of these are large vacant / undeveloped agricultural, agricultural-residential, and single family-residential lots. Commercial uses are located primarily along US 280, Ash Branch Road, and within the downtown area.

The 2008 Comprehensive Plan interprets the following Character Areas within the Future Development Map (FDM):

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

Development patterns within the URA should focus on the following:

- Revitalization and upgrade of neighborhoods and housing
- Renovation and enhancement of structures in the downtown
- Infill and redevelopment that is consistent with the neighborhood in terms of architecture and design
- Identification and protection of historic and natural resources
- Designation of areas for a variety of park and recreational activities
- Affordable and diverse housing
- Housing options for Seniors
- Continuation of the existing street grid with street scape improvements
- Continuation of existing sidewalk network
- Higher density residential development
- Enforcement of property maintenance standards

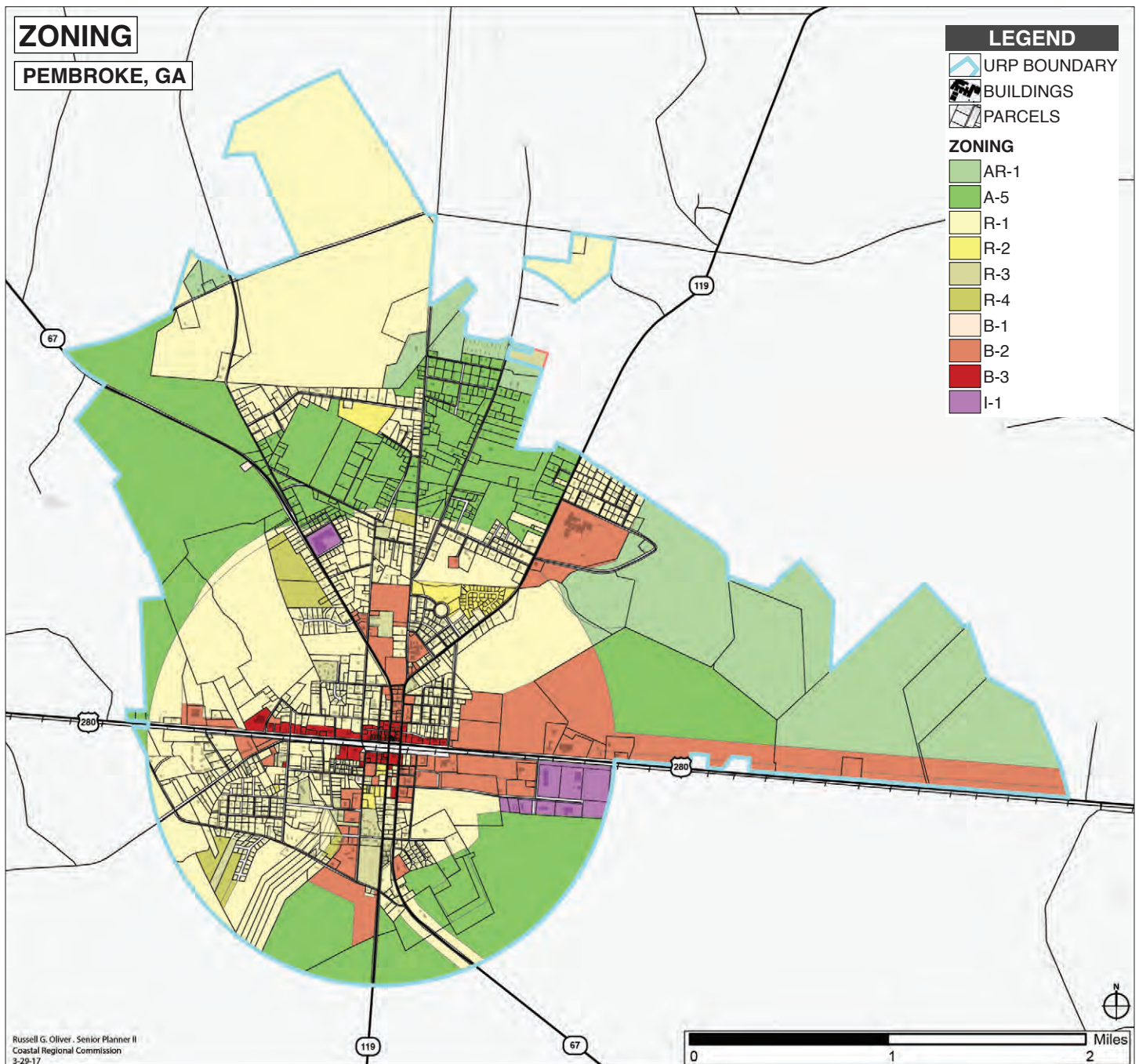
The land use recommendations are consistent with the needs and opportunities proposed for the Urban Redevelopment Area.

**Streets and Facilities.** The Urban Redevelopment Area consists of a local street network with collector streets that provide connections to US 280, GA State Route 119, and GA State Route 67.

**Zoning.** The Urban Redevelopment Area contains the following zoning categories.

- **AR-1 Agricultural-Residential Districts.** The purpose of this district is to establish an area for low-density single family areas along with agricultural areas for commercially grown products and to provide areas for future development of single-family neighborhoods.
- **A-5 Agricultural District.** The purpose of this District is to conserve natural resources and open space of land while permitting low density Residential development compatible with that purpose. General farming and forestry growth are the primary activities within this District.
- **R-1 Single-Family Residential Districts.** The purpose of this zoning district is to establish an area for single-family dwellings and related recreational, religious, and educational facilities necessary to provide the basic elements of a balanced and attractive residential area.
- **R-2 Two-Family Residential Districts.** This zoning district allows for the development of single-family, two-family, and certain non-dwelling uses.
- **R-3 Multi-Family Residential Districts.** This district is designed to provide for development of multiple family dwelling units and medium to high density residential development.
- **R-4 Manufactured Housing Park Residential Districts.** The intent of this district is to provide residential areas to meet the unique needs of manufactured housing residents; to encourage the consolidation of manufactured housing into parks; to protect manufactured housing residential areas from encroachment by incompatible uses; and to enhance property values in the community by providing distinctive areas for manufactured housing.
- **B-1 Neighborhood Commercial Districts.** The purpose of this zoning district is to provide for small scale retail and service developments in a residential neighborhood where analysis of residential population demonstrates that such facilities are necessary and desirable.
- **B-2 General Commercial Districts.** This general commercial district is intended to protect and promote suitable areas for business and commercial uses which benefit from proximity to each other; to encourage the eventual elimination of uses inappropriate to a commercial business area, and to encourage the development of a centralized business center.
- **B-3 Village Commercial Districts.** The purpose of this district is to provide for continuity and limited expansion of the central commercial area of Pembroke. This area is a diverse and vital mixture of complementary uses including: small scale businesses; professional and retail shops; offices; governmental services; and residential uses. A number of historic buildings are located in this area, and it shall be a primary goal of this ordinance to encourage the retention of the exterior features while recognizing that changing economic and social conditions may make interior alterations and varied uses necessary.
- **I-1 Industrial Districts.** This district is established to provide for light industrial uses which are not significantly objectionable with regard to noise, odor, fumes, etc., to surrounding properties. This district's regulations are designed to provide a compatible environment for uses generally classified as light industrial in nature; to protect and reserve undeveloped areas within the city that are suitable for such light industries; and to discourage encroachment by residential, commercial, or other uses that may adversely affect the industrial character of the district.





The existing zoning categories are consistent with the desired future development of this URA.

## NEEDS / OPPORTUNITIES / RECOMMENDATIONS

There are a lot of opportunities within the Urban Redevelopment Area. The neighborhoods within are centrally located in the City and are in close proximity to the US 280, GA State Route 119, and GA State Route 67 commercial corridors. A number of churches are within the URA as well as an active Recreation Department with facilities that include a swimming pool, skate park, playground, and softball field. Also located near the Recreation Department are the J. Dixie Harn Community Center and the Miller Teen Center. The Miller Teen Center is used under the direction of the Recreation Director for special events. The Harn Center is available for private receptions, parties, and events.

**Partnerships.** Opportunities exist within the URA for partnerships with churches, youth groups, and other volunteers to help assist with property maintenance. The City of Pembroke Housing Team was established in 2012 as part of the Georgia Initiative for Community Housing Program (GICH). This 3- year program is administered by the state and University of Georgia to provide communities with tools and resources to address housing and redevelopment needs. The team first conducted a City-wide housing assessment to understand the current condition of housing and associated needs. The assessment revealed that many of the housing issues within the City were aesthetic in nature versus structural.

**Infill Development / Redevelopment.** The City could explore the potential for an infill development program to encourage new housing on the vacant lots scattered throughout this area. Programs to encourage the redevelopment of existing homes would also benefit this neighborhood. The City could explore the potential for an infill development program to encourage new commercial development on the vacant lots. Transformation and redevelopment of the vacant Bryan County Elementary School site could provide an opportunity for Senior Housing.

**General Property Maintenance.** Much of the negative perception related to the housing stock in this area could be corrected by property maintenance and improving the general aesthetics from a streetscape perspective.

**Acquisition.** There is a significant amount of vacant lots within this area, many of which are contiguous and owned by the same people. Should the City elect to take a greater role in the redevelopment process, there is an opportunity there is an opportunity for property acquisition by applying for Community Home Investment Program (CHIP) and Community Block Development Grant (CDBG) Funds. CHIP and CDBG funds would provide for acquisition and new construction of affordable housing. Lots could also be recombined and used for pocket parks, community gardens, or other public uses to help enforce a stronger community.

**Community Policing.** The City of Pembroke's Police Officer's focus on being out in the field, getting to know people and being recognized in the community. The Police Department encourages neighborhood watch programs to assist with the reduction of crime.

**Code Enforcement.** The City has a Code Enforcement Officer that is actively involved in improving some of the general property maintenance issues in the community. The Code Enforcement officer provides education, warnings, and will issue a notice of violation when necessary.



***Economic Development Strategy.*** There is a lot of undeveloped land in the south, north-west, and east portions of the City. These areas are farther from the downtown area than existing neighborhoods, but could increase the City's population density. An economic development plan for these areas might help spur development and occupancy of the vacant lots.

***Design Standards/Zoning.*** The City should consider creating overlay districts or amending the existing zoning code to help foster the desired type of redevelopment and future development within this area. General design standards and the use of specific building materials could change the aesthetics of the corridor, which would ultimately steer future economic development.

***Traffic Calming.*** The City should explore traffic calming measures along the US 280 corridor.

## DESCRIPTION OF PARCELS TO BE ACQUIRED

The overall goal of the URP is to generate investment and redevelopment of the City. However, the activities proposed in the URP do not currently involve the acquisition of specific parcels for redevelopment. The initial intent of the City is to use the URP process as a means to identify areas in need and to provide tools and incentives to encourage private investment with guidance from the City. If the URP is successful, the City may examine the direct acquisition of lots and/or property in the future. In the event the City pursues property acquisition, the URP will be updated and amended to reflect the new redevelopment approach.

## STRUCTURES TO BE DEMOLISHED OR REHABILITATED

The City has not identified specific structures for rehabilitation or demolition during this phase of the URP. The City of Pembroke Team, with the assistance of City staff, have completed a citywide housing assessment that identifies the overall condition of all single-family residential structures in the City. This assessment notes whether a structure is sub-standard or dilapidated based on the number of different criteria. The City may elect to expand this assessment to include all structures within the defined Urban Redevelopment Area. Should this occur, the City will amend the URP to include this information as well as any additional updates. If the City begins taking a lead role in this process, any rehabilitation and/or demolition will be conducted in accordance with the policies outlined in the Urban Redevelopment Act and any other applicable state and federal regulations.

The City has identified the old Bryan County Elementary School site as a vacant structure to be redeveloped into new affordable senior housing.

## PLAN TO LEVERAGE PRIVATE RESOURCES FOR REDEVELOPMENT

**Job Credits.** This is essentially a tax credit that helps assist businesses wishing to expand by provided incentives for job creation. In Georgia, job credits provide businesses a state tax credit for up to five years for each job created.

**Enterprise Zones.** These are defined areas (or “zones”) where specific policies and incentives are developed to encourage economic development and growth. These areas are intended to encourage development in blighted neighborhoods by offering tax and regulatory relief to business owners that develop within the defined zone.

**Bond Allocation Program.** The Georgia Department of Community Affairs (DCA) is responsible for implementing a system that allocates the use of private-activity bonds in order to further the provision of safe, sanitary, and affordable housing. This program is also application to some non-residential projects.

**Tax Allocation Districts (TAD).** A TAD is a defined area where ad-valorem property taxes are collected above a certain threshold for a certain period of time to be used for specific improvements with the TAD. The improvements are typically utilized for redevelopment projects and infrastructure improvements.

**Community Improvement District (CID).** A CID is a private organization created by the property owners within a specific geographic boundary that collects additional tax revenues (via a self-imposed taxing mechanism) from properties within the defined area. Revenue collected is spent on common improvements with the District, such as roads or infrastructure.



**Blight Tax.** The Georgia Constitution was successfully amended in 2002 allowing counties and municipalities to establish tax incentive programs that increase taxes to properties maintained in a blighted condition and decrease taxation for a time when the respective property's blighted condition is removed. The City of Pembroke is researching the blight tax and considering imposing it upon blighted properties in both residential and commercial applications to encourage revitalization or redevelopment of the named property.

**Military Zones.** The Military Zone designation is a provision under the Job Tax Credit Program, in O.C.G.A. 48-7-40.1, provides additional benefits to specified census tracts or additionally designated areas which are considered to be less developed or have a higher rate of poverty. The military zone designation was added in the 2004 Legislative Session through the passage of House Bill 984. This amendment provides for census tracts which are located adjacent to a military base and have pervasive poverty of at least a 15 percent poverty rate, as reflected in the most recent decennial census, to receive the highest benefit level allowed under the Job Tax Credit Program. It also provides for the credit to be available to any business of any nature, as long as all other program requirements are met. An amendment was made in the 2008 Legislative Session to provide for the job creation threshold to be reduced from 5 jobs to 2 jobs.

#### Military Zone Tax Credit Incentives

- The maximum Job Tax Credit allowed under law - \$3,500 per job created
- Lowest job creation threshold - 2 jobs
- Use of Job Tax Credits against 100 percent of income tax liability and withholding taxes
- Allows credit to be claimed by any business of any nature (not limited to the industries in the Business Enterprise definition)

2017 - Military Zone Census Tracts Listing

[http://www.dca.state.ga.us/economic/DevelopmentTools/programs/downloads/Military\\_Zone\\_2017.pdf](http://www.dca.state.ga.us/economic/DevelopmentTools/programs/downloads/Military_Zone_2017.pdf)

## STRATEGY FOR RELOCATING DISPLACED RESIDENTS

The City has no intention of relocating or displacing existing residents at this time. The primary focus of the URP is to stimulate private investment and revitalization to enhance the quality of life and community for existing residents. The City does not anticipate the need to implement a relocation strategy as part of this URP at this time. However, should the need arise, relocation will be conducted in accordance with applicable state and federal mandates.

## COVENANTS AND RESTRICTIONS TO BE PLACED ON PROPERTIES

As the URP is implemented, the City may take a greater role in acquiring residential and commercial properties to help facilitate redevelopment within the designated areas. Depending on the type of lot, location, and desired use, the City may place a deed restriction on the property to help facilitate redevelopment that is consistent with the overall vision for the redevelopment area.

## NEEDED PUBLIC INFRASTRUCTURE

The City of Pembroke maintains a city-wide Short Term Work Program list that identifies the location of areas where major capital projects are recommended. This list will be utilized on an ongoing basis to determine infrastructure needs within the target areas.

## **CHANGES TO PLANNING, ZONING, AND BUILDING REGULATIONS**

Reviewing and revisions existing policies related to zoning and building regulations is a process the City can undertake to help achieve the desired redevelopment outcomes within the Target Areas. Any proposed development and/or redevelopment with the target areas will be required to adhere to the City's existing zoning and building requirements. Any future changes to these policies would be reviewed by the Planning Commission and would require approval by City Council. The City is also in the process of updating the Comprehensive Plan. It is likely that the implementation strategy developed as part of this update will include recommendations for changes to existing city policies as they related to planning and zoning. Any policy recommendations will be reviewed to ensure that between the comprehensive plan and the goals for the identified URAs.

## **IMPLEMENTATION FUNDING STRATEGIES**

The City of Pembroke will primarily rely on General Funds for the implementation of the Urban Redevelopment Plan. The City will also explore other funding sources such as state or federal grants, as well as SPLOST to help facilitate implementation of certain components of the URP. The City is relying heavily on private investment within the Urban Redevelopment Area with the goal of offering incentives to encourage redevelopment within these areas.

There are a number of projects in the City's current Short Term Work Program that address infrastructure and other needed improvements within the URA. The City will ensure that coordination between these departments occurs and that projects within the URA are considered during the annual budgeting process.

## **URP IMPLEMENTATION**

The following shows the key dates and activities to be completed during the preparation of the URP:

1. Public Hearing and presentation, November 22, 2017
2. Open Comment Period, November 22, 2017
3. Urban Redevelopment Plan approved by resolution, November 22, 2017
4. Update and review URP on a semi-annual basis. Review will occur no later than June 30, 2018 and December 31, 2018 by The City of Pembroke and every year thereafter.

As stated above, the City of Pembroke is currently in the process of completing an update to the Comprehensive Plan, which is due to be adopted in 2018. The Comprehensive Plan will include an implementation section that details specific activities that the City will undertake to achieve the defined goals and recommendations. The URP will be meshed into the Comprehensive Planning process, such that the Urban Redevelopment Area and the associated recommendations are considered as part of the overall planning efforts and to ensure consistency.



The trends of increased blight and disinvestment in the Urban Redevelopment Area can be expected to continue if action is not taken. While enormous strides have been made in reducing the blight, a strategic and targeted approach must be taken. There are two goals these strategies must address: remedy the blight that exists, and prevent the spread of pockets of blight into areas of the county that are today free from blight.

It is important to note, the pockets of blight the county is experiencing did not occur overnight- it will take time and a concerted effort to remedy the problem. After adopting a Finding of Necessity Resolution, the City of Pembroke can implement any of the following strategies and powers under the Urban Redevelopment Law to encourage needed urban rehabilitation.

# Appendix A





## City of Pembroke District 1 Public Input Meeting August 1, 2016

Judy Cook, Pembroke Mayor, attended NAAP core with the candidates that were running for school board and Solicitor General. She received good pointers from that meeting; they touched on the police departments, sidewalks, and senior housing. The main focus of this August 1<sup>st</sup> p.m. meeting is senior housing. The Old Ebenezer School is going to be turned into senior housing.

Tiffany Walraven, DDA/City Council stated that over the past four years the City has been working very hard on the housing project throughout the City of Pembroke. The University Program accepted the application and the City of Pembroke graduated from the program this past year as one of the top cities in the State. As part of an analysis on housing that was conducted, an evaluation of the housing stock was conducted. Pembroke doesn't have a lot of available housing in the city. The City is now working on an Urban Redevelopment Plan which will help when applying for this project with senior housing. Pembroke is applying for a tax credit development to take the Bryan Co. Elementary School site and turn it into a senior housing development center – apartment style. In order to apply for this credit and work with a developer, we have to pair up with a corporate sponsor and complete the Urban Redevelopment Plan. There is a developer interested in the project. The Urban Redevelopment Plan will set the vision for what we want our housing to be 5, 10, and 20 years down the road. It is important to hear input from every district in our community, which is why we are starting with the Town Hall meetings. We hope to have the Plan completed by the end of 2016. At this time, Tiffany asked for comments from participants.

Russell Oliver, CRC's Senior Planner II, conducted exercises (see below):

**Exercise 1:** Take about 5 minutes to write two sentences that are your vision for Pembroke on index cards and discuss.

1. There is nothing in Pembroke to keep young people here. They have to drive 40 minutes one way to get to a job.
  - a. The Mayor responded to this – The City of Pembroke entered into a contract with the Department of Labor for them to interview young people between the ages of 18 and 24 for job placement in Pembroke. The City of Pembroke needs a better way to communicate with the community for awareness of these programs. In next year's budget, there is money to hire 3 people for internships.
2. A question was asked about home improvement programs/grants. Tiffany explained a grant from Hope Depot was used last year and \$5,000 was obtained for porch repair for veterans. Once the Urban Redevelopment Plan is completed, Pembroke will be eligible to apply for other grants.
3. Pembroke only has 1 paid fire fighter and the rest are volunteers. The County does back the City up – provides assistance when needed.
4. Pembroke has a large elderly population; people seem to live longer than in big cities such as New York.
5. Pembroke needs more affordable housing for those with lower income levels.

6. Pembroke has come a long way but still has a long way to go. Issues include: accessible and affordable housing; recreation, shopping, safe environment, proper lighting, proper sidewalks, and jobs to return to north end of Bryan County and Pembroke.
7. The number of jobs, people and housing go hand in hand.
8. There are now more lights and more sidewalks in Pembroke than in the past, which makes it easier to walk at night.
9. One of the biggest improvements in Pembroke was the building of the elementary and middle schools.
10. Dain Reams, Planning and Zoning in Pembroke, told the participants if they see street lights that are out, give him a call; he will call Georgia Power and get the lights back on in about a day or two.
11. Some people are not obeying the speed limit on some small streets. The Chief of Police is the one to talk to about this.
12. There is nothing in Pembroke for young people to do (recreation). Tiffany replied that a new playground was recently built. The tennis court had to be taken down to be resurfaced. We don't have a grant to help pay for it yet.
13. The temporary portables at the High School are mobile homes. You can only fix the mobile homes so many times; some of the floors have been remodeled twice. It has become an unsafe environment for children. Tiffany said this needs to be brought before the Board of Education.
14. A problem with dogs trying to attack citizens when riding bikes or sometimes even in the citizen's own yard was reported.
15. The issue of blight was brought up. The Urban Redevelopment Plan completion gives the City the right to apply for grants to improve blight/clean up vacant lots. Liens can sometimes be placed on vacant lots and code enforcement can't help with some.

### Exercise 2:

1. What makes you proud of Pembroke?
  - Quiet/peaceful
  - Low crime
  - New construction
  - Nice town
  - People and family friendly
  - No interracial incidents
  - Accessible officials – Mayor, Councilman, Law Enforcement
  - Good location
  - People retire here
  - Clean
  - Good weather – no tornadoes, hurricanes
  - Jr. Police Program



# Appendix A

**Exercise 3:** Participants were given three dots each to place on issues they considered the most important. Results are listed below:

1. Jobs First
2. Recreation
3. Retail/shopping
4. Affordable housing
5. Bike and pedestrian safety
6. Safe environment (lights, speeding)
7. Transportation
8. Infrastructure
9. Blight

**Exercise 4:**

1. What would you like to see more of in Pembroke?
  - Stores
  - Doctors
  - Walmart
  - Restaurants
  - Grocery store options
  - Movies
  - Public transit
  - Events
  - More outlets for youth
  - Jobs
2. What would you like to see less of in Pembroke?
  - Stray dogs
  - Flooding/drainage
  - Unemployment
  - Dropouts

There will be a series of these meetings held throughout the town for different districts. District 2 will be held Sunday night at Byrd Temple. The following Tuesday a meeting will be held at the Pembroke Library. Another meeting will be held Thursday at Christian Church. Just because you live in a certain district does not mean you cannot attend one of the meetings held in another district. Tiffany encouraged everyone to get the word out about these meetings.

## City of Pembroke District 2 Meeting August 7, 2016

Russell Oliver, Senior Planner, Coastal Regional Commission, explained that he is assisting with the Urban Redevelopment Plan for the City of Pembroke. The main objectives are to conserve, rehabilitate, and redevelop within the City of Pembroke. Having the Urban Redevelopment Plan in place allows the City of Pembroke to be eligible for grants. These meetings are being conducted district by district in order to hear all comments from participants/citizens.

An exercise was conducted using paper and pens with participants creating list of 2-3 sentences or bullet points of items including the following: What are you proud of? What do you love about Pembroke? What would you like to see in the future (hopes, aspiration, vision)? Participants shared their list of items; items listed below relate to what they would like to see more of in Pembroke:

1. Extracurricular and/or after-school programs for youth
2. New grocery store
3. More businesses and job opportunities
4. More restaurants
5. Low income housing
6. Senior citizens activities

Discussion ensued about what participants liked most about living in Pembroke/what made them proud of Pembroke. Comments included:

1. Low crime rate
2. Great school systems
3. Great place to raise family
4. Good place to retire
5. Family-owned businesses
6. Quiet country town
7. Great Mayor
8. Quality of life
9. Good response rate from police
10. Beautiful community
11. Daycare for working mothers

Voting Exercise – What is the most important to you?

1. More jobs
2. After school programs
3. Infrastructure (street lights, sidewalks, roads)



4. Blight/housing
5. PTA/Community participation
6. Affordable housing
7. Retail

The next exercise related to issues in Pembroke and what participants wanted to see more of in Pembroke:

1. Affordable housing
2. More stores
3. Communication from Government
4. More jobs
5. Restaurants
6. City Council participation
7. Public involvement
8. Bus drivers

Items listed below are what participants wanted to see less of in Pembroke:

1. Youth hanging out (kissing, etc.)
2. Traffic problems – speeding
3. Stray dogs and cats
4. Pest problem in high school and middle school

Mayor Cook suggested Pembroke citizens put pressure on her and the council members to make these changes. “We have the Militeen Center that is vacant. Let’s put pressure on the council and me to put something in that building for the teens like we used to have,” she stated. There is a junior police program that has begun (ages 7 – 12) that are going to meet once a month in the beginning and the next meeting is August 16. The programs are there but we need community help.

The Mayor then brought up sidewalks. At the elementary school there is not a sidewalk from the library to the school. The City of Pembroke received funding to build the sidewalk. In addition, flashing lights will be added. Patrolling – three of Pembroke’s police officers are at the schools directing traffic. Family Connection is active in Pembroke and provides clothing and commodities to those in need. Pembroke will be partnering with United Way to get programs back such as MedBank. She emphasized there are programs in place but community assistance is needed.

Mayor Cook introduced Dain Reams, City Planner, and stated Dain is the one they are going to point to for projects such as the theatre. Pembroke has a new Downtown Development Chair and he has been very active. In October there is a big festival planned and community help will be needed with this. We have closed the deal on the gym so it can be used, but volunteer help is needed to lead activities.

The Mayor also stated the City obtained a grant for smoke detectors; these will be given to families that need them. She encouraged citizens to get the word out about these smoke detectors and to call City Hall.

Dain Reams addressed some of the items mentioned earlier in the meeting. He said the theatre is on the list of things to do; he expressed his desire to see the theatre up and running. He is working on writing ordinances to help with affordable housing and bring affordable housing to Pembroke. He mentioned the Alco building – it has just been rezoned to industrial for a small manufacturing business that should be coming in the first of the year. He expressed the importance of informing citizens of these activities and of receiving feedback from citizens.

The meeting was then adjourned.



## City of Pembroke District 3 Meeting

August 9, 2016

Russell Oliver, Senior Planner - Coastal Regional Commission, explained that he is assisting with the Urban Redevelopment Plan for the City of Pembroke. The main objectives are to conserve, rehabilitate, and redevelop within the City of Pembroke. These meetings are being conducted district by district in order to hear all comments from participants/citizens.

An exercise was conducted using pens and index cards with participants creating list of 2-3 sentences or bullet points of items relating to their vision for the future of Pembroke. What would you like to see in the future (hopes, aspiration, vision)?

Items included:

1. Small town feel
2. One red light-town
3. More retail
4. More restaurants
5. Small Walmart or Freds
6. Affordable and workforce housing
7. Promote lower taxes
8. Good place to retire
9. Good place to raise a family
10. Tap into/attract military families

Issues in Pembroke include:

1. "air" property – several people interested in plot of land but they don't live here
2. Need more housing
3. Need more jobs
4. Lack of transportation

Voting Exercise – What is the most important to you?

1. Blight
2. Retail
3. Infrastructure/sidewalks to school
4. Housing
5. Community Involvement
6. After school programs/summer programs

## Appendix A

The next exercise related to issues in Pembroke and what participants wanted to see more of in Pembroke:

1. Grocery stores
2. Parkers convenience store
3. Auto parts store
4. Restaurants
5. Variety stores
6. Apartments in the \$450 - \$500 month range

Items listed below are what participants wanted to see less of in Pembroke:

1. Stray dogs
2. School dropouts
3. Blight and decay

The meeting was then adjourned after Russell thanked everyone for input and told participants that minutes will be sent.



## City of Pembroke District 4 Meeting

August 11, 2016

Tiffany Walraven opened the meeting, by explaining it is important for citizens to express what they like and don't like about the city. She also explained that citizen input/information from all four of the district meetings will be used. The Urban Redevelopment Plan (once adopted) will allow the City to apply for and be eligible for grants and programs. One of the biggest needs discovered in the past four years was workforce housing.

Tiffany introduced Dain Reams, City Planner. He has been working with the City and helping with ordinances, planning and zoning and mapping. She thanked the City Commissioner and Mayor for being in attendance.

Russell Oliver, Senior Planner, Coastal Regional Commission, explained that he is assisting with the Urban Redevelopment Plan for the City of Pembroke. The main objectives are to conserve, rehabilitate, and redevelop within the City of Pembroke. These meetings are being conducted district by district in order to hear all comments from participants/citizens.

An exercise was conducted using pens and index cards with participants creating list of 2-3 sentences or bullet points of items relating to their vision for the future of Pembroke. What would you like to see in the future (hopes, aspiration, vision)?

### Values Included:

1. Small town feel
2. Saw Mill Landing is a good way of bringing residents into the county
3. Location is good – very close to larger towns/cities (Savannah, States, Pooler, Fort Stewart)
4. Safe feeling
5. City has fiber-optic
6. Family friendly
7. North Bryan Success task force has been established and will meet monthly – they will be looking at data for schools and students. They will analyze data to solve problems.
8. Bryan County Family Connection

### Things needed/lacking include:

1. Attract young professionals to the area
2. More dining options
3. Growth – residential and job-related
4. Senior housing
5. Tax-exempt problems

## Appendix A

6. Recreational options for all ages
7. Community needs to get more politically motivated
8. Lack of availability of programs for youth
9. Entertainment or events
10. Housing options for all
11. Blight
12. Lack of promotion
13. Not enough retail and amenities
14. Speeding is an issue in some areas
15. Need running trail/recreation option
16. Need more industry

Voting Exercise – What is the most important to you? Each participant received three dots and placed one dot each on their top three choices. Results are listed below:

1. Sidewalks
2. Youth programs
3. Dining options
4. Housing
5. Schools (low rating)
6. Growth/Jobs
7. Parenting issues
8. Blight
9. Community Engagement
10. Events/entertainment
11. Retail/amenities
12. Speeding

The next exercise related to issues in Pembroke and what participants wanted to see more of in Pembroke:

1. Community participation
2. Fun – entertainment
3. Children and youth programs
4. Housing options

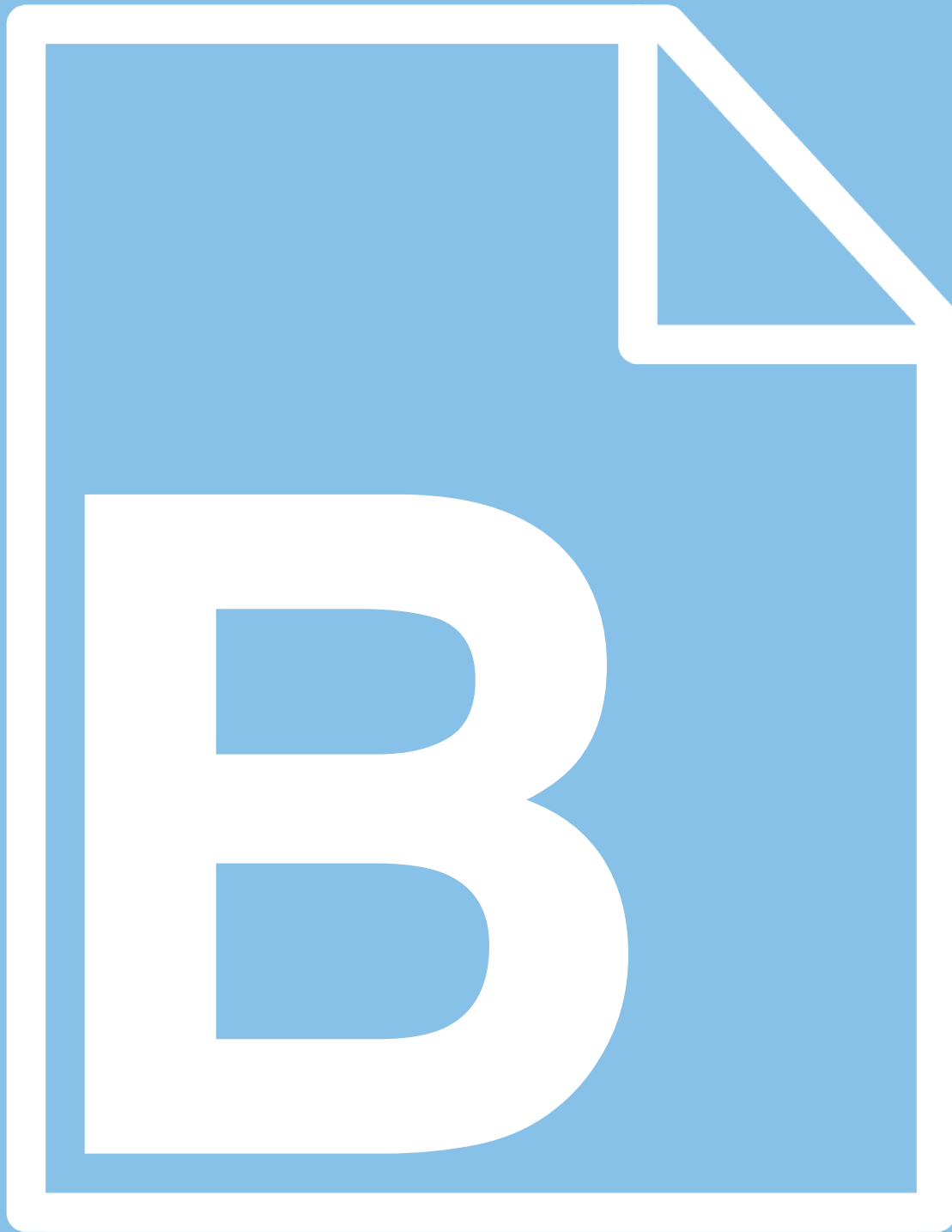
Items listed below are what participants wanted to see less of in Pembroke:

1. Flooding/back up in some areas

The meeting was then adjourned after Russell thanked everyone for input and told participants that minutes will be sent.



# Appendix B



## Appendix B

### Charrette Meeting Announcement.



**CITY OF PEMBROKE**

# COMMUNITY DESIGN CHARRETTE

**FOR THE URBAN REDEVELOPMENT PLAN**

**J. DIXIE HARN COMMUNITY CENTER**  
91 LANIER STREET  
PEMBROKE, GEORGIA 31321

**MAY 25<sup>TH</sup>, 2017**  
6:00-9:00 PM

Please come join us in a hands-on workshop. We would like your input on planning issues, and your help defining design and land use concepts, guidelines, goals and strategies for implementing the Urban Redevelopment Plan. We value your input!

The charrette will run from 6:00 PM to 9:00 PM. If you cannot make it to the entire session, you are welcome to drop by when you can and provide your input.

For more information:  
Contact Russell Oliver, Senior Planner II  
Coastal Regional Commission of Georgia  
[roliver@crc.ga.gov](mailto:roliver@crc.ga.gov)  
912-437-0872

[crcplanning.org](http://crcplanning.org)



## Charrette Meeting Agenda.

URP Charrette Agenda

City of Pembroke

### **6:00 pm – Welcome and Orientation Brief presentations:**

1. Introduce the workshop, format, schedule, rules, etc. (5 minutes)
2. Review the background information (10 minutes)
  - Geographic Area
  - Existing Conditions
  - Primary Issues
  - Secondary Issues
  - Scope of the URP
3. Briefings from other disciplines
  - Park Planning – Review Open Space (5 minutes)
  - Urban Planning – Review Housing Survey (5 minutes)
  - Mobility Planning (5 minutes, include review of previous plans recommendations)
4. Questions (5 minutes)
5. Give out workshop assignments (5 minutes)

### **6:40 pm – Activity 1: Places: Land Use, Gateways, Public Parks / Open Space (Refine the Framework Map)**

1. Present problem (5 minutes)
2. Assignments – See page 2 for instructions. (20 minutes)
3. Report (15 minutes)

### **7:20 pm – Activity 2: Connections: Mobility, Streetscape, and Parking**

(Identify Functional Issues and Potential Solutions)

1. Present problem: (5 minutes)
2. Assignments – See page 3 for instructions. (10 minutes)
3. Report (15 minutes)

### **7:50 pm – Activity 3: Design Character**

(Outline the Design Guidelines)

1. Present problem (5 minutes)
2. Assignments – See page 4 for instructions. (20 minutes)
3. Report (10 minutes)

### **8:25 pm – Synthesis and Adjourn**

1. Review findings from the exercises, and summarize predominant themes. (15 minutes)
2. Adjourn

May 25, 2017

## Charrette Meeting Agenda.

### URP Charrette Agenda

### City of Pembroke

#### Activity #1: Places: Land Use, Gateways, and Public Parks/Open Space

Present problem: (5 minutes)

Assignment Summary:

1. Land use and urban design goals setting (20 minutes)
  - A. Working with preliminary goals for each district, edit them and develop them in more detail. (These relate to the vision for the design character, and uses, for each of the districts.)
  - B. Identify issues related to land use and urban design
  - C. Generate potential land use alternatives concepts
2. Urban design and mobility (20 minutes)
  - A. Identify potential gateways and key intersections
  - B. List key guidelines for their conceptual design
3. Each team then reports their findings to the group at large (15 minutes)

Instructions:

As a group, work with a map of Pembroke, which has preliminary information generated and use a set of "Land Use Icons" to identify issues and suggest potential concepts.

#### A. Land Uses

As a group, discuss the Land Use areas that are shown on Map A.

- Identify any changes to the land uses, or land use boundaries, that you would suggest with a marker on the map.
- Select three Land Use areas and identify three goals and/or issues for each. List these in the comment boxes provided on Map A.

#### B. Gateways

As a group, discuss the entry points and crossroads indicated as Multimodal Gateways, Key Intersections, and Pedestrian Points on Map A. (This preliminary information was generated from work sessions with the planning committee.)

- Identify any other gateways or key intersections, that you feel are missing, and mark them on Map A. Review and discuss Design Features that should be included in the design of Multimodal Gateways, Key Intersections, and Pedestrian Points.
- For each gateway or node, identify key design features that should be included in their design. Use the "Gateway Chart" provided. Identify the feature/s appropriate to each category. You may include text to describe these features.

#### C. Public Parks and Open Space

On Map A, identify areas where future parks, plazas, or open space might be located. Identify the size of the space (small or large) or key features that you would like to see. For example, does Pembroke need children's play areas, small gathering places for picnics, multipurpose fields or courts for adult sports parks, dog park?

May 25, 2017



## Charrette Meeting Agenda.

### URP Charrette Agenda

### City of Pembroke

#### Activity 2: Connections: Mobility, Streetscape, and Parking

##### Present problem: (5 minutes)

##### Assignment Summary:

1. Map preferred circulation systems (pedestrians, bicycles, autos) (10 minutes)
2. Public Parks & open space: Locate areas where future or existing public parks or open space connections might be located or enhanced. (10 minutes)
3. Identify public amenities and streetscape features (10 minutes)
4. Identify potential concepts to improve vehicle parking (10 minutes)
5. Each team then reports their findings to the group at large (15 minutes)

##### Instructions:

As a group, discuss how people move through Pembroke, and the public amenities they use in the area. In this activity, you will consider these questions: Are there pedestrian connections that should be enhanced? Are there areas at which you would like to relax on a bench? Are there other improvements you would like to see? Is there an existing streetscape feature you feel is important? You will use markers and "Urban Design Icons" to identify issues and potential concepts.

##### A. Mobility

On Map B, with a marker, map one key route for each: pedestrian, bicycle, and automobiles that is important to enhance experience. You may also consider the drop off and staging areas for school busses when thinking about the relationship between mobility and land use.

##### B. Connections to Public Parks and Open Space

On Map B, with a marker, identify any open space/public park connections that you would like to see added or strengthened to improve connections to recreational amenities. For example, you may consider how public parks and open space should be connected to each other, to other public spaces, or to the downtown area with sidewalks, pedestrian trails, and bicycle routes.

##### C. Streetscape

On Map B, identify public amenities and streetscape features that would enhance the routes identified above. Use the "Urban Design Icons" image sheet provided. Use as many or as few icons as your team likes. These icons can represent either a new feature, or retention/enhancement of an existing feature. Please include captions, in the space provided with each icon, if you would like to explain your thoughts further.

##### D. Parking

On Map B, identify potential parking improvement options. Use the "Parking Icons" image sheet provided. Parking options that have been discussed include the following: surface parking and metered parking in specific locations.

May 25, 2017

## Charrette Meeting Agenda.

### URP Charrette Agenda

City of Pembroke

#### Activity #3: Design Character

##### Present problem: (5 minutes)

##### Assignment Summary:

1. Identify three sub areas and list features (10 minutes)
2. Select the preferred design example photos for three sub-areas; (10 minutes)
3. Write captions explaining the design principles reflected in their selections (10 minutes)
4. Each team then reports their findings to the group at large (15 minutes)

##### Instructions:

In this activity, you will help us outline design principles and key guidelines. As a group, discuss the general design character of Pembroke, and design principles for public amenities such as benches, street furniture, and lighting. In this activity, you will consider these questions: Are there areas with distinct character? Are there community wide design principles that should be applied throughout Pembroke? Are there design principles that should be applied to specific land use districts or areas with distinct character?

##### A. Subareas

- On the Map, identify three areas with distinct character that define Pembroke.
- For each area, list three design features that contribute to its character.

##### B. Urban Design

- As a group, discuss the overarching Urban Design goals for Pembroke. There are a series of photographs provided to assist in this discussion.
- Select three specific areas that you feel need strengthening and identify three Urban Design goals and/or issues for each. List these in the comment boxes provided on Map C.

##### C. Design Character

- On Map C, select images which represent either features you would like to see or the character you would like to see in Pembroke. Use the "Photo Image Sheet" provided. Paste them on the map either at specific locations, or within the character areas you previously identified.
- Write captions explaining the key design principles reflected in these selections. For example, "This sub area should retain a "certain theme" in the character of the streetscape furnishings that are provided."

May 25, 2017



## Appendix B

### Charrette Meeting Activities.

#### Activity #1: Places

##### Land Uses

- Discuss Land Use areas shown on the Map.
- Identify any changes to the land uses, or land use boundaries, that you would suggest with a marker on the Map.
- Select three Land Use areas and identify three goals and/or issues for each. List these on the comment section below or use a sticky note on the map.

##### Gateways

- Discuss entry points and crossroads on the Map.
- Identify key intersections and gateways and mark them on the Map.
- For each gateway or intersection (node), think about key design features that should be included in their design. Use the "gateway chart" provided. You may include text to describe these features.

##### Public Parks and Open Space

- Identify areas where future parks, plazas, or open space might be located.
- Identify the size of the space (small or large) or key features that you would like to see.

*Example: Does Pembroke need children's play areas, small gathering places for picnics, multipurpose fields or courts for adult sports parks, dog park?*

Comments	

## Appendix B

### Charrette Meeting Activities.

#### Activity #2: Connections

##### Mobility

- With a marker, map one key route for each: pedestrian, bicycle, and automobiles that is important to the group. *Consider drop off and staging areas for school busses when thinking about the relationship between mobility and land use.*

##### Connections to Parks and Open Space

- With a marker, identify any open space/public park connections that you would like to see added or strengthened to improve connections to recreational amenities. *For example, you may consider how public parks and open space should be connected to each other, to other public spaces, or to the downtown area with sidewalks, pedestrian trails, and bicycle routes.*

##### Streetscape

- Identify public amenities and streetscape features that would enhance routes. Use the "Urban Design Icons" image sheet provided. Use as many or as few icons as your team likes. These icons can represent either a new feature, or retention/enhancement of an existing feature. *Please include captions, in the space provided with each icon, if you would like to explain your thoughts further.*

Comments	



## Appendix B

### Charrette Meeting Activities.

#### Activity #3: Design Character

##### Subareas

- On the Map, identify at least three areas with distinct character that define Pembroke.
- For each area, list three design features that contribute to its character. *Consider preservation, identifying appropriate building materials that reflect Pembroke and its heritage (roofing material: galvanized, asphalt, compostie / Wall Cladding: wood, brick, shake / Shutters / Walls and Fences, Etc.*

##### Urban Design

- As a group, discuss the overarching Urban Design goals for Pembroke. There are a series of photographs provided to assist in this discussion.
- Select three specific areas that you feel need strengthening and identify three Design goals and/or issues for each. *List these in the comment boxes provided.*

##### Design Character

- On the Map, select images which represent either features you would like to see or the character you would like to see in Pembroke. Use the "Photo Image Sheet" provided. Paste them on the map either at specific locations, or within the character areas you previously identified.
- Write captions explaining the key design principles reflected in these selections. *For example, "This sub area should retain a certain theme in the character."*

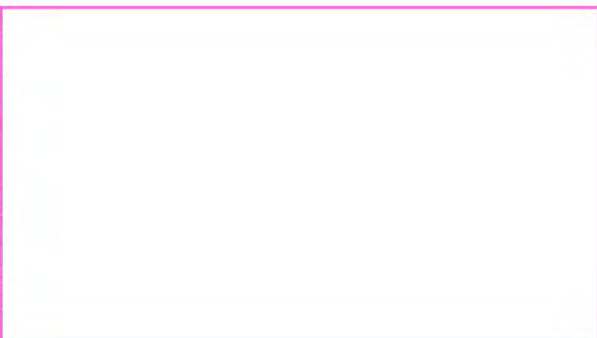
Comments	

# Appendix B

## Charrette Meeting Activities.

### Activity #3: Design Character

#### Urban Design





## Appendix B

### Charrette Meeting Activities.

#### Activity #3: Design Character

##### Urban Design



## Appendix B

### Charrette Meeting Activities.

#### Activity #3: Design Character

**Design Character:** select images which represent either features you would like to see or the character you would like to see in Pembroke.



Downtown Seating



Bike Lanes



Mixed Use Development



Senior Housing Development



## Appendix B

### Charrette Meeting Activities.

#### Activity #3: Design Character

**Design Character:** select images which represent either features, development, or character you would like to see in Pembroke.



Tiny House Village



Downtown Park



Neighborhood Park

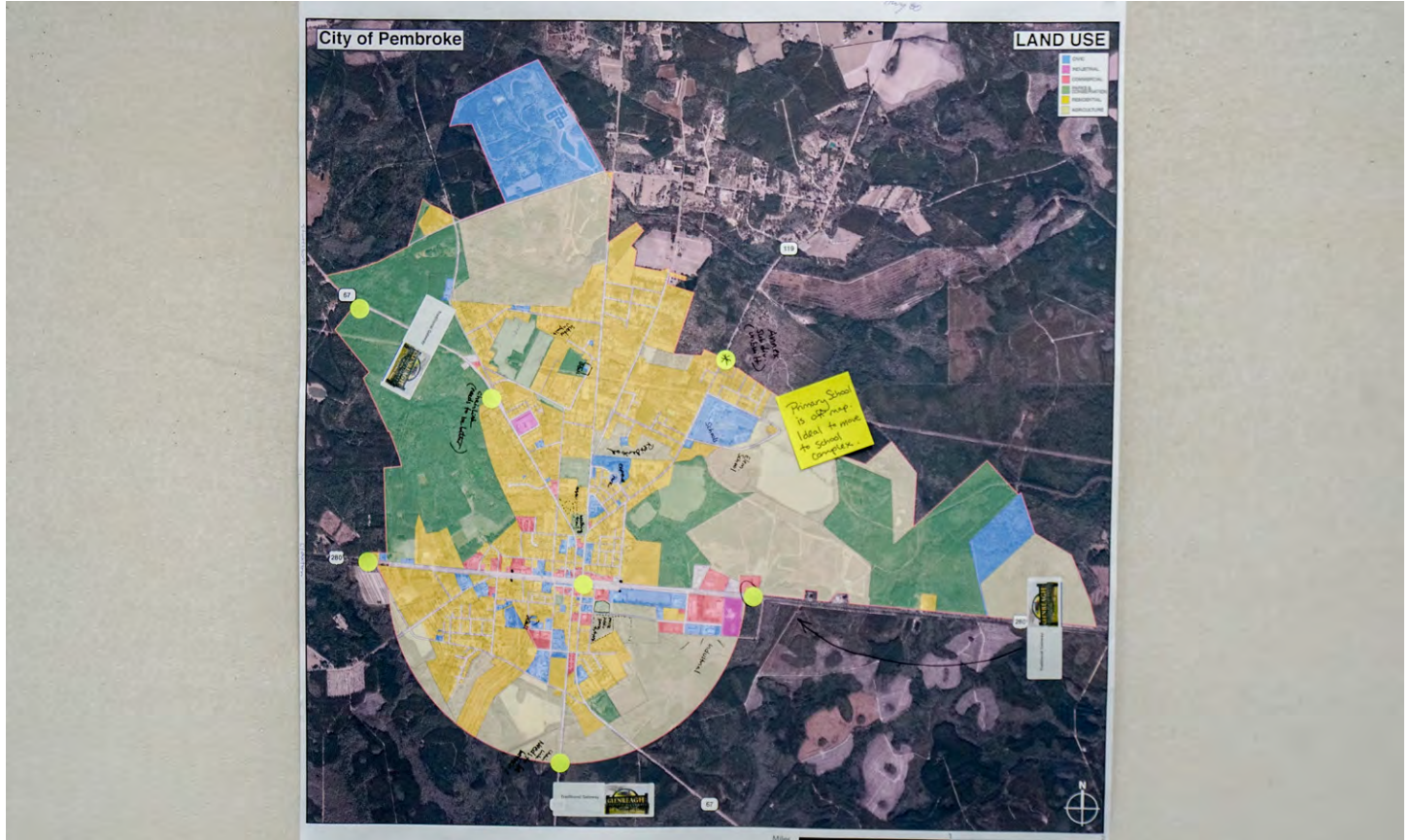


Complete Streets



## Appendix B

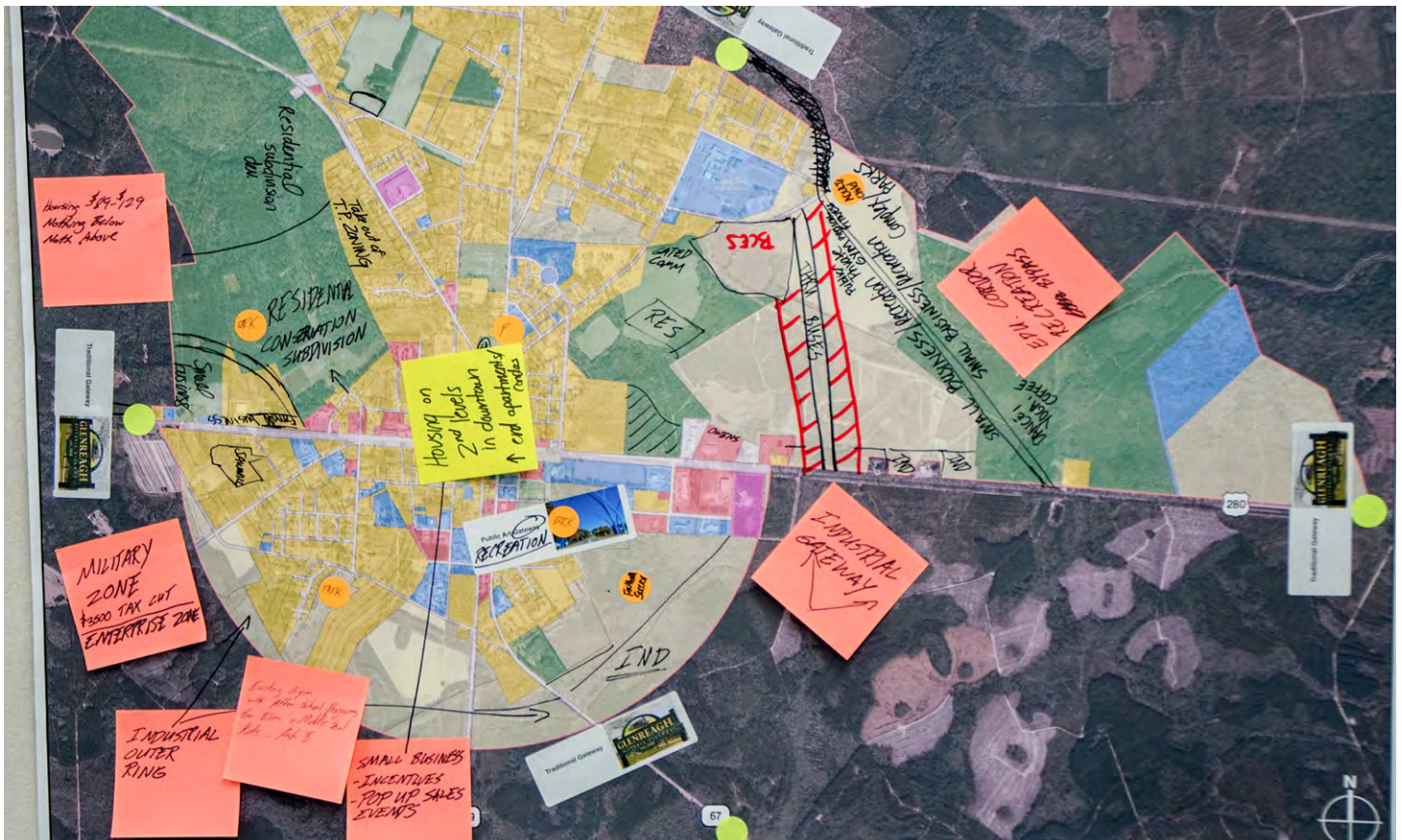
### Activity #1 . Places . 1/3





# Appendix B

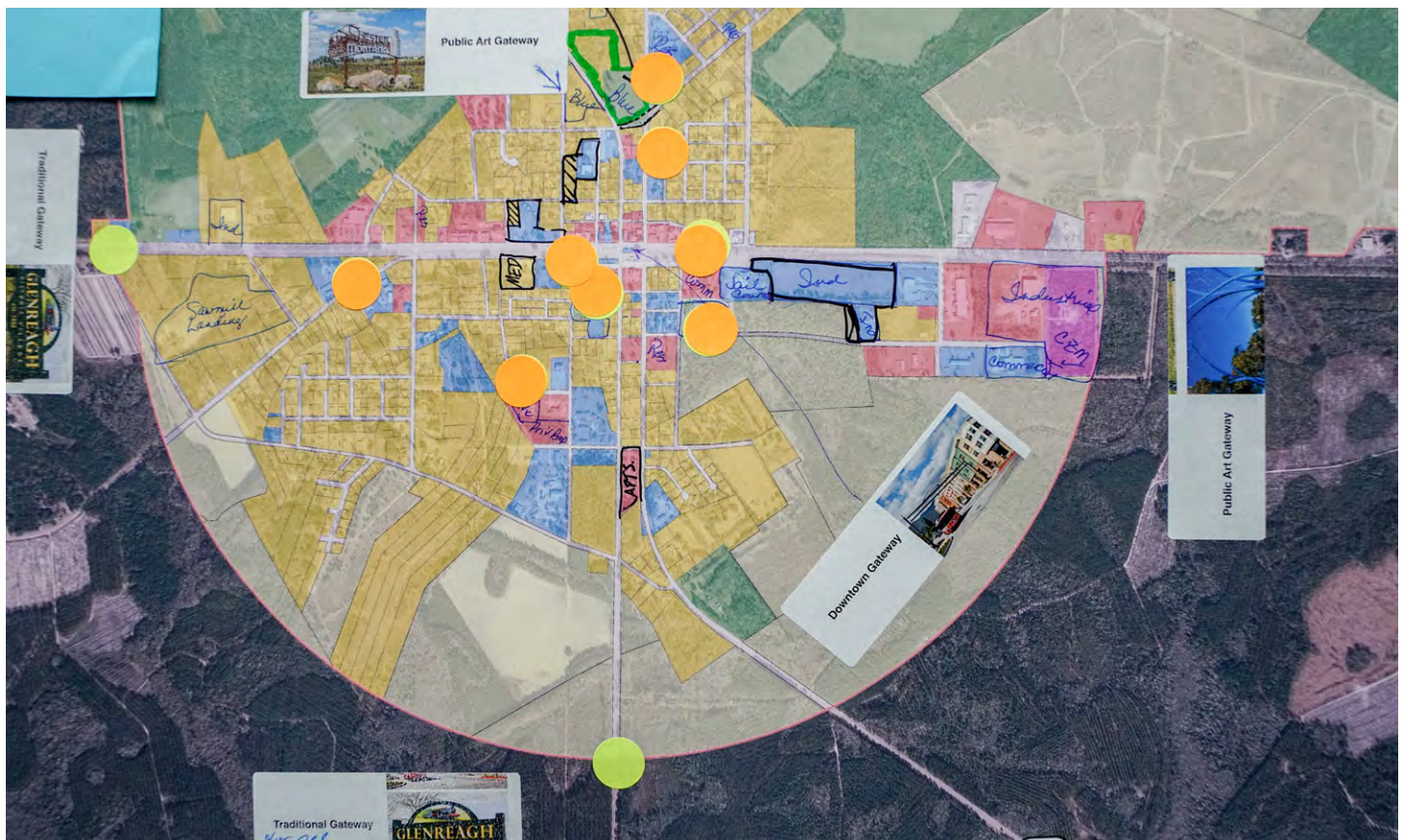
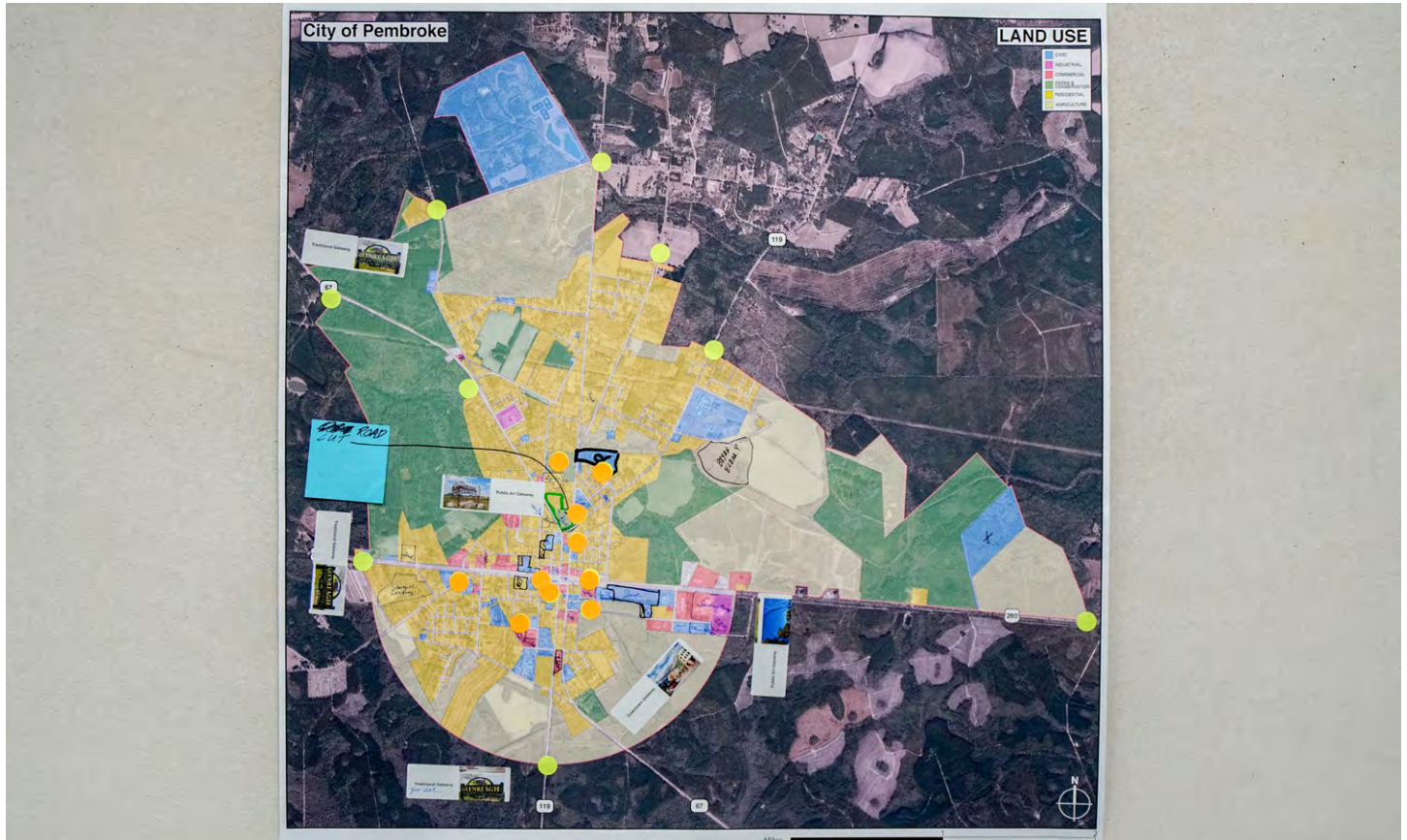
## Activity #1 . Places . 2/3





## Appendix B

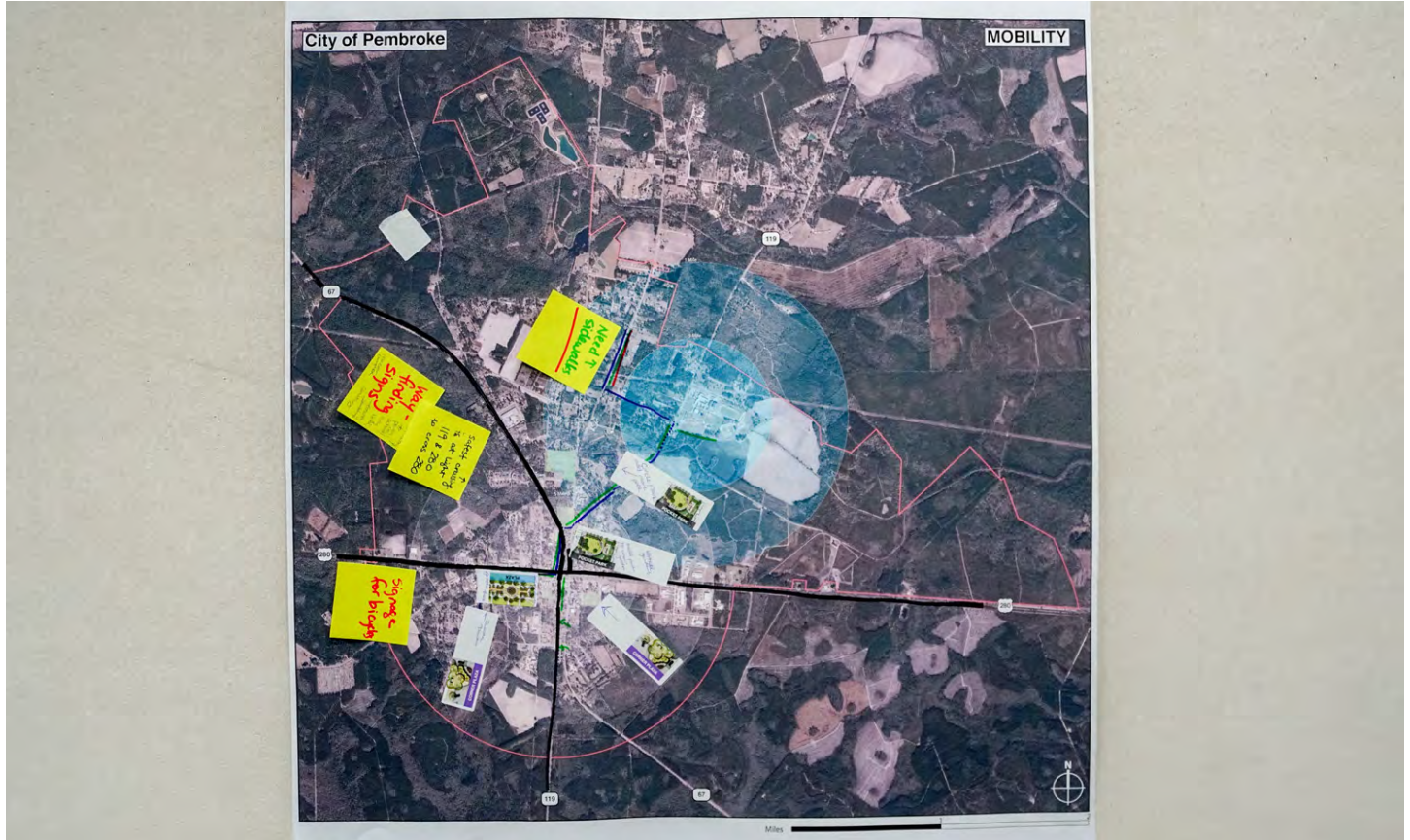
### Activity #1 . Places . 3/3





## Appendix B

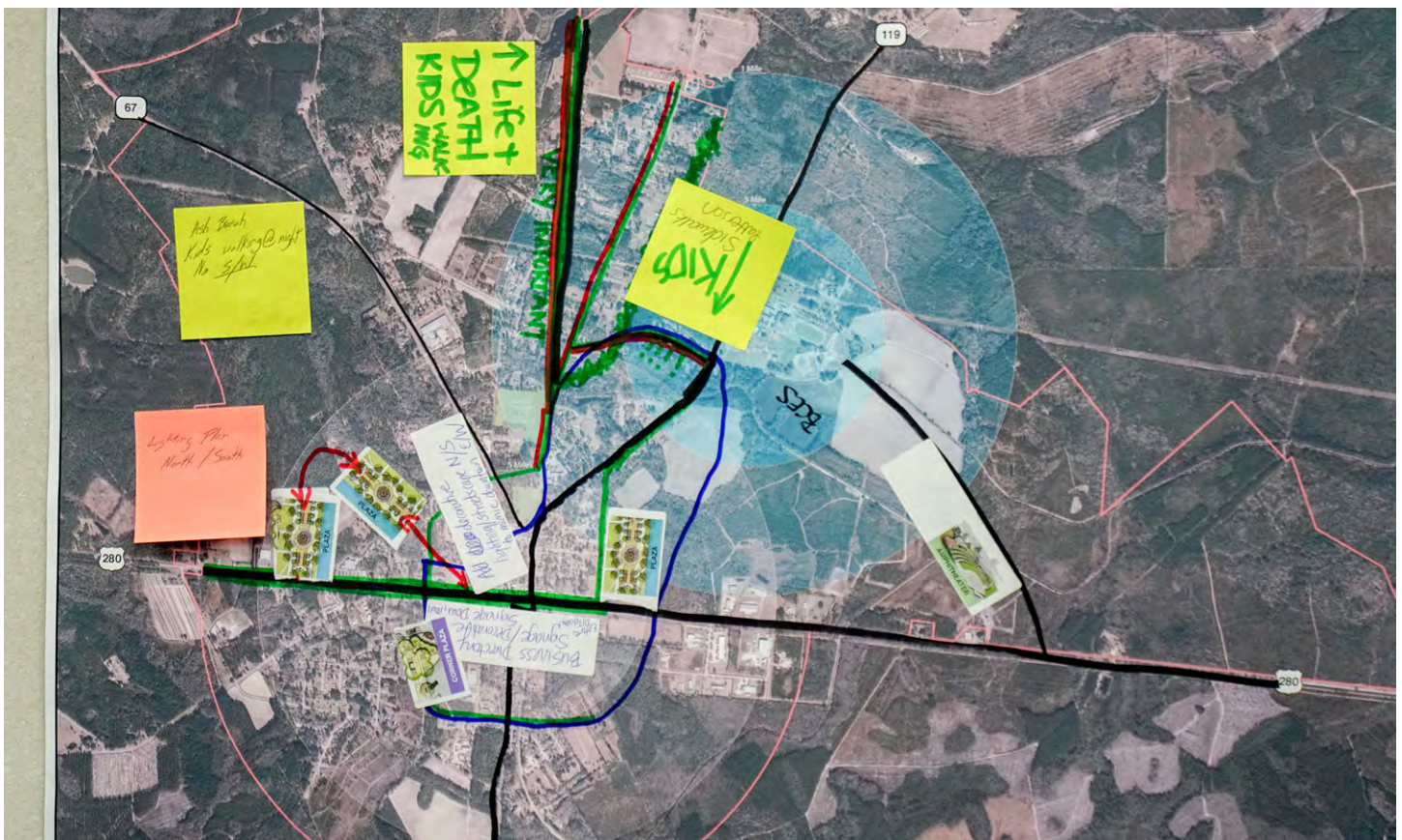
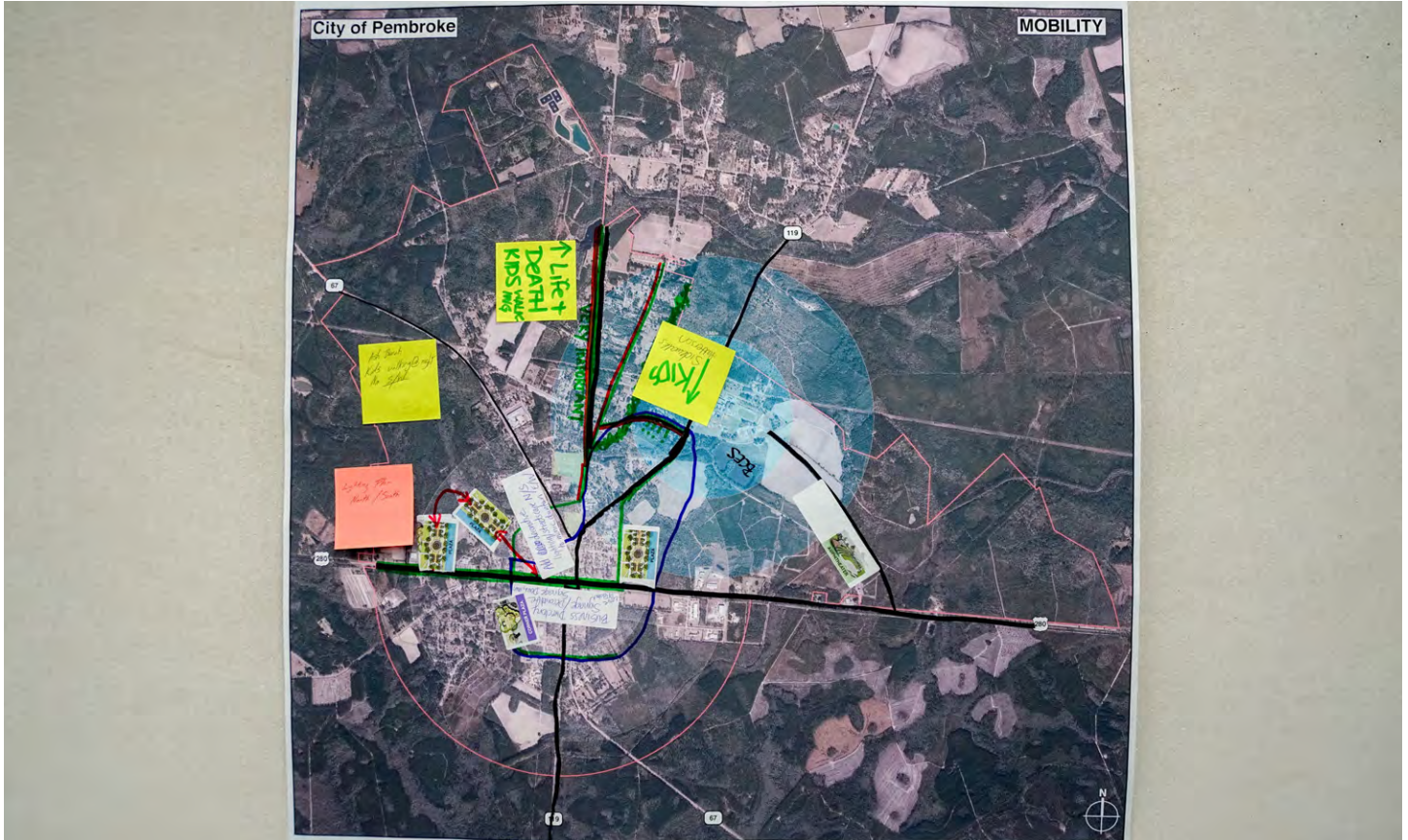
### Activity #2 . Mobility . 1/3





## Appendix B

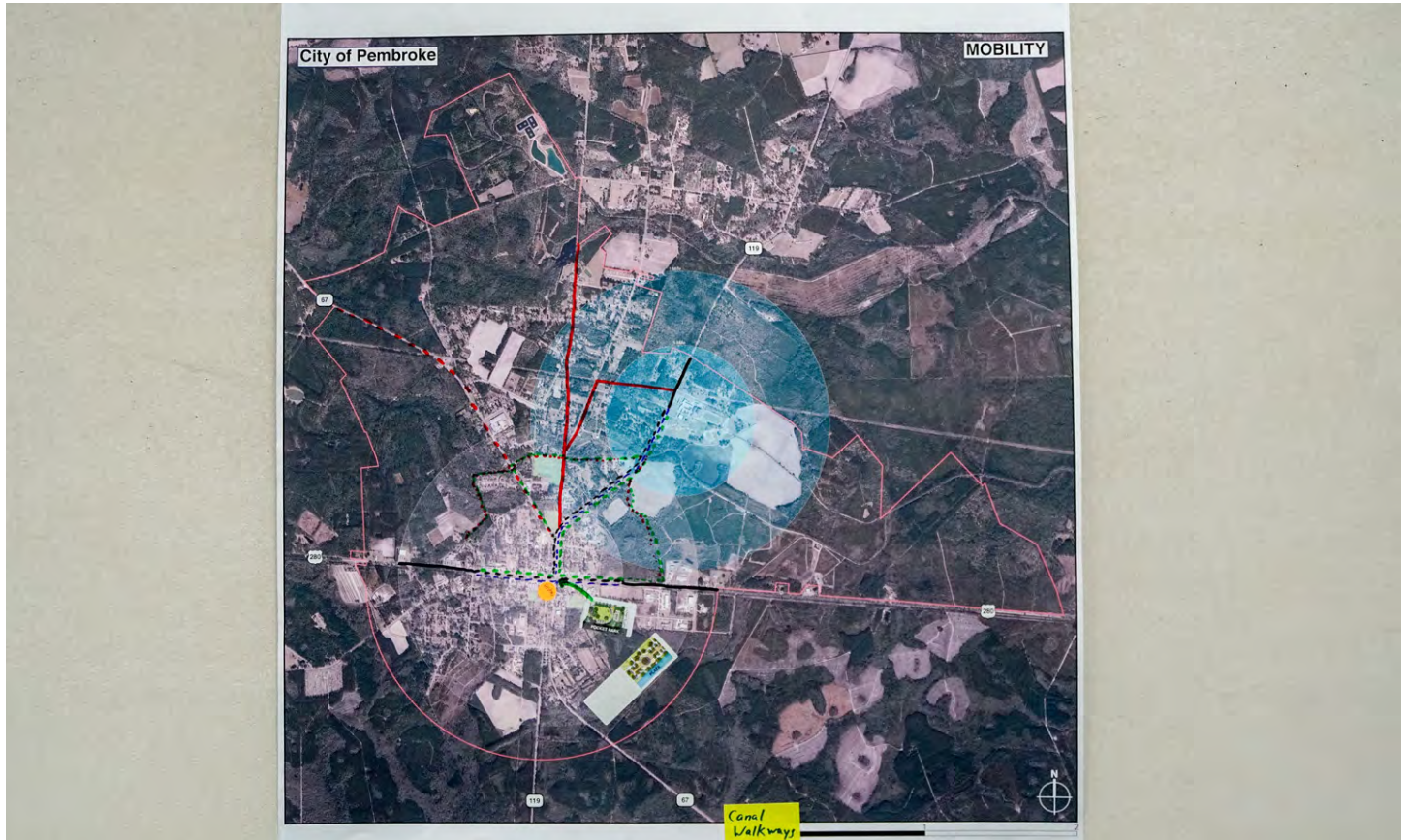
### Activity #2 . Mobility . 2/3





## Appendix B

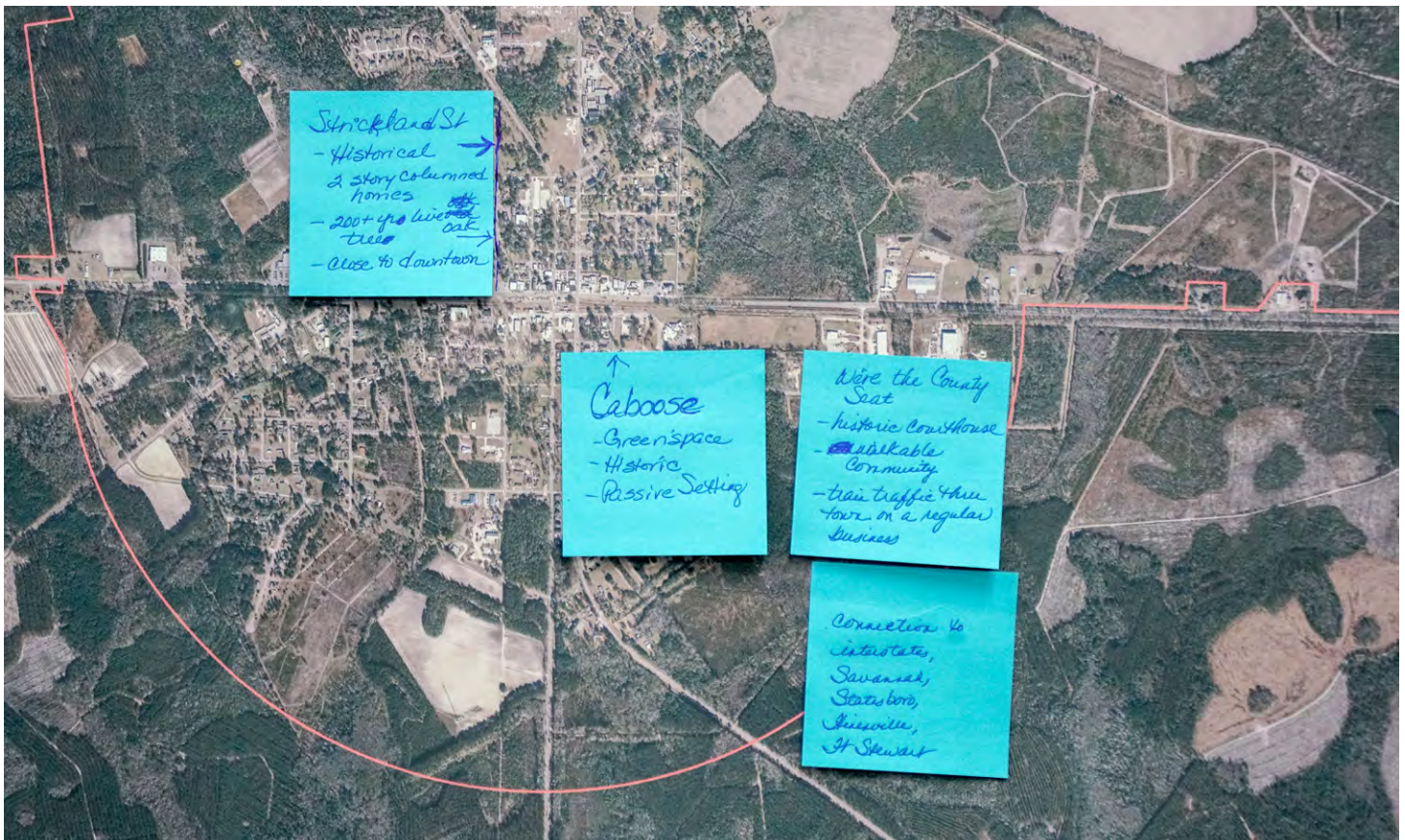
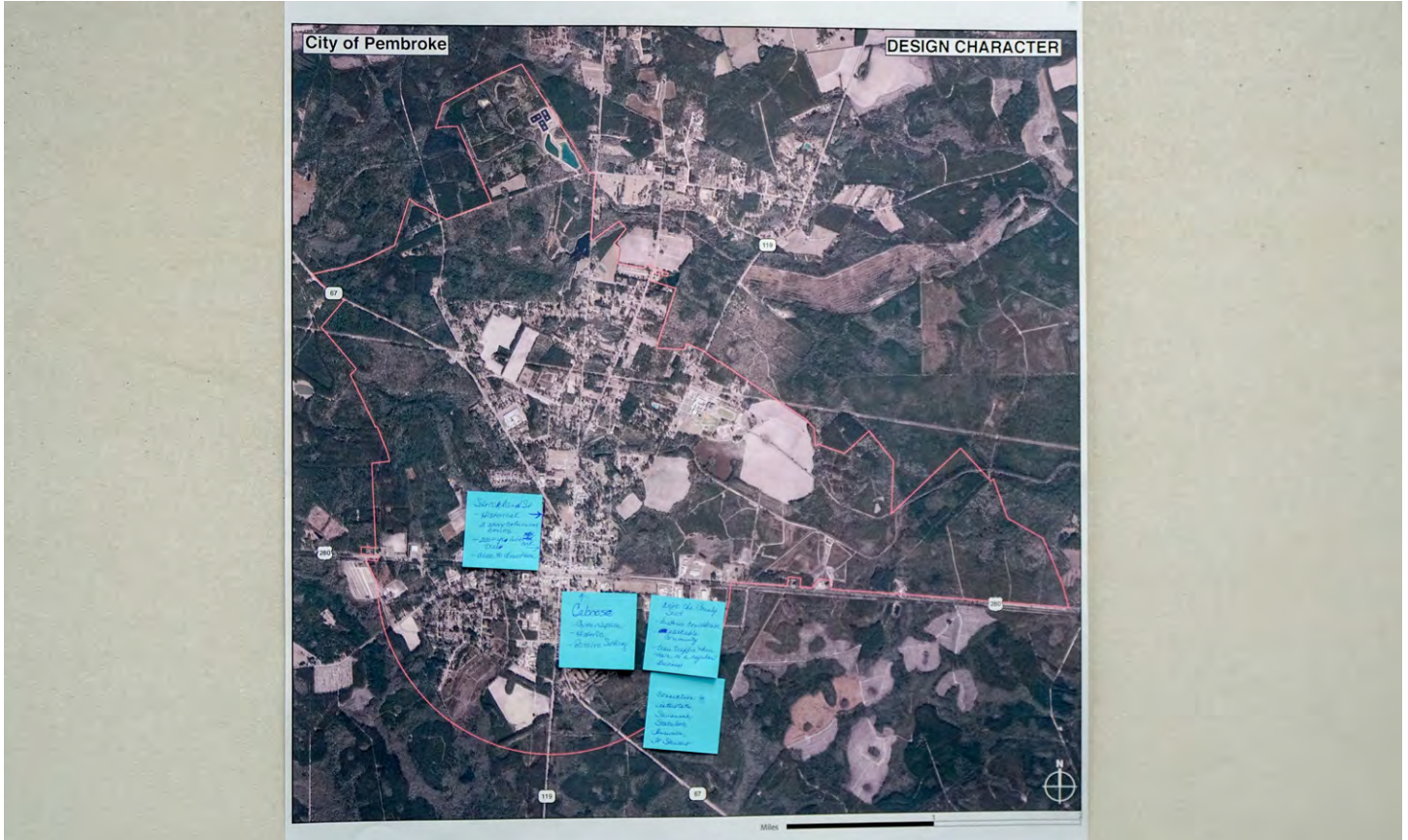
### Activity #2 . Mobility . 3/3





# Appendix B

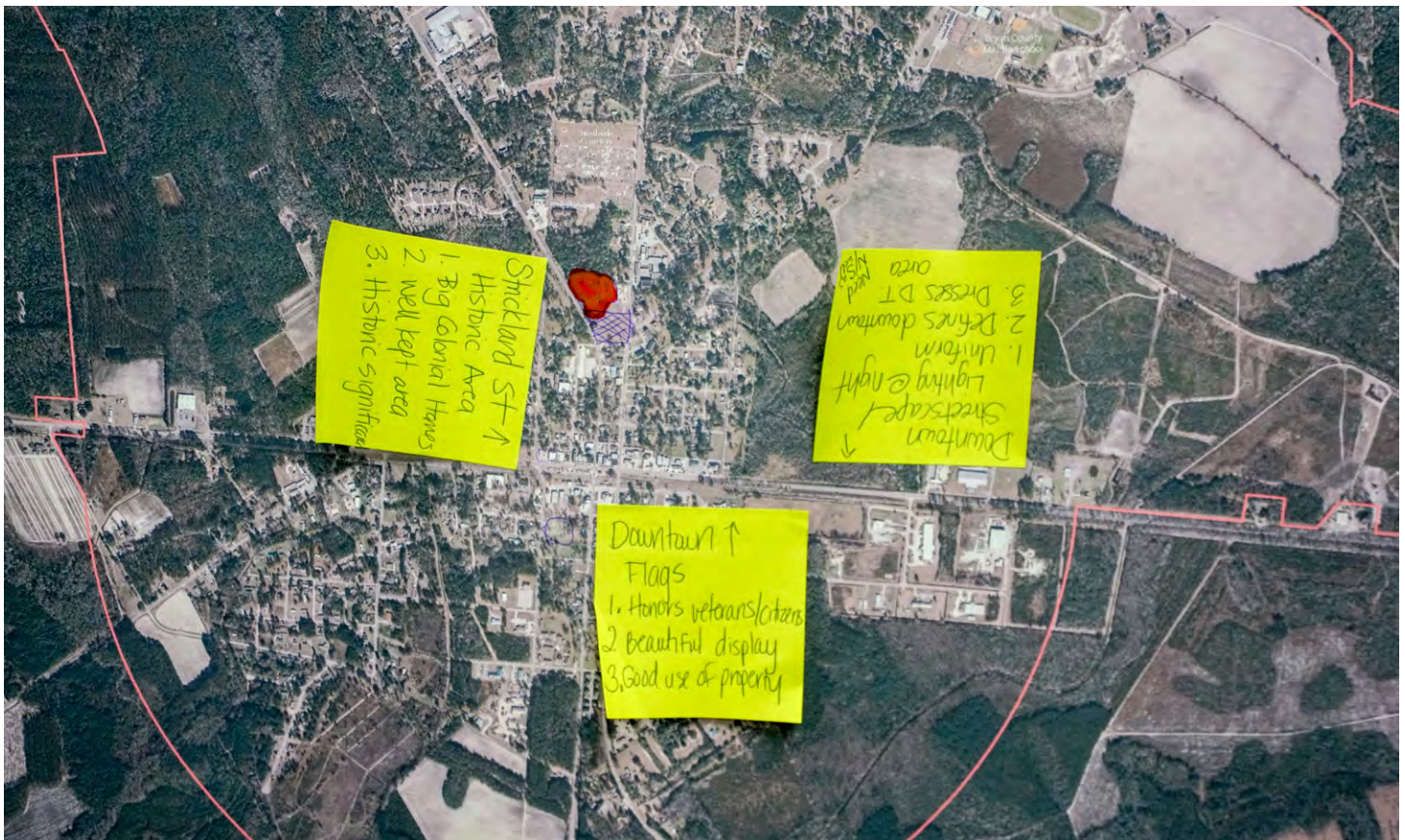
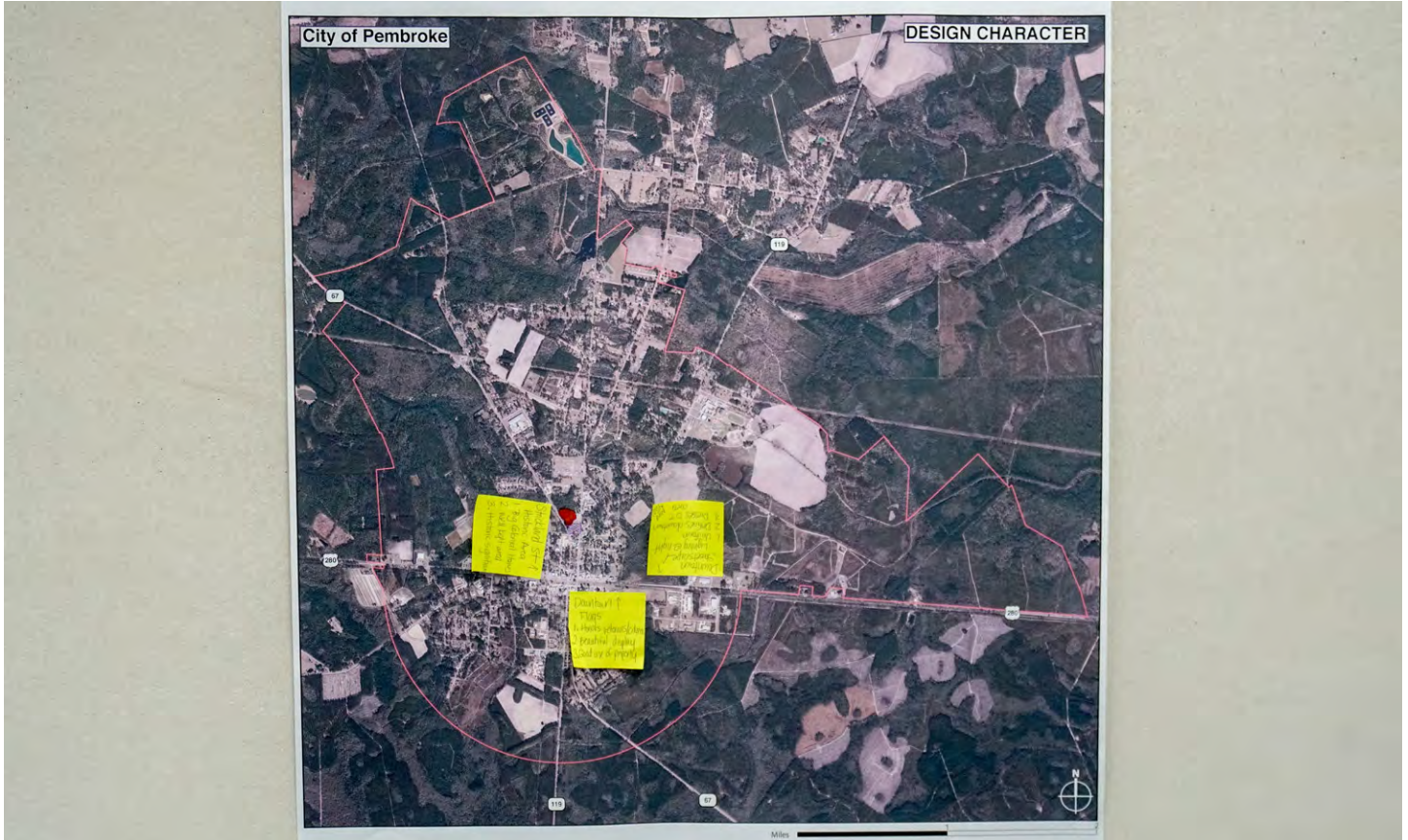
## Activity #3 . Design Character . 1/2





# Appendix B

## Activity #3 . Design Character . 2/2





### Activity #1: Places

#### Land Uses

- Discuss Land Use areas shown on the Map.
- Identify any changes to the land uses, or land use boundaries, that you would suggest with a marker on the Map.
- Select three Land Use areas and identify three goals and/or issues for each. List these on the comment section below or use a sticky note on the map.

#### Gateways

- Discuss entry points and crossroads on the Map.
- Identify key intersections and gateways and mark them on the Map.
- For each gateway or intersection (node), think about key design features that should be included in their design. Use the "gateway chart" provided. You may include text to describe these features.

#### Public Parks and Open Space

- Identify areas where future parks, plazas, or open space might be located.
- Identify the size of the space (small or large) or key features that you would like to see.

*Example: Does Pembroke need children's play areas, small gathering places for picnics, multipurpose fields or courts for adult sports parks, dog park?*

Comments	
Prune trees downtown to allow vision of business Store fronts	
Uniformity of signage in D.T. on walkways	Code Enforcement/ DBA
Trashcans in walkways	



### Activity #2: Connections

#### Mobility

- With a marker, map one key route for each: pedestrian, bicycle, and automobiles that is important to the group. *Consider drop off and staging areas for school busses when thinking about the relationship between mobility and land use.*

#### Connections to Parks and Open Space

- With a marker, identify any open space/public park connections that you would like to see added or strengthened to improve connections to recreational amenities. *For example, you may consider how public parks and open space should be connected to each other, to other public spaces, or to the downtown area with sidewalks, pedestrian trails, and bicycle routes.*

#### Streetscape

- Identify public amenities and streetscape features that would enhance routes. Use the “Urban Design Icons” image sheet provided. Use as many or as few icons as your team likes. These icons can represent either a new feature, or retention/enhancement of an existing feature. *Please include captions, in the space provided with each icon, if you would like to explain your thoughts further.*

Comments	

### Activity #3: Design Character

#### Subareas

- On the Map, identify at least three areas with distinct character that define Pembroke.
- For each area, list three design features that contribute to its character. *Consider preservation, identifying appropriate building materials that reflect Pembroke and its heritage (roofing material: galvanized, asphalt, composite / Wall Cladding: wood, brick, shake / Shutters / Walls and Fences, Etc.*

#### Urban Design

- As a group, discuss the overarching Urban Design goals for Pembroke. There are a series of photographs provided to assist in this discussion.
- Select three specific areas that you feel need strengthening and identify three Design goals and/or issues for each. *List these in the comment boxes provided.*

#### Design Character

- On the Map, select images which represent either features you would like to see or the character you would like to see in Pembroke. Use the "Photo Image Sheet" provided. Paste them on the map either at specific locations, or within the character areas you previously identified.
- Write captions explaining the key design principles reflected in these selections. *For example, "This sub area should retain a certain theme in the character."*

Comments	



## Activity #3: Design Character

### Urban Design



1. TACKY
2. Better <sup>(NEEDS)</sup> window displays

### Activity #3: Design Character

#### Urban Design



1. Houses need to be removed
2. Redevelopment needs to be put into place

1. Downtown looks unfriendly



## Activity #3: Design Character

**Design Character:** select images which represent either features you would like to see or the character you would like to see in Pembroke.



Big Oak Tree  
Caboose area

**Downtown Seating**



Ash Branch  
Rd

**Bike Lanes**

Hwy 280 downtown



Apartments  
ABOVE

**Mixed Use Development**

buildings downtown



**Senior Housing Development**

Old BCES



## Activity #3: Design Character

**Design Character:** select images which represent either features, development, or character you would like to see in Pembroke.



**Tiny House Village**

Garrison / Poplar St  
Mixed size  
600 ~~800~~ - 1200 SF  
homes  
cottage  
style  
NoT < 600 SF



**Downtown Park**

Church Street  
creating pocket parks  
and greenspace rather than  
street



**Neighborhood Park**

Back side of  
Industrial Drive /  
next to



**Complete Streets**

Hwy 280



## Activity #1: Places

### Land Uses

- Discuss Land Use areas shown on the Map.
- Identify any changes to the land uses, or land use boundaries, that you would suggest with a marker on the Map.
- Select three Land Use areas and identify three goals and/or issues for each. List these on the comment section below or use a sticky note on the map.

### Gateways

- Discuss entry points and crossroads on the Map.
- Identify key intersections and gateways and mark them on the Map.
- For each gateway or intersection (node), think about key design features that should be included in their design. Use the "gateway chart" provided. You may include text to describe these features.

### Public Parks and Open Space

- Identify areas where future parks, plazas, or open space might be located.
- Identify the size of the space (small or large) or key features that you would like to see.

*Example: Does Pembroke need children's play areas, small gathering places for picnics, multipurpose fields or courts for adult sports parks, dog park?*

Comments	
<p>Parks – Old Elem Gym  Strickland – Circle Dr  Pickett PK – College  Dubois Sq  Horn Ctr  McFadden BB Ct  next to city Yd  Waters PK on RR St  Memoria PK  Williams Rd BB Ct</p> <p>Multipurpose field?</p>	

## Activity #2: Connections

### Mobility

BK - auto  
Blue - bicycle  
grn - ped

- With a marker, map one key route for each: pedestrian, bicycle, and automobiles that is important to the group. *Consider drop off and staging areas for school busses when thinking about the relationship between mobility and land use.*

### Connections to Parks and Open Space

- With a marker, identify any open space/public park connections that you would like to see added or strengthened to improve connections to recreational amenities. *For example, you may consider how public parks and open space should be connected to each other, to other public spaces, or to the downtown area with sidewalks, pedestrian trails, and bicycle routes.*

### Streetscape

- Identify public amenities and streetscape features that would enhance routes. Use the "Urban Design Icons" image sheet provided. Use as many or as few icons as your team likes. These icons can represent either a new feature, or retention/enhancement of an existing feature. *Please include captions, in the space provided with each icon, if you would like to explain your thoughts further.*

Comments	



### Activity #3: Design Character

#### Subareas

- On the Map, identify at least three areas with distinct character that define Pembroke.
- For each area, list three design features that contribute to its character. *Consider preservation, identifying appropriate building materials that reflect Pembroke and its heritage (roofing material: galvanized, asphalt, composite / Wall Cladding: wood, brick, shake / Shutters / Walls and Fences, Etc.*

#### Urban Design

- As a group, discuss the overarching Urban Design goals for Pembroke. There are a series of photographs provided to assist in this discussion.
- Select three specific areas that you feel need strengthening and identify three Design goals and/or issues for each. *List these in the comment boxes provided.*

#### Design Character

- On the Map, select images which represent either features you would like to see or the character you would like to see in Pembroke. Use the "Photo Image Sheet" provided. Paste them on the map either at specific locations, or within the character areas you previously identified.
- Write captions explaining the key design principles reflected in these selections. *For example, "This sub area should retain a certain theme in the character."*

Comments	

### Activity #3: Design Character

#### Urban Design



Take this  
OK photo from upstairs  
balcony



OK



Welcoming  
Hometown



This pic @ night- much  
prettier



### Activity #3: Design Character

#### Urban Design



historic



Beautiful  
Setting



their  
Property  
(multiple owners)  
to see  
whether small livable  
homes here



put benches in front of  
Stores  
- floral designs on lamp posts



## Activity #3: Design Character

**Design Character:** select images which represent either features you would like to see or the character you would like to see in Pembroke.



**Downtown Seating**

*along storefronts on  
Bacon St*



**Bike Lanes**

*needed - on highways  
& interior streets*



**Mixed Use Development**

*possible w/ current  
retail on Bacon St  
if upstairs w/b used as  
residences*



**Senior Housing Development**

*have potential for one*



## Activity #3: Design Character

**Design Character:** select images which represent either features, development, or character you would like to see in Pembroke.



**Tiny House Village**

*potential w/ a location identified*



**Downtown Park**



**Neighborhood Park**



**Complete Streets**

## Activity #1: Places

### Land Uses

- Discuss Land Use areas shown on the Map.
- Identify any changes to the land uses, or land use boundaries, that you would suggest with a marker on the Map.
- Select three Land Use areas and identify three goals and/or issues for each. List these on the comment section below or use a sticky note on the map.

### Gateways

- Discuss entry points and crossroads on the Map.
- Identify key intersections and gateways and mark them on the Map.
- For each gateway or intersection (node), think about key design features that should be included in their design. Use the "gateway chart" provided. You may include text to describe these features.

### Public Parks and Open Space

- Identify areas where future parks, plazas, or open space might be located.
- Identify the size of the space (small or large) or key features that you would like to see.

*Example: Does Pembroke need children's play areas, small gathering places for picnics, multipurpose fields or courts for adult sports parks, dog park?*

Comments	
<ul style="list-style-type: none"><li>- expand Industrial Park inside city limits to Agriculture Zone areas</li><li>- moving primary school to schools complex</li></ul>	cannot have archway over 280



## Activity #2: Connections

### Mobility

- With a marker, map one key route for each: pedestrian, bicycle, and automobiles that is important to the group. *Consider drop off and staging areas for school busses when thinking about the relationship between mobility and land use.*

### Connections to Parks and Open Space

- With a marker, identify any open space/public park connections that you would like to see added or strengthened to improve connections to recreational amenities. *For example, you may consider how public parks and open space should be connected to each other, to other public spaces, or to the downtown area with sidewalks, pedestrian trails, and bicycle routes.*

### Streetscape

- Identify public amenities and streetscape features that would enhance routes. Use the "Urban Design Icons" image sheet provided. Use as many or as few icons as your team likes. These icons can represent either a new feature, or retention/enhancement of an existing feature. *Please include captions, in the space provided with each icon, if you would like to explain your thoughts further.*

Comments	
<p>Established areas to town have sidewalks to school.</p> <p>wayfinding / route / directional signs.</p> <p>where are parks, rec complex, schools, civic buildings, etc.</p>	<p>N areas (residential) need sidewalks.</p> <p>preferred crossing @ 280 &amp; 119 - safest b/c traffic light.</p>

## Activity #3: Design Character

### Subareas

- On the Map, identify at least three areas with distinct character that define Pembroke.
- For each area, list three design features that contribute to its character. *Consider preservation, identifying appropriate building materials that reflect Pembroke and its heritage (roofing material: galvanized, asphalt, composite / Wall Cladding: wood, brick, shake / Shutters / Walls and Fences, Etc.*

### Urban Design

- As a group, discuss the overarching Urban Design goals for Pembroke. There are a series of photographs provided to assist in this discussion.
- Select three specific areas that you feel need strengthening and identify three Design goals and/or issues for each. *List these in the comment boxes provided.*

### Design Character

- On the Map, select images which represent either features you would like to see or the character you would like to see in Pembroke. Use the "Photo Image Sheet" provided. Paste them on the map either at specific locations, or within the character areas you previously identified.
- Write captions explaining the key design principles reflected in these selections. *For example, "This sub area should retain a certain theme in the character."*

Comments	
<p><u>Downtown</u></p> <p>1. <del>shops/stores</del> Plaza w/ gazebo</p> <p>2. Depot building &amp; caboose (welcome center)</p> <p>3. mural @ 280 &amp; college</p> <p>(North of 280) <u>Patterson St.</u></p> <p>1. ch. 9 tv tower (Pembroke has own tv station)</p> <p>2. Cemetery</p> <p>3. Schools complex</p>	<p>(South of 280) <u>Recreation Area</u></p> <p>1. { skate park pool Comm center</p> <p>2. County buildings counthouse tiny jail (historic) 1912</p>



### Activity #3: Design Character

#### Urban Design



Charming small town



Beautiful, quiet,  
peaceful



Tacky  
Not inviting  
Detracts from streetscape  
Not historic charm



Restore mural(s)  
Safe crossings



### Activity #3: Design Character

#### Urban Design



Beautiful!



Better maintain building  
& fence -



("But are they unsafe?")  
code enforcement.  
~~What if they are~~  
low staffing



Historic  
Fits in w/ small town appeal



## Activity #3: Design Character

**Design Character:** select images which represent either features you would like to see or the character you would like to see in Pembroke.



**Downtown Seating**

Downtown seating in plaza park area and around historic trees.



**Bike Lanes**

Through downtown all the way to the schools.



**Mixed Use Development**

Already a mixed use development



**Senior Housing Development**

We have McFadden place  
~~we could use more on~~  
~~could use more on~~  
northend of town.



### Activity #3: Design Character

**Design Character:** select images which represent either features, development, or character you would like to see in Pembroke.



**Tiny House Village**

May be an asset if it is done correctly. Character of the city must be taken into consideration.



**Downtown Park**

Pembroke has many small parks scattered throughout.



**Neighborhood Park**

Pembroke community park takes care of part of the city, more recreation needed in other parts of the city.



**Complete Streets**

Streets are complete but need upgrading & resurfacing.