

6. GOALS, OBJECTIVES, AND STRATEGIES (*Continued*)

Strategies

1. In 2009, begin a review and, as necessary, update the land development regulations to require dedication of multi-use trails and walkways for all developments or strips of land for a corridor of space for linkages between developments and land use activities.
2. Improve access to waterways through acquisition of land and construction of additional boat ramp parks with a mix of outdoor recreational facilities using grant funding and impact fees.
3. In July 2009, establish a committee of community volunteers to coordinate with the Nassau County School Board on a mechanism and plans to provide evening and weekend access to recreation.
4. On an ongoing basis, seek grant funding to acquire land to build a facility with a skate park, off-road trails, Frisbee golf, and other active recreational facilities to serve the youth and families of Nassau County.
5. On an ongoing basis, coordinate with willing seller landowners, non-profit recreation, and conservation land groups to set aside land for conservation or public open space.



Issue Area 5: Culture and the Arts

Goal 1: Seek public and private funding to increase county residents' opportunities and exposure to the arts and cultural activities and continue existing cultural and arts programs.

Objective 1: By the year 2010, establish a plan of action to enhance and update library facilities, museums, school auditoriums, and other public facilities to provide space for art and cultural activities in these facilities to serve local communities.

Strategies

1. Establish a Teen Advisory Board to develop a list of needs and innovative methods of funding to provide art and cultural activities in schools, libraries, and other public facilities.
2. Using land development regulations encourage an effective mix of business and family entertainment uses in close proximity to residential areas, with buffers and other features, sufficient to ensure no impact to the peace and enjoyment of residents in their homes.
3. By the end of 2009, establish a Culture and Arts working group to develop plans and identify funding opportunities for community cultural, and civic centers.

6. GOALS, OBJECTIVES, AND STRATEGIES (*Continued*)

B. INFRASTRUCTURE AND GROWTH MANAGEMENT

Managing growth to ensure the quality of life is a difficult task requiring often difficult and controversial choices to be made. All of the items in Section A, Quality of Life, are directly related to Growth Management in terms of where to locate and how to pay for services and facilities to ensure they are available to maintain the quality of life. Funding and construction of infrastructure includes roads, schools, libraries, police stations, emergency shelters, water, sewage, and electrical facilities to meet needs. As indicated in the Fiscal Sustainability section at the end of this report, land use decisions have fiscal impacts on operating and capital revenues and expenditures.

The current and future conditions and issues identified as Quality of Life issues in this report, are all affected by growth management decisions, where to locate land uses, what patterns of land use are desirable, and where to locate facilities to ensure maximum access and to minimize the cost. Many of the Quality of Life needs require infrastructure be built and/or renovation/redesign of existing infrastructure. Government land use decisions and patterns of development will significantly affect the ability to plan for and provide for existing and future infrastructure needs. The goals, objectives, and strategies established below recognize the need to be creative in meeting the growth management needs. With its vast vacant land inventory, Nassau County has the opportunity to learn from the development mistakes of other Florida counties; to adopt development patterns suited to changing transportation, telecommunications, and market conditions; and to maintain our "sense of place" while we grow.

Issue Area 1: Growth Management

Goal 1: Promote effective local planning processes at the County and incorporated community level that coordinate the funding and location of identified infrastructure needs, such as, recreation facilities, school sites, port landside and waterside facilities, and roads (including emergency evacuation routes), with associated land uses and available funds to pay for these facilities.

Objective 1: Incorporate the Vision 2032 Final Report as a component to the 2010 update of the local Comprehensive Plan in accordance with Sec. 163.3177, F.S.

Strategies

1. On an annual basis, develop a list of community infrastructure priorities for each year of a maximum ten-year Capital Budget, and include in the early years of each year's budget, those facilities with an available revenue source.

6. GOALS, OBJECTIVES, AND STRATEGIES (*Continued*)

Growth Management Strategies (continued)

2. Elected officials, advisory board members, stakeholders, and local residents from each of the four communities should consult the Vision 2032 Final Report when making community development decisions. Development decisions must consider financial feasibility, availability of infrastructure, and private property interests.
3. Use volunteer groups to hold community-wide meetings to identify places in each community that are historically, socially and ecologically significant and recommend a plan that will reflect the desires, needs, and character of these existing "communities."
4. Provide density and intensity bonuses for new, mixed-use developments where facilities and services are available. Bonuses should be tied to the inclusion of workforce housing, the provision of connecting or alternative transportation corridors, and the clustering of development to reduce the impact of development and preservation of natural areas; or through the acquisition of off-site development rights through transfer of development rights from designated sending areas.

6. GOALS, OBJECTIVES, AND STRATEGIES (*Continued*)

Issue Area 2: Multi-Modal Transportation

Goal 1: Achieve a network of safe and efficient multi-modal transportation that is capable of meeting the transportation needs of residents and visitors at an acceptable level of service in a safe and efficient manner.

Objective 1: Work with the Nassau County Economic Development Board, Nassau County Public Works Department, and that of each incorporated community, to implement safety and capacity improvements in conjunction with the anticipated impacts of new developments and those of the airport, airport industrial park, and Port of Fernandina.

Strategies

1. Use the information collected from coordination with the entities listed in the above objective to develop a list of community infrastructure priorities for each year of a maximum ten-year Capital Budget, and include in the budget those facilities for which a currently available revenue source and funds are available to pay for these needs.
2. Designate a regional multi-modal transportation entity to be responsible for the coordination of all modes of regionally significant surface transportation planning activities.
3. When development impacts are shown to reduce safety or the level of service beyond acceptable standards, implement capacity and safety improvements as a condition of new development approval using the fiscal analyses methodology provided in the Fishkind Study.¹²
4. Promote the use of interconnected street networks or alternative routes that connect existing roads in order to distribute traffic and maintain the rural character of existing two-lane roads.
5. Designate transit corridors for future public transportation service. These corridors may be designated for greater land use density and intensity.
6. Maintain a database of unused street and railroad rights-of-way for possible utilization as pedestrian trails, bicycle routes, and shuttle service.



¹² Fishkind & Associates, August 2007, Proposal, "Fiscal Sustainability after Tax Reform," and "Nassau County Fiscal Sustainability Study," Fishkind & Associates, Inc., September 2, 2008.

6. GOALS, OBJECTIVES, AND STRATEGIES (*Continued*)

Issue Area 3: Economic Development and Tourism

Goal 1: Expand the economic base and create a fiscal sustainable community by attracting high technology and high value industry, office, research, and educational facilities that provide new employment opportunities and support the existing major employment sectors.

Objective 1: Coordinate community and local government efforts with the Nassau County Economic Development Board to develop high-value, non-residential development and mixed use developments that generate additional professional and technical job opportunities.

Objective 2: Coordinate public and private efforts to ensure continuance of the vital tourism industry and identify opportunities to create a sustainable eco-tourism segment of the economy that takes advantage of the County's abundance of natural resource areas, such as the St. Mary's River.

Strategies

1. By 2012, work with Florida Community College-Nassau Center to create training programs with existing and new companies.
2. By 2011, use a combination of tax incentives and state grants to bring in high tech/bio tech businesses.
3. By 2010, review the land development regulations and zoning maps to identify revisions required to provide opportunities for high-value, non-residential developments, and mixed-use developments with employment centers for targeted industries.
4. The Chambers of Commerce should provide training and assistance to existing and prospective small businesses in such areas as business planning, government regulation, capital acquisition, and employee development.
5. Emphasize Nassau County's cultural and historical amenities in tourism promotion and business recruitment efforts.
6. Create a public-private partnership to prepare shovel ready industrial and business/office park sites having a minimum of 200 acres, backbone infrastructure including central water, wastewater and stormwater, road and rail transportation, and telecommunications.
7. Create a public-private partnership to educate residents, leaders, and business owners on the importance of the tourism industry to Nassau County's economic well-being and the opportunities for sustainable tourism as a component of economic development.

6. GOALS, OBJECTIVES, AND STRATEGIES (*Continued*)

Issue Area 4: Mixed Use Development

Goal 1: Encourage mixed-use developments designed to accommodate multiple community activities and services in close proximity. By reducing infrastructure demand, mixed-use developments can generate a positive fiscal impact on County's financial resources.

Objective 1: Coordinate community and local government efforts with the Nassau County Economic Development Board to develop high-value, non-residential and mixed-use developments that generate a positive cash flow for the County.

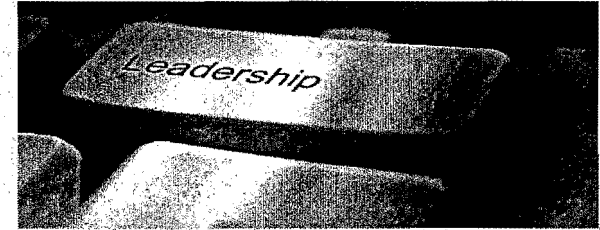
Strategies: Analyze or require an analysis of developments to:

1. Identify the fiscal impacts of development proposals in terms of revenue versus cost of providing services using the Fiscal Impact Assessment Model (FIAM).
2. Through the Local Planning Agency, establish design guidelines, dimensional criteria, and incentives to promote compact mixed-use development patterns. Characteristics of mixed-use zoning include multiple uses dispersed vertically, shared parking located behind buildings, public amenities such as schools and parks as community focal points, and extensive pedestrian connectivity.
3. Determine and implement incentives to development that will help balance the tax base, such as the high technology and high value mixed-use developments or industry, office, research, and education facilities that provide new employment opportunities and support the existing major employment sectors.

6. GOALS, OBJECTIVES, AND STRATEGIES (*Continued*)

C. GOVERNANCE AND LEADERSHIP

Today's times are changing, and so are boards and commissions across the country. Governance structures must serve the strategies and mission of the organization while enabling its leaders to exercise their responsibilities with transparency and integrity. Governance requires knowledge, leadership, vision, education, commitment, clarity, and strategy. Changes to government and its structures must be examined to ensure efficient and effective operations for all its constituents.



Issue Area 1: Government Structure

Goal 1: Determine if the existing form of government meets the needs of its residents.

Objective 1: By the year 2012, conduct a study to determine if a different form of government would better meet the needs of its residents.

Strategies :

1. Establish a blue ribbon committee to study the different types of governments that are available. That would include a review of County-commission, consolidated, and charter governments.
2. Determine the pros and cons of each type and compare to the existing form of government.
3. Determine if the current number of commissioners is sufficient representation for the number of County residents.
4. Submit a report by the end of 2010 containing findings and recommendations.
5. Implement recommendations, if feasible.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY

Introduction

As shown in the conclusions from the Fishkind Fiscal Sustainability Study incorporated in this Vision, the types of growth and development, which occur in Nassau County in the future, will have significant impacts on the financial abilities of the County to pay for current and future activities. Some very difficult choices will have to be made in order to ensure Nassau County maintains its current quality of life, pay for future growth, and ensures a continuation of the quality of life so important to residents.

Type of Growth Determines Fiscal Impact

- Not all land uses are created fiscally equal.
- Certain land uses yield a higher fiscal benefit to Nassau County.
- At current expenditure levels, typical residential land uses do not pay for themselves unless at very high price points.
- Office, retail, and industrial land uses have the ability to generate positive fiscal benefit.
- Mixed-use development also has the ability to generate a positive fiscal benefit for the County.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY (Continued)

County Revenues

An analysis of existing County revenue sources in the Existing Conditions Report looked at a three-year summary of the operating budgets (2005-06, 2006-07, 2007-08) showing revenue (income) and expenditures (expenses) for Nassau County (see **Appendix A**).

The detailed County budget showing revenues and expenditures as of October 1, 2007, may be found on the County Clerks Web site.¹³ The sources of revenue included in this budget are:

- County transportation fund.
- General fund.
- One-cent small county surtax.
- Special revenue funds.
- Debt service funds.
- Capital project funds.
- Enterprise funds.
- Municipal service taxing unit.
- Conservation and control district.
- Total revenues/balances from these funding sources in the approved budget equal approximately \$147 million. Total approved expenditures/expenses equal approximately \$126 million with the remaining revenues/fund balances of about \$21 million in reserve funds.

Nassau countywide ad valorem millage rates are 6.1821 for government operations, 7.6810 for schools, and 0.5005 for special assessments, for a total millage rate of 14.3636.

¹³ <http://www.nassauclerk.org/clerk/index.cfm?FuseAction=Financial.Home&CFID=893937&CFTOKEN=19499168>.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY (Continued)

- The Property Appraiser's Office is required by Florida Statutes to visit and review the appraised value of every property in the county at least one time every three years.
- Nassau County provides various exemptions for ad valorem taxes ranging from \$500-\$25,000 for people age 65 and older, widows and widowers, the disabled, disabled veterans, and blind persons.¹⁴
- The local option Retail Sales Tax is 1 percent. Nassau County does not have either a federal or state designated Enterprise Zone.

County Revenues/Property Taxes/Exemptions

The January 2008 amendment to the Florida Constitution made significant changes to the property taxing structure of local governments that included a:

- Doubled homestead exemption from \$25,000 to \$50,000, with the additional \$25,000 exemption applying to the range of value from \$50,000 to \$75,000. This additional exemption does not apply to school millage.
- Ten percent cap on assessment increases of non-homestead real property using the 2008 tax year as a base. The cap will be removed upon a sale or change in control of the entity owning the property and for certain types of property, when there is a major improvement. The cap does not apply to tangible personal property or school millage.
- \$25,000 exemption for tangible personal property. This exemption applies to all millages.
- Portability of the 'Save Our Homes' cap benefit. The "ported" differential applies to all millages.
- The legislation also allows for an annual appropriation by the Legislature in an amount sufficient to offset the revenues lost by the fiscally constrained counties due to the property tax proposals.¹⁵
- The effects of the changes on the finances of Nassau County and actions to offset these effects were one component of the Fiscal Sustainability Study conducted for Nassau County as described on the following page.

¹⁴ Nassau County, Florida Property Appraiser, "Property Tax Exemptions," <http://www.nassauflpa.com/>.

¹⁵ Nassau County, Florida Property Appraiser, "Proposed Single Amendment to the Constitution," <http://www.nassauflpa.com/>.

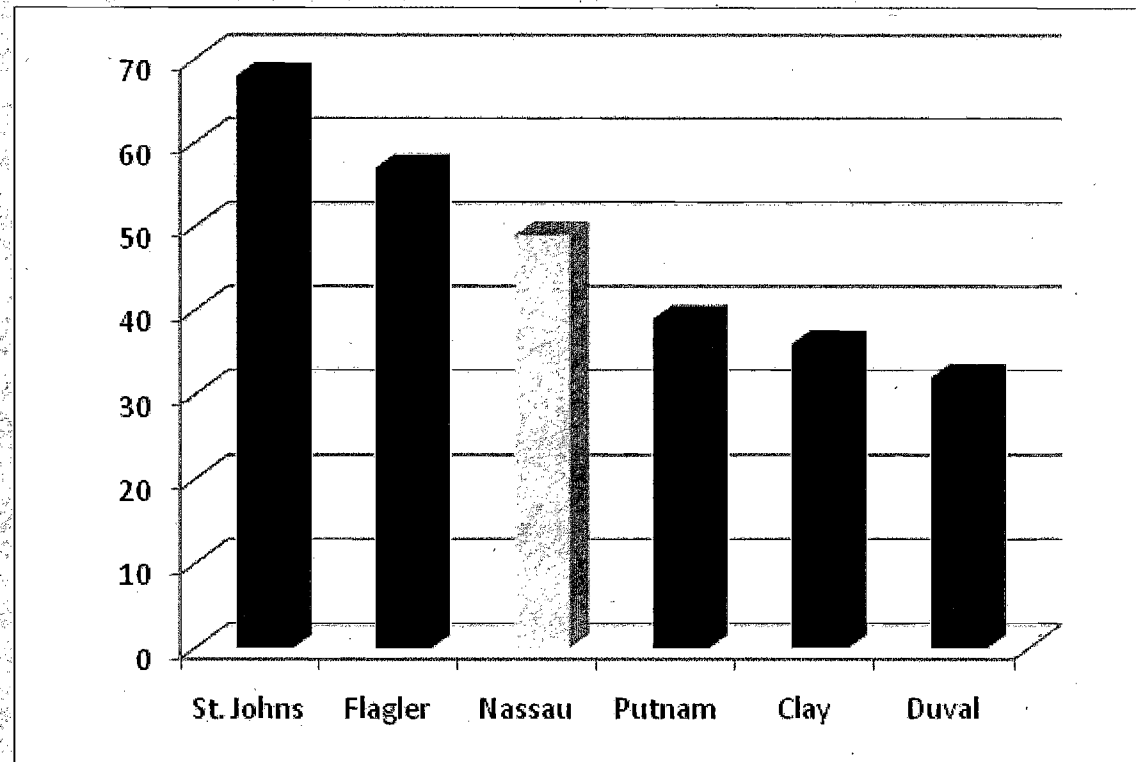
7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY (Continued)

Nassau County is Heavily Reliant on Property Taxes

- 51 percent of Nassau County's general fund budget comes from property taxes.

- This is relatively high compared to other counties in this region as shown on this graph from the Fishkind Study.

Let us take a look at some key findings and recommendations from the Fishkind Study.



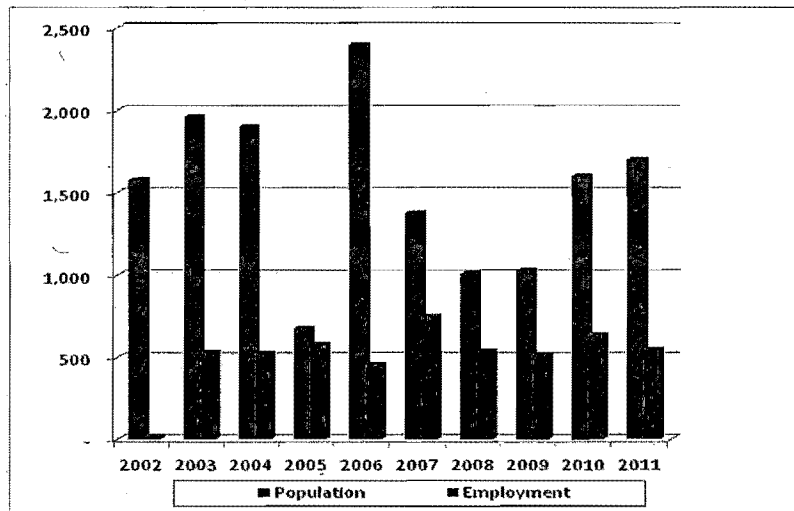
Source: Fishkind & Associates, August 2007, Proposal, "Fiscal Sustainability after Tax Reform," and "Nassau County Fiscal Sustainability Study," Fishkind & Associates, Inc., September 2, 2008.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY

(Continued)

Fiscal Sustainability Study

- Nassau County contracted with a private Florida consulting firm to review the current County budget structure and develop a plan to assure the fiscal sustainability of the County in the future. This study was completed in September 2008.
- The purpose of this study was to conduct a fiscal impact analysis of County finances to develop detailed economic forecasts for Nassau County for the short and long term to include:
 - A forecast of population by age and income; various employment factors including type, income, etc.; housing starts; and the development of land to meet the land for various land uses, including residential, commercial, industrial, government, etc.
 - Forecasts based upon the County's existing traffic analysis zones, the comprehensive land use plan, existing and permitted land uses, unbuilt but planned developments, transportation plans, and other information, to make economic forecasts by geographic areas.
- The Fishkind Study used these economic forecasts to project what will happen with no change in economic policies to determine if the County's budget is sufficient and sustainable to meet existing and future needs.



Source: Fishkind & Associates, August 2007, Proposal, "Fiscal Sustainability after Tax Reform," and "Nassau County Fiscal Sustainability Study," Fishkind & Associates, Inc., September 2, 2008.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY

(Continued)

The conclusions of the Fishkind Study were:

Nassau County's budget is overly reliant on property taxes with 51 percent of the general revenue coming from property taxes.	Costs are higher than the other six counties evaluated.
A 51 percent reliance on property taxes puts the County at risk.	The Capital Improvement Plan and capital budgeting are deficient with insufficient funds and revenue sources to fund listed capital improvements.
The current budget structure is not sustainable even with expected growth.	With most coastal areas fully developed, it is unclear what volume of growth can be attracted to the more remote areas of Nassau County.
Rayonier is the major landowner and has only recently begun to consider developing its massive holdings.	Growth will continue to be modest in the near term.
Nassau County is a bedroom community to Jacksonville/Duval County, but roadway connections are limited and the major employment centers in Jacksonville/Duval are not near Nassau County.	The single-family housing market has bottomed out, a slowdown in migration is limiting population growth, land prices are eroding and the recession is impacting the County.

- The County budget is not fiscally sustainable and the Report identifies actions and options available to the County to create a fiscally sustainable budget structure, to provide needed public facilities and services, considering tax reform and expanded homestead exemption.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY

(Continued)

SUMMARY OF FISCAL IMPACT EXAMPLES BY LAND USE

The Fishkind Study compared the fiscal impacts of various types of land uses in terms of the costs of services as shown in the summary tables that follow. The data from these tables show that mixed use development generates the greatest revenue while one Single Family Home costs the County more money to provide services than the revenue generated from the development. The tables for each individual type of use listed on this Summary of Fiscal Impact table show the operating revenue the development creates compared to the operating costs to service this type of development.

	Total	NPV
1 Single Family Home	-\$16,530	-\$11,885
50K sf Office	\$888,425	\$225,642
100K sf Retail	\$13,548,801	\$4,830,850
50K sf Industrial	\$471,895	\$48,957
100 Single Family Homes	-\$1,653,043	-\$1,188,506
Mixed Use Development	\$11,819,642	\$3,482,675

Source: Fishkind & Associates, August 2007, Proposal, "Fiscal Sustainability after Tax Reform," and "Nassau County Fiscal Sustainability Study," Fishkind & Associates, Inc., September 2, 2008.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY

(Continued)

FISCAL IMPACT OF ONE SINGLE FAMILY HOUSE - \$250,000

	Total	Present Value
Total Operating Revenue	\$52,889	\$20,997
Total Operating Cost	\$53,880	\$21,200
	=====	=====
Net Operating Impact	-\$990	-\$204
Total Capital Revenue	\$2,484	\$2,259
Total Capital Cost	\$18,024	\$13,940
	=====	=====
Net Capital Impact	-\$15,540	-\$11,681
Net Total Impact	-\$16,530	-\$11,885

Source: Fishkind & Associates, August 2007, Proposal, "Fiscal Sustainability after Tax Reform," and "Nassau County Fiscal Sustainability Study," Fishkind & Associates, Inc., September 2, 2008.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY
(Continued)

FISCAL IMPACT OF AN OFFICE
50,000 sq. ft.

	Total	Present Value
Total Operating Revenue	\$1,976,454	\$783,090
Total Operating Cost	\$835,038	\$327,457
	=====	=====
Net Operating Impact	\$1,141,415	\$455,633
Total Capital Revenue	\$92,882	\$84,438
Total Capital Cost	\$345,872	\$314,429
	=====	=====
Net Capital Impact	-\$252,990	-\$229,991
Net Total Impact	\$888,425	\$225,642

Source: Fishkind & Associates, August 2007, Proposal, "Fiscal Sustainability after Tax Reform," and "Nassau County Fiscal Sustainability Study," Fishkind & Associates, Inc., September 2, 2008.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY
(Continued)

FISCAL IMPACT OF A RETAIL STORE
100,000 sq. ft.

	Total	Present Value
Total Operating Revenue	\$15,424,834	\$6,031,038
Total Operating Cost	\$977,470	\$383,311
	=====	=====
Net Operating Impact	\$14,447,365	\$5,647,727
Total Capital Revenue	\$374,425	\$340,386
Total Capital Cost	\$1,272,989	\$1,157,263
	=====	=====
Net Capital Impact	-\$898,564	-\$816,876
Net Total Impact	\$13,548,801	\$4,830,850

Source: Fishkind & Associates, August 2007, Proposal, "Fiscal Sustainability after Tax Reform," and "Nassau County Fiscal Sustainability Study," Fishkind & Associates, Inc., September 2, 2008.

7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY
(Continued)

FISCAL IMPACT OF AN INDUSTRIAL DEVELOPMENT OF 50,000 sq. ft.

	Total Total	Present Value
Total Operating Revenue	\$1,120,368	\$422,642
Total Operating Cost	\$417,519	\$163,729
	=====	=====
Net Operating Impact	\$702,848	\$258,914
Total Capital Revenue	\$64,351	\$58,500
Total Capital Cost	\$295,304	\$268,458
	=====	=====
Net Capital Impact Net Capital I	-\$230,953	-\$209,957
Net Total Impact	\$471,895	\$48,957

Source: Fishkind & Associates, August 2007, Proposal, "Fiscal Sustainability after Tax Reform," and "Nassau County Fiscal Sustainability Study," Fishkind & Associates, Inc., September 2, 2008.

8. FISCAL SUSTAINABILITY STUDY FINDINGS

U.S. Forecast Summary

- Full-fledged financial panic.
- High energy prices.
- Housing Correction.
- Fed cuts interest rate and floods economy with liquidity ending panic.
- Economic problems are expected to continue for several years .

Factors to Consider

- Resolutions 2006-151 and 2007-150 established policies for Operating Budgets, Fund Balances, Revenues, Expenditures, Capital Improvements, and debt management lay groundwork for sound financial and budgetary decisions.
- Type of growth determines fiscal impact.
- Not all land uses fiscally equal.
- At current expenditure levels, typical residential uses do not pay for themselves except at very high prices.
- Office, retail, industrial, and mixed uses have fiscal ability to generate positive fiscal benefit.

Nassau County Driving Economic Forces

- Tourism and conventions drive the coastal area.
- County is bedroom community to Duval but roads are at or over peak capacity and limited and major employment centers are in south Duval, not near Nassau.
- Coastal areas developed out.
- Growth will be in outlying areas-not clear what volume of growth can be attracted to these areas.
- Near term growth will be modest.

8. FISCAL SUSTAINABILITY STUDY FINDINGS (*Continued*)

County Budget.

- Not fiscally sustainable.
- Economic environment will weaken especially ad valorem revenues.
- Overly reliant on ad valorem with 51 percent of revenue from property taxes.
- Costs relatively high to peer group.
- Capital Improvement Plan and Capital Budgeting are deficient.
- \$258+ million in unfunded capital projects in budget for backlogs and accommodate future growth.

What If No Growth?

- Current operating fund will be depleted over time.
- Operating budget may be sustainable.
- Capital budget becomes deficient with regards to maintaining existing facilities.

Actions

- Need to control spending.
- From 2004-07 population increased 7 percent and spending 20 percent.
- County has a surplus to use to allow time to correct.
- Reduce expenditures over time.
- Reduce general government and fire rescue expenditures to levels of peer group.
- Correct capital budget structure.
- Dedicate one-cent sales tax for infrastructure funding.
- Install a fiscal monitoring program.
- Increase impact fees to updated cost levels.

Actions cont'd...

- Implement MSBU/MSTU for capital facilities funding.
- Designate an annual capital maintenance fund.
- Reinstate the recently rescinded gas tax.
- Establish performance measures linked to each department tied to program goals and missions.
- Develop new revenue sources to maintain quality of life.
- Balance budget for current expenditures strictly from current revenues.
- Establish multi-year budget.

9. IMPLEMENTATION PLAN OF ACTION

Implementing the Nassau County Vision 2032

Success is not something to wait for, it is something to work for.

-Henry Wadsworth Longfellow

- The Vision 2032 Report is the result of extensive time and effort on the part of the Nassau County community and is the starting point for Nassau County's future direction and actions.
- The community vision and action plan is an evolving document that contains a detailed action plan with identified measurable objectives and implementing strategies categorized by goal areas.
- Successful implementation of the Nassau County community vision requires a continued community-wide effort and a commitment from the decision-makers to ensure the community succeeds in implementing its Vision for the year 2032.

Implementation

Goals Objectives
Strategies

The Vision 2032 Statement

Community meetings and summaries of
issues, findings and feedback from all
community meetings

A thorough analysis of the community's existing
conditions and issues

9. IMPLEMENTATION PLAN OF ACTION (*Continued*)

STRATEGIC IMPLEMENTATION PLAN: MAKING VISION 2032 A REALITY

A **Strategic Implementation Plan** to be developed by the **Strategic Action Group** for Vision 2032 (**SAG**) will become the roadmap that outlines actions in the short, medium and long term to realize Vision 2032. Key goals in our Vision 2032 take into account the need for sustainable growth, recognizing fiscal constraints and protecting our natural resources. As set forth in Florida Statute 163.3177(13), Florida counties are encouraged to develop a community vision. The law mandates that the citizens establish a vision through open, organized discussion of key topics, including future priorities for economic development, incentives for mixed use development and adequate workforce housing. Other topics for discussion also include transportation systems and preservation of open space, agricultural land and the natural environment. The County will consider adopting themes, strategies and goals of Vision 2032 as part of the Comprehensive Plan. In this and other ways, Vision 2032 can be effectively cemented into Nassau County's future.

Citizens told us that they enjoy the existing quality of life in Nassau County. They want to maintain this quality of life by managing growth; creating skilled job opportunities; improve transportation networks; increase recreation and open space; improve and expand the library system; and expand essential social services and health care to keep pace with population growth. Because the visioning process is based on the ideas and input of community members, it maximizes opportunities for residents to participate in planning for tomorrow. It is community owned and driven, leading to more effective goal setting and action.

9. IMPLEMENTATION PLAN OF ACTION (*Continued*)

In order to oversee implementation of Vision 2032, we recommend that the Board of County Commissioners establish a **Strategic Action Group** for Vision 2032 (SAG). A determination will be made as to the composition of the SAG. It may include:

- a) the same members of the Steering Committee; or
- b) a mixture of prior Steering Committee members and some new members; or
- c) it may be an entirely new group of volunteers.

SAG will be charged with developing a **Strategic Implementation Plan** for approval by the County Commission and otherwise moving Vision 2032 forward. The Strategic Implementation Plan gets us to a starting line. The SAG will ensure that we leave the starting line and remain on course. SAG will provide annual reports to the Board of County Commissioners and community at large on implementation including recommendations for changes in the Implementation Plan and, on occasion, recommendations for revisions to Vision 2032 goals, objectives and strategies and additional issue areas to address changing community desires.

A system of **Lead Partners** should be established to take responsibility for specific actions relating to implementation. Lead Partners will prioritize the actions they have agreed to take on based on resources available, their own on-going plans and projects. If a Lead Partner ultimately cannot see an action through to completion, SAG will identify alternate options.

9. IMPLEMENTATION PLAN OF ACTION (*Continued*)

This is a 25-year plan. It reflects the Vision, a statement of the preferred future in the year 2032. A 25-year vision is not something we expect to achieve in the first few years. We do expect to accomplish quite a bit because we have some obvious priorities and the support and involvement of elected officials, citizens and the business community. This support and ongoing involvement is critical to its successful implementation – a Plan that DOES NOT sit on a shelf gathering dust.

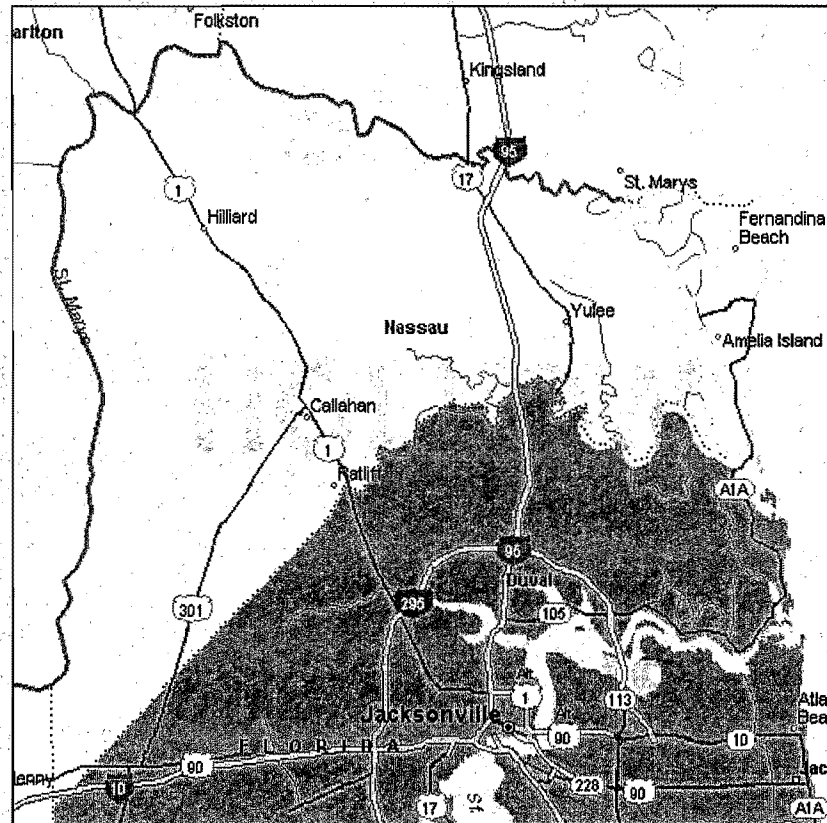
A vision without a task is but a dream. A task without a vision is drudgery. A vision and a task together are the hope of the world.

-found in a church in Essex, England 1730.



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

**EXHIBIT 1
LOCATION MAP OF NASSAU COUNTY**

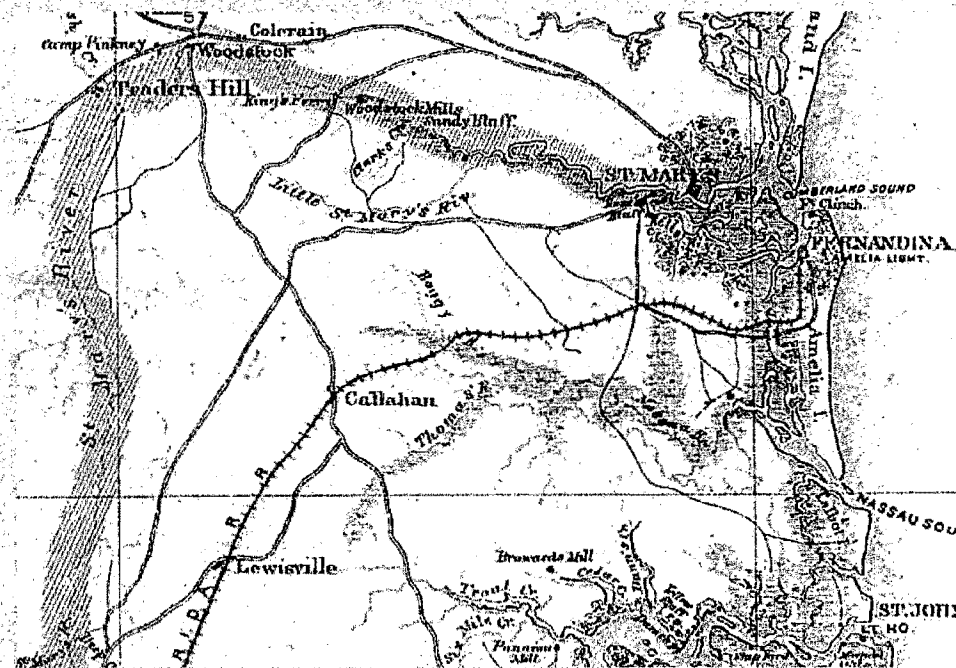


Source: http://www.floridacountiesmap.com/nassau_county.shtml.

10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

EXHIBIT 2
1864 MAP OF "NORTHERN PART OF FLORIDA"

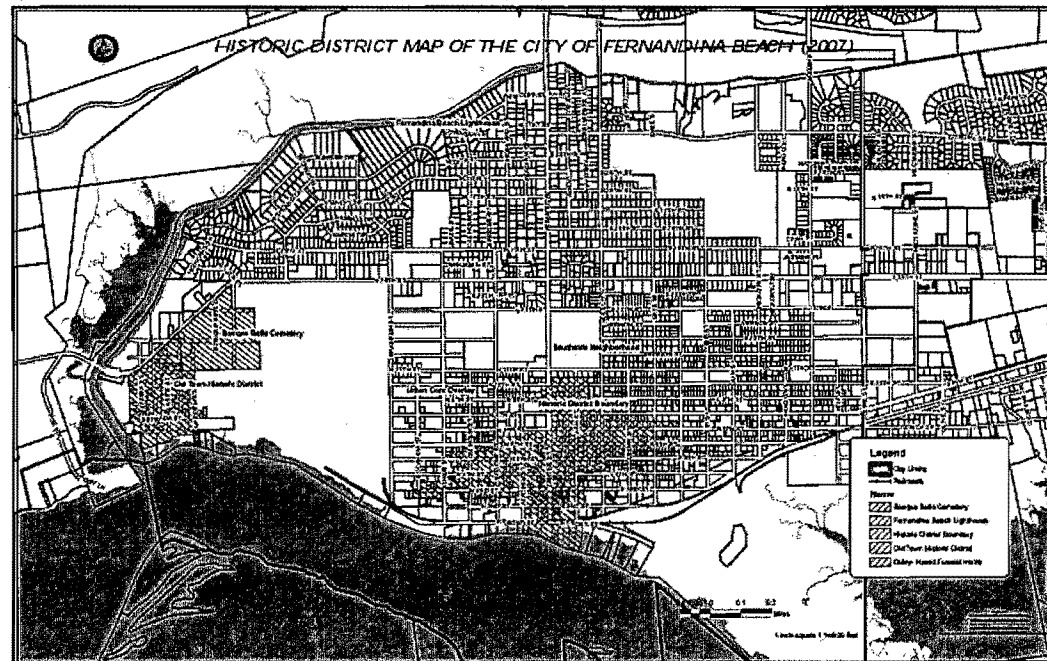


Source: A map depicting Nassau County as it was in 1864. Compiled and published at the United States Coast Survey Office, 1864.

10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

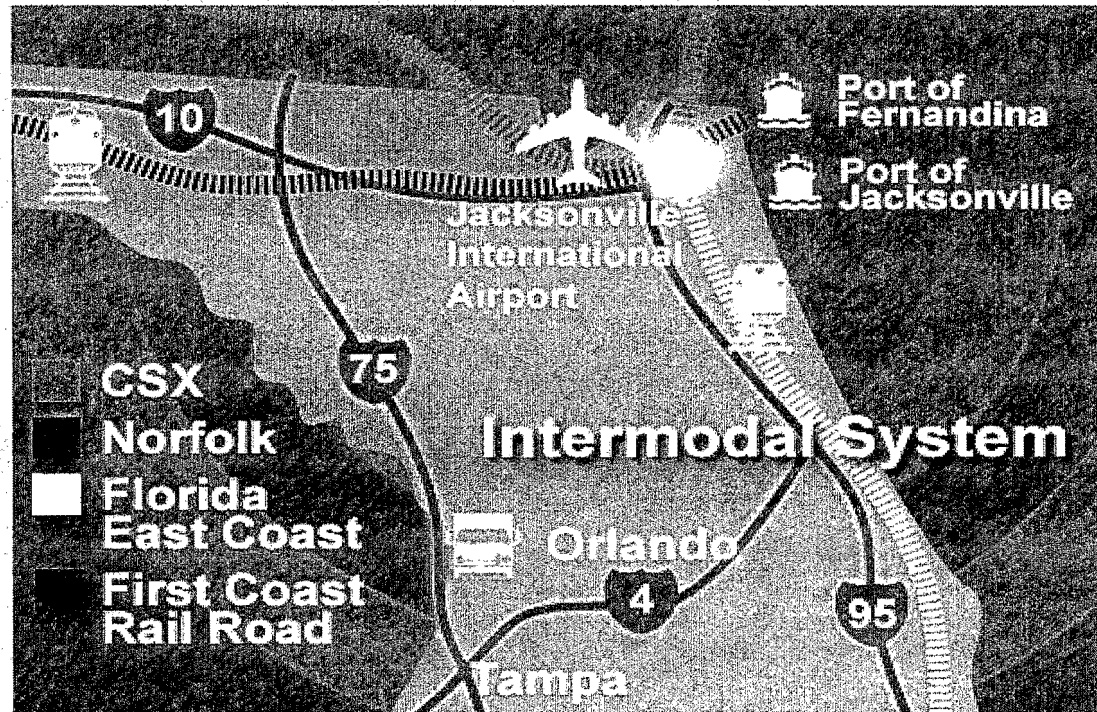
EXHIBIT 3
MAP OF THE HISTORIC DISTRICT OF THE CITY OF FERNANDINA BEACH



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

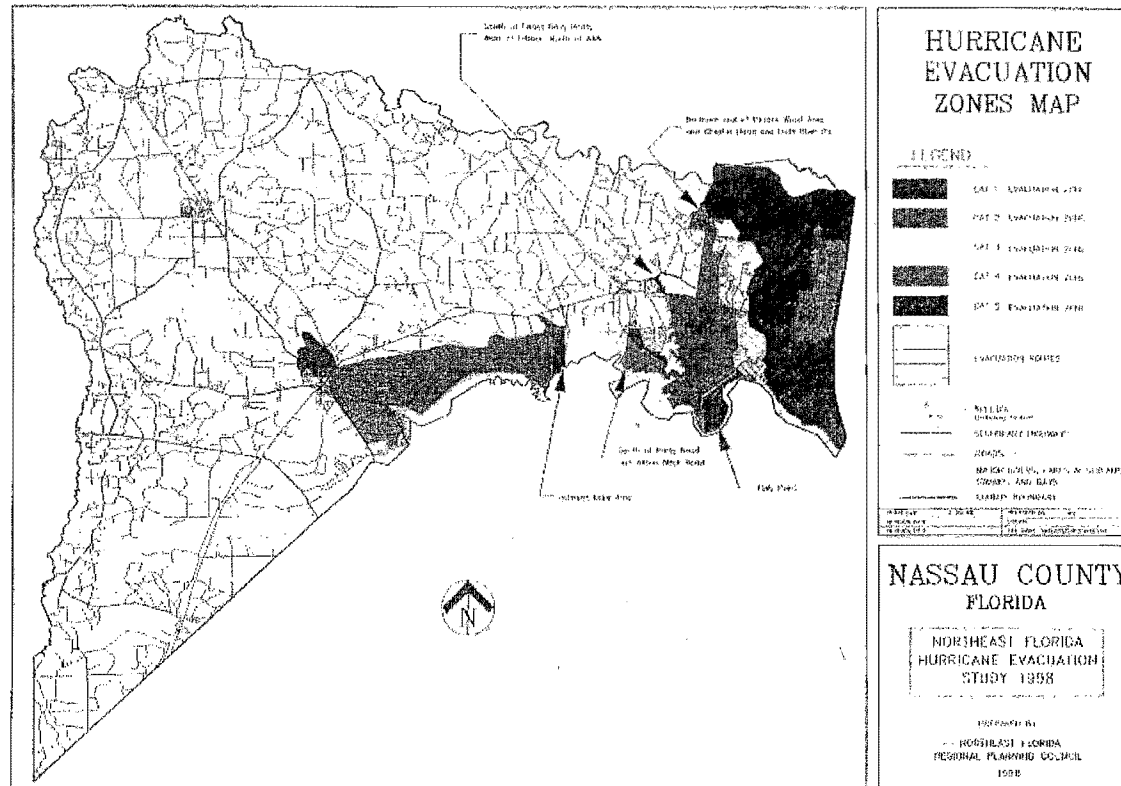
EXHIBIT 4 FLORIDA STRATEGIC INTERMODAL SYSTEM



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

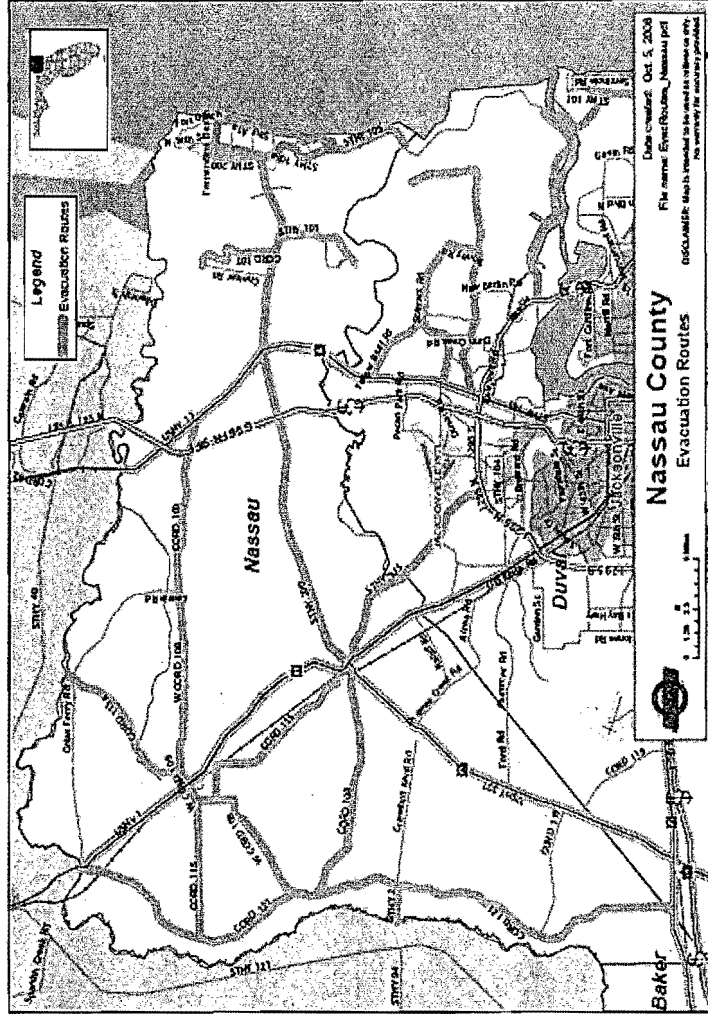
(Continued)

EXHIBIT 5 HURRICANE EVACUATION ZONES MAP (1998)



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS
(Continued)

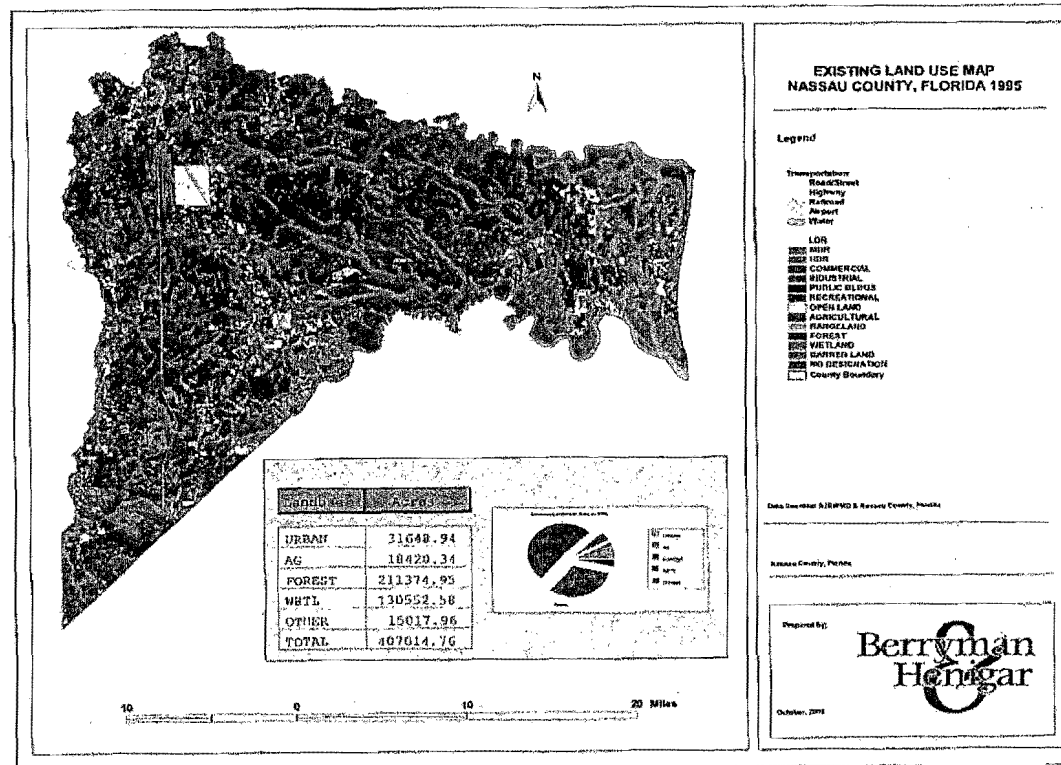
EXHIBIT 6
NASSAU COUNTY EVACUATION ROUTES MAP (2006)



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

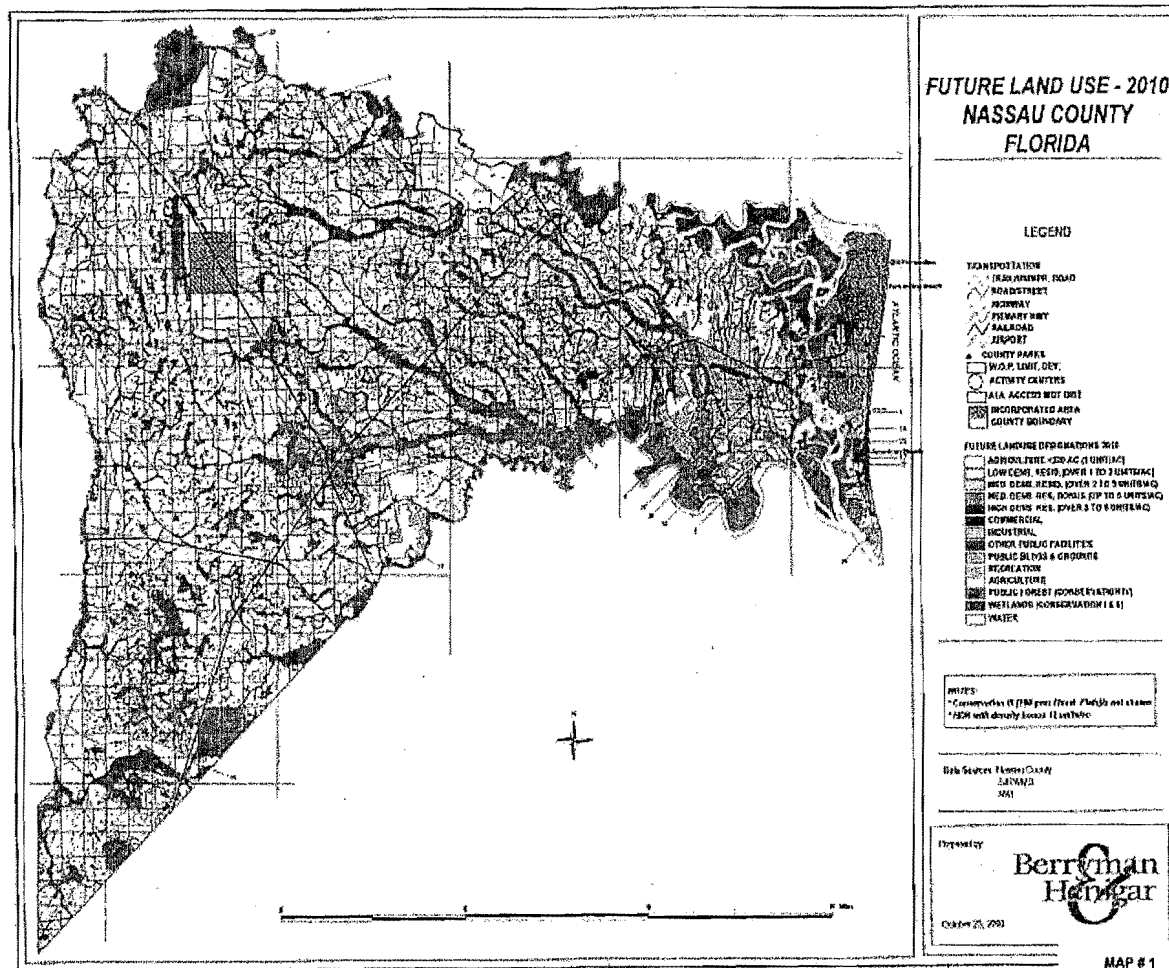
EXHIBIT 7 EXISTING LAND USE MAP (1995)



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

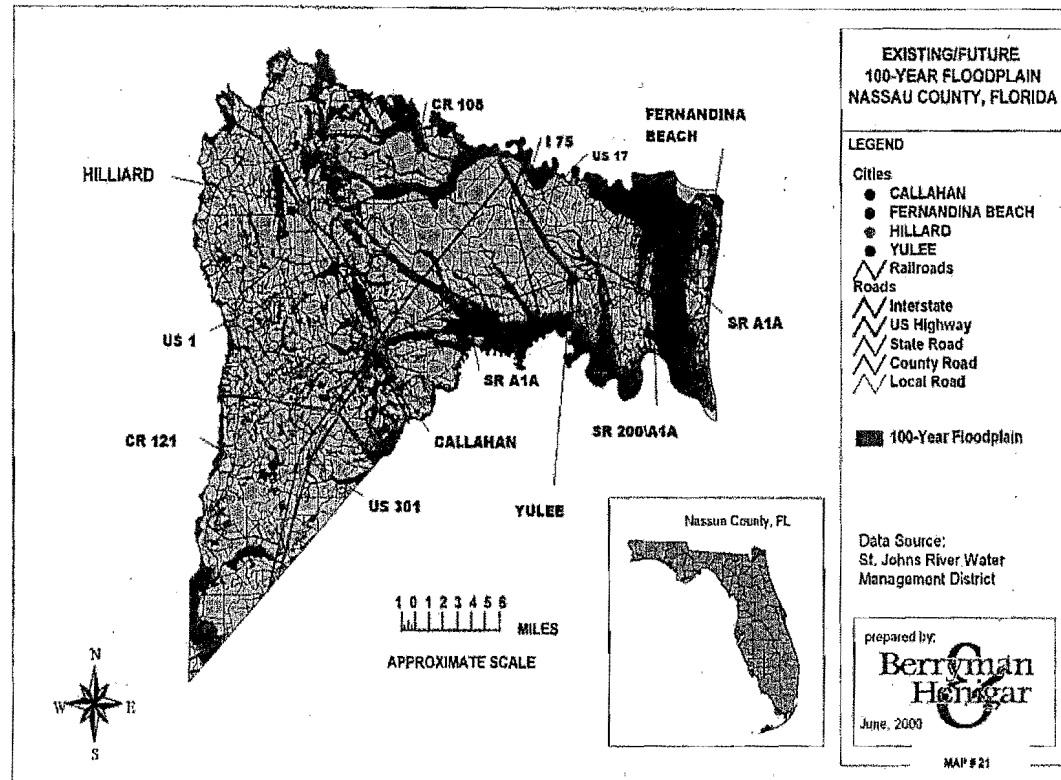
**EXHIBIT 8
FUTURE LAND USE MAP (2010)**



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

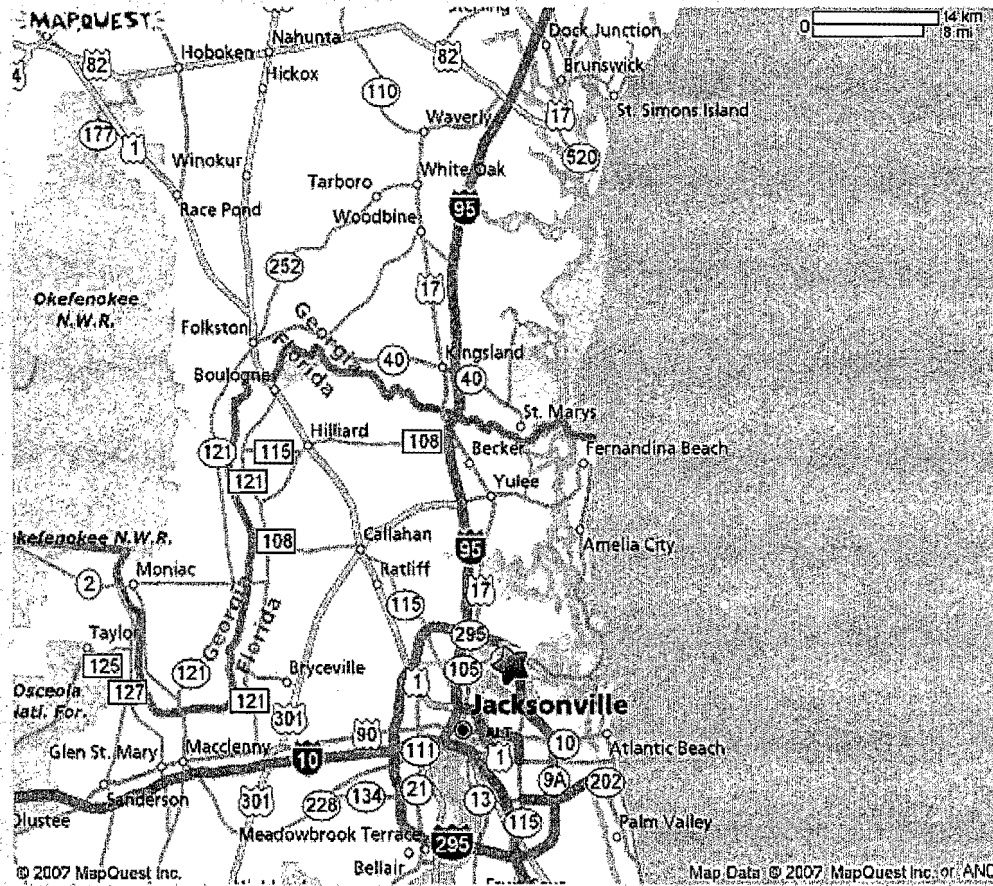
EXHIBIT 9 EXISTING/FUTURE 100-YEAR FLOODPLAIN (2000)



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

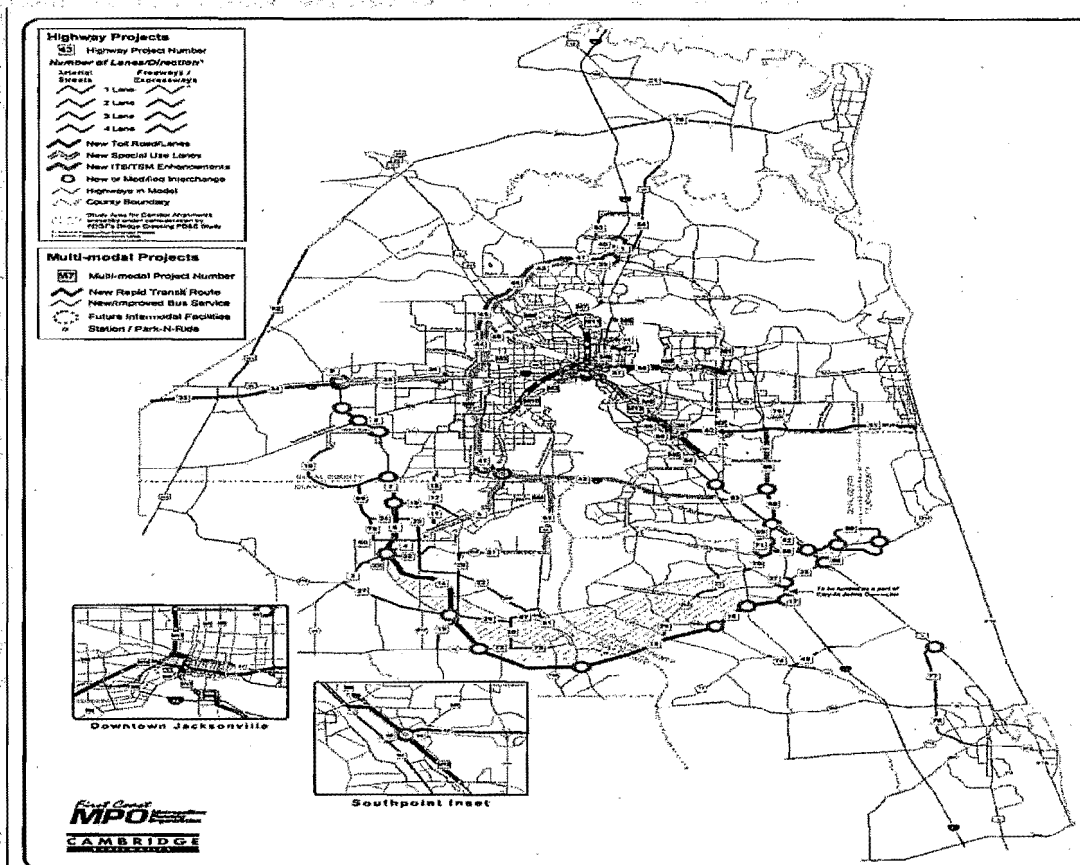
**EXHIBIT 10
MAIN ROAD NETWORK (2007)**



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

EXHIBIT 11 YEAR 2030 ADOPTED COST FEASIBLE PLAN PROJECTS

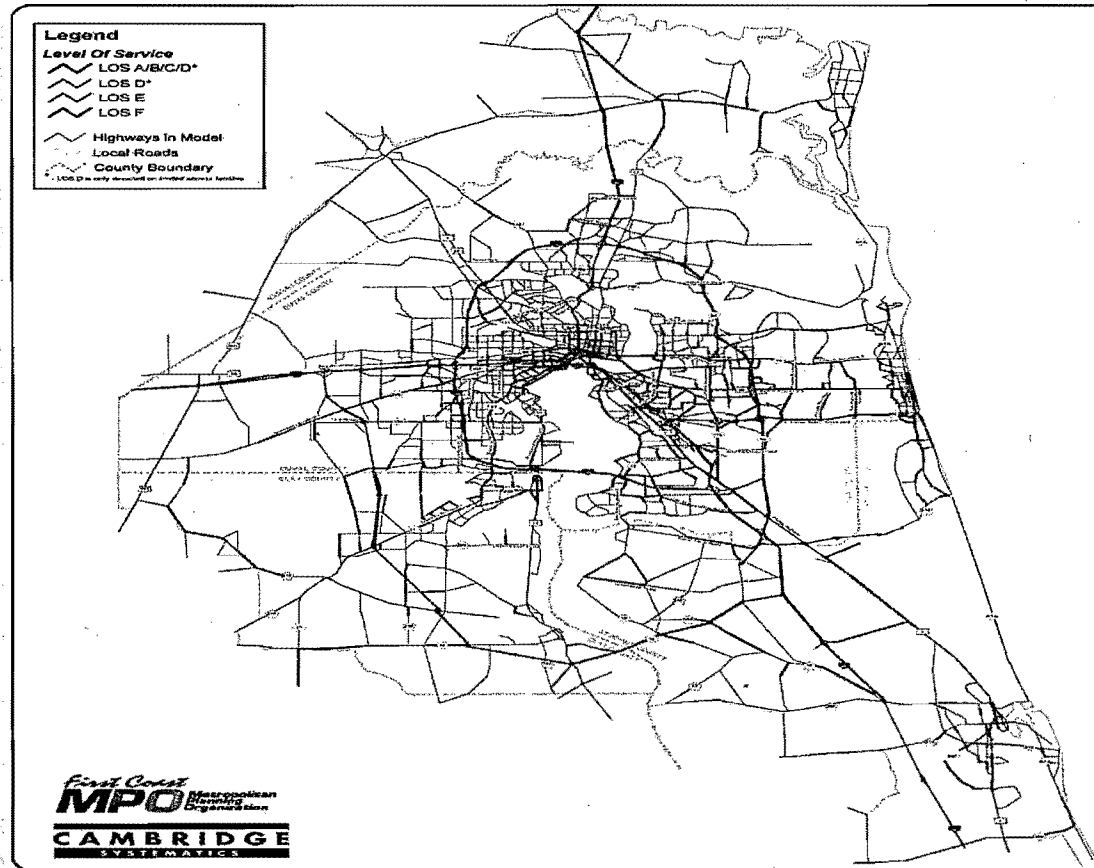


Source: First Coast Metropolitan Planning Organization, 2030 Long Range Transportation Plan, Figure 5.1 Year 2030 Adopted Cost Feasible Plan Projects.

10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

EXHIBIT 12 YEAR 2030 LEVEL OF SERVICE DEFICIENCIES USING COST FEASIBLE PLAN NETWORK



Source: First Coast Metropolitan Planning Organization, 2030 Long Range Transportation Plan, Figure 5.3 Year 2030 Adopted Cost Feasible Plan Projects.

10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

EXHIBIT 13

BUDGET SUMMARY

NASSAU COUNTY BOARD OF COUNTY COMMISSIONERS - ADOPTED BUDGET

FISCAL YEAR 2005-2006

	GENERAL FUND	COUNTY TRANSPORTATION FUND	ONE-CENT SMALL COUNTY SURTAX	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	ENTERPRISE FUNDS	MUNICIPAL SERVICE TAXING UNIT	PUBLIC HEALTH	CONSERVATION & CONTROL DISTRICT	TOTAL ALL FUNDS
CASH BALANCES BROUGHT FORWARD	\$ 3,434,190	\$ 2,748,781	\$ 1,125,223	\$ 8,719,326	\$ 1,329,272	\$ 9,870,246	\$ 6,821,751	\$ 609,159	\$0	\$0	\$ 34,657,948
ESTIMATED REVENUES											
	MILLAGE PER \$1,000										
TAXES:											
AD VALOREM TAXES	6.4321	\$ 29,603,915	\$ 5,572,019						\$1,188,795		\$ 36,364,729
AD VALOREM TAXES	1.8224							\$ 8,002,551			\$ 8,002,551
AD VALOREM TAXES	0.0000									\$0	\$ -
SALES AND USE TAXES			\$ 1,339,745	\$ 5,555,324	\$ 1,574,999	\$ 1,268,660					\$ 9,738,728
LICENSES AND PERMITS			\$ 70,000		\$ 2,485,750		\$ 8,000	\$ 163,800			\$ 2,727,550
INTERGOVERNMENTAL REVENUE		\$ 4,889,446	\$ 934,675	\$ 2,754,730	\$ 3,179,353			\$ 494,007			\$ 12,252,211
CHARGES FOR SERVICES		\$ 2,870,010	\$ 115,000	\$ 333,125			\$ 7,686,688	\$ 115,423			\$ 11,120,246
FINES AND FORFEITURES		\$ 81,900		\$ 41,400				\$ 2,000			\$ 125,300
MISCELLANEOUS REVENUES		\$ 115,227	\$ 27,500	\$ 2,979,718	\$ 1,988,894	\$ 90,000	\$ 2,438,000				\$ 7,639,339
OTHER FINANCING SOURCES		\$ 780,000		\$ 409,100			\$ 395,426				\$ 1,584,526
TOTAL REVENUES AND OTHER FINANCING SOURCES		\$ 38,340,498	\$ 8,031,439	\$ 5,582,824	\$ 10,578,822	\$ 6,436,907	\$ 90,000	\$ 10,528,114	\$ 8,777,781	\$ 1,188,795	\$ 89,555,180
TOTAL ESTIMATED REVENUES AND BALANCES		\$ 41,774,688	\$ 10,780,220	\$ 6,708,047	\$ 19,298,148	\$ 7,766,179	\$ 9,960,246	\$ 17,349,865	\$ 9,386,940	\$ 1,188,795	\$ 124,213,128
EXPENDITURES/EXPENSES											
GENERAL GOVERNMENT	\$ 10,035,203	\$ 130,223	\$ 800,000	\$ 2,265,365	\$ 6,067,307	\$ 314,076		\$ 1,206,299			\$ 20,818,473
GENERAL OPERATIONS-COURT-RELATED	\$ 1,282,746			\$ 100,830							\$ 1,383,576
PUBLIC SAFETY	\$ 10,026,223			\$ 1,957,646				\$ 5,844,227			\$ 17,828,096
PHYSICAL ENVIRONMENT	\$ 376,245			\$ 191,333		\$ 323,350	\$ 5,308,576				\$ 6,199,504
TRANSPORTATION		\$ 7,493,696		\$ 5,141,749		\$ 7,864,520					\$ 20,499,965
ECONOMIC ENVIRONMENT	\$ 7,275			\$ 2,220,424		\$ 359,209					\$ 2,586,908
HUMAN SERVICES	\$ 1,091,313		\$ 15,000	\$ 2,272,273				\$ 508,579	\$ 1,188,795		\$ 5,075,960
CULTURE & RECREATION	\$ 2,128,072			\$ 1,124,288		\$ 8,204					\$ 3,260,564
OTHER FINANCING SOURCES(USES)	\$ 14,006,737		\$ 2,322,677	\$ 489,700			\$ 3,684,051	\$ 1,075,000			\$ 21,578,165
TOTAL EXPENDITURES/EXPENSES	\$ 38,953,814	\$ 7,623,919	\$ 3,137,677	\$ 15,763,608	\$ 6,067,307	\$ 8,869,359	\$ 8,992,627	\$ 8,634,105	\$ 1,188,795	\$0	\$ 99,231,211
RESERVES	\$ 2,820,874	\$ 3,156,301	\$ 3,570,370	\$ 3,534,540	\$ 1,698,872	\$ 1,090,887	\$ 8,357,238	\$ 752,835			\$ 24,981,917
TOTAL APPROPRIATED EXPENDITURES AND RESERVES	\$ 41,774,688	\$ 10,780,220	\$ 6,708,047	\$ 19,298,148	\$ 7,766,179	\$ 9,960,246	\$ 17,349,865	\$ 9,386,940	\$ 1,188,795	\$0	\$ 124,213,128

A DETAILED LINE ITEM BUDGET IS ON FILE IN THE OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.

10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

EXHIBIT 14

BUDGET SUMMARY

NASSAU COUNTY BOARD OF COUNTY COMMISSIONERS - ADOPTED BUDGET

FISCAL YEAR 2006-2007

	GENERAL FUND	COUNTY TRANSPORTATION FUND	ONE-CENT SMALL COUNTY SURTAX	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	ENTERPRISE FUNDS	MUNICIPAL SERVICE TAXING UNIT	PUBLIC HEALTH	CONSERVATION & CONTROL DISTRICT	TOTAL ALL FUNDS	
CASH BALANCES BROUGHT FORWARD	\$ 4,992,091	\$ 3,610,359	\$ 4,641,315	\$ 15,064,573	\$ 1,162,304	\$ 2,908,478	\$ 6,863,789	\$ 1,632,310	\$0	\$0	\$ 40,875,219	
ESTIMATED REVENUES												
TAXES:	MILLAGE PER \$1,000											
AD VALOREM TAXES	6.1801	\$ 34,278,459	\$ 6,776,494						\$1,445,771		\$ 42,500,724	
AD VALOREM TAXES	1.8224							\$ 9,166,667			\$ 9,166,667	
AD VALOREM TAXES	0.0000									\$0	\$ -	
SALES AND USE TAXES		\$ 1,896,008	\$ 6,516,003	\$ 1,617,368	\$ 1,272,564			\$ 597,331			\$ 11,899,274	
LICENSES AND PERMITS		\$ 5,000	\$ 122,500	\$ 2,638,023			\$ 8,000	\$ 141,200			\$ 2,914,723	
INTERGOVERNMENTAL REVENUE		\$ 5,007,096	\$ 2,297,586	\$ 3,332,023	\$ 839,854	\$ 466,513		\$ 524,480			\$ 12,467,552	
CHARGES FOR SERVICES		\$ 3,153,357	\$ 141,750	\$ 634,372			\$ 4,025,979	\$ 90,625			\$ 8,046,083	
FINES AND FORFEITURES		\$ 91,387		\$ 44,875				\$ 3,500			\$ 139,762	
MISCELLANEOUS REVENUES		\$ 75,694	\$ 50,000	\$ 2,716,527	\$ 937,787	\$ 171,823	\$ 3,035,506	\$ 237,000			\$ 7,224,337	
OTHER FINANCING SOURCES		\$ 2,292,475		\$ 346,576	\$ 3,141,855	\$ 780,816	\$ 5,726,380				\$ 12,288,102	
TOTAL REVENUES AND OTHER FINANCING SOURCES		\$ 44,903,468	\$ 11,234,338	\$ 6,566,003	\$ 11,329,764	\$ 6,192,060	\$ 12,795,865	\$ 10,760,803	\$ 1,445,771	\$0	\$ 106,647,224	
TOTAL ESTIMATED REVENUES AND BALANCES		\$ 49,895,559	\$ 14,844,697	\$ 11,207,318	\$ 26,394,337	\$ 7,354,364	\$ 4,327,630	\$ 19,659,654	\$ 12,393,113	\$ 1,445,771	\$0	\$ 147,522,443
EXPENDITURES/EXPENSES												
GENERAL GOVERNMENT	\$ 11,707,965	\$ 128,687		\$ 4,281,522	\$ 6,180,365	\$ 941,030		\$ 1,523,187			\$ 24,762,756	
GENERAL OPERATIONS-COURT-RELATED	\$ 1,150,858			\$ 173,568							\$ 1,324,426	
PUBLIC SAFETY	\$ 10,610,474		\$ 885,224	\$ 1,507,133				\$ 6,206,653			\$ 19,209,484	
PHYSICAL ENVIRONMENT	\$ 428,503			\$ 156,886		\$ 672,503	\$ 8,098,108				\$ 9,356,002	
TRANSPORTATION		\$ 10,409,670		\$ 9,629,612		\$ 1,145,119		\$ 15,000			\$ 21,199,401	
ECONOMIC ENVIRONMENT	\$ 7,275			\$ 2,736,557		\$ 225,000					\$ 2,968,832	
HUMAN SERVICES	\$ 1,116,268		\$ 15,000	\$ 2,636,543				\$ 592,163	\$ 1,445,771		\$ 5,805,745	
CULTURE & RECREATION	\$ 4,326,208			\$ 1,761,882							\$ 6,088,090	
OTHER FINANCING SOURCES(USES)	\$ 16,114,556		\$ 7,358,505	\$ 466,648	\$ 154,786		\$ 3,556,927	\$ 2,750,000			\$ 30,401,422	
TOTAL EXPENDITURES/EXPENSES	\$ 45,462,109	\$ 10,538,357	\$ 8,258,729	\$ 23,350,351	\$ 6,335,151	\$ 2,983,652	\$ 11,655,035	\$ 11,087,003	\$ 1,445,771	\$0	\$ 121,116,158	
RESERVES	\$ 4,433,450	\$ 4,306,340	\$ 2,948,589	\$ 3,043,986	\$ 1,019,213	\$ 1,343,978	\$ 8,004,619	\$ 1,306,110			\$ 26,406,285	
TOTAL APPROPRIATED EXPENDITURES AND RESERVES	\$ 49,895,559	\$ 14,844,697	\$ 11,207,318	\$ 26,394,337	\$ 7,354,364	\$ 4,327,630	\$ 19,659,654	\$ 12,393,113	\$ 1,445,771	\$0	\$ 147,522,443	

A DETAILED LINE ITEM BUDGET IS ON FILE IN THE OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.

10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

EXHIBIT 15

BUDGET SUMMARY

NASSAU COUNTY BOARD OF COUNTY COMMISSIONERS - ADOPTED BUDGET

FISCAL YEAR 2007-2008

	GENERAL FUND	COUNTY TRANSPORTATION FUND	ONE-CENT SMALL COUNTY SURTAX	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	ENTERPRISE FUNDS	MUNICIPAL SERVICE TAXING UNIT	CONSERVATION & CONTROL DISTRICT	TOTAL ALL FUNDS
CASH BALANCES BROUGHT FORWARD	\$ 4,653,656	\$ 1,257,010	\$ 1,260,224	\$ 19,288,847	\$ 1,640,651	\$ 8,891,470	\$ 5,716,223	\$ 1,513,433	\$ 0	\$ 44,221,514
ESTIMATED REVENUES										
TAXES:										
	MILLAGE PER \$1,000									
AD VALOREM TAXES	5.3115	\$ 35,445,368	\$ 6,722,241							\$ 42,167,609
AD VALOREM TAXES	1.5906							\$ 9,279,725		\$ 9,279,725
AD VALOREM TAXES	0.0000								\$ 0	\$ 0
SALES AND USE TAXES		\$ 723,129	\$ 6,726,605	\$ 1,658,357	\$ 1,244,402	\$ 337,300		\$ 685,937		\$ 11,375,730
LICENSES AND PERMITS	\$ 5,000	\$ 122,500		\$ 2,638,023			\$ 8,000	\$ 150,500		\$ 2,924,023
INTERGOVERNMENTAL REVENUE	\$ 5,379,819	\$ 959,325		\$ 711,650	\$ 846,582	\$ 2,800,536		\$ 520,135		\$ 11,218,047
CHARGES FOR SERVICES	\$ 2,877,348	\$ 169,500		\$ 654,087			\$ 4,840,668	\$ 140,900		\$ 8,682,503
FINES AND FORFEITURES	\$ 108,300			\$ 62,800				\$ 7,000		\$ 178,100
MISCELLANEOUS REVENUES	\$ 203,582	\$ 20,800	\$ 130,000	\$ 3,861,099	\$ 842,848	\$ 300,600	\$ 612,985	\$ 55,500		\$ 6,027,414
OTHER FINANCING SOURCES	\$ 2,211,197	\$ 168,950		\$ 402,775	\$ 3,142,920	\$ 1,670,842	\$ 3,370,201	\$ 67,340		\$ 11,034,225
TOTAL REVENUES AND OTHER FINANCING SOURCES	\$ 46,230,614	\$ 8,886,445	\$ 6,856,605	\$ 9,988,791	\$ 6,076,752	\$ 5,109,278	\$ 8,831,854	\$ 10,907,037	\$ 0	\$ 102,887,376
TOTAL ESTIMATED REVENUES AND BALANCES	\$ 50,884,270	\$ 10,143,455	\$ 8,116,829	\$ 29,277,638	\$ 7,717,403	\$ 14,000,748	\$ 14,548,077	\$ 12,420,470	\$ 0	\$ 147,108,890
EXPENDITURES/EXPENSES										
GENERAL GOVERNMENT	\$ 11,213,535			\$ 4,602,344	\$ 6,192,623	\$ 965,936		\$ 1,280,551		\$ 24,254,989
GENERAL OPERATIONS-COURT-RELATED	\$ 1,224,191			\$ 215,334						\$ 1,439,525
PUBLIC SAFETY	\$ 10,912,396		\$ 1,090,224	\$ 2,354,967		\$ 2,127,325		\$ 6,121,946		\$ 22,606,858
PHYSICAL ENVIRONMENT	\$ 1,407,768		\$ 350,000	\$ 1,246,953			\$ 7,025,942			\$ 10,030,663
TRANSPORTATION		\$ 7,687,739		\$ 11,469,438		\$ 8,701,523		\$ 15,000		\$ 27,873,700
ECONOMIC ENVIRONMENT	\$ 7,175		\$ 2,500	\$ 2,455,656		\$ 119,027				\$ 2,584,358
HUMAN SERVICES	\$ 2,552,634		\$ 468,443	\$ 137,413				\$ 526,360		\$ 3,684,850
CULTURE & RECREATION	\$ 4,012,001			\$ 2,119,795		\$ 14,584				\$ 6,146,380
OTHER FINANCING SOURCES(USES)	\$ 16,402,890	\$ 1,670,842	\$ 4,487,976	\$ 618,648			\$ 1,487,731	\$ 2,750,000		\$ 27,418,087
TOTAL EXPENDITURES/EXPENSES	\$ 47,732,590	\$ 9,358,581	\$ 6,399,143	\$ 25,220,548	\$ 6,192,623	\$ 11,928,395	\$ 8,513,673	\$ 10,693,857	\$ 0	\$ 126,039,410
RESERVES	\$ 3,151,680	\$ 784,874	\$ 1,717,686	\$ 4,057,090	\$ 1,524,780	\$ 2,072,353	\$ 6,034,404	\$ 1,726,613	\$ 0	\$ 21,069,480
TOTAL APPROPRIATED EXPENDITURES AND RESERVES	\$ 50,884,270	\$ 10,143,455	\$ 8,116,829	\$ 29,277,638	\$ 7,717,403	\$ 14,000,748	\$ 14,548,077	\$ 12,420,470	\$ 0	\$ 147,108,890

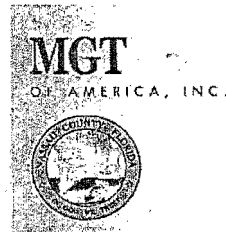
A DETAILED LINE ITEM BUDGET IS ON FILE IN THE OFFICE OF THE ABOVE MENTIONED TAXING AUTHORITY AS A PUBLIC RECORD.

11. APPENDIX B: INFORMATIONAL BROCHURE

"Vision without action is a daydream. Action without vision is a nightmare."

(Old Japanese Proverb)

The time is now for Nassau County residents to turn their daydreams into visions and their visions into actions. Come...get involved...and help to positively shape the future of Nassau County!



Persons with disabilities requesting accommodations in order to participate in this activity should contact (904) 548-4680 or Florida Relay Service at 1-800-955-8770 (voice) or 1-800-955-8771 (TDD) at least 72 hours in advance of the meeting.

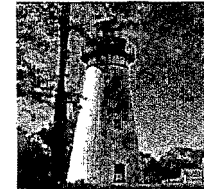
PLACE POSTAGE HERE



Mr. Joe Resident
9999 Nassau County
Fernandina Beach, Florida 30099

NASSAU COUNTY

COMMUNITY
VISIONING



What will Nassau County look like in the year 2032, and beyond? That depends on the visions and actions of you, the residents of Nassau County.

The Nassau County Board of Commissioners is inviting all County residents to participate in Nassau County Vision 2032 to help positively shape the future of Nassau County.

