

RESOLUTION 2009- 95

A RESOLUTION OF THE BOARD OF COUNTY COMMISSIONERS OF NASSAU COUNTY, FLORIDA ADOPTING THE VISION 2032 FINAL REPORT PREPARED BY MGT OF AMERICA AS EDITED AND RECOMMENDED FOR APPROVAL BY THE STEERING COMMITTEE; APPROVING THE USE OF THE FINAL REPORT IN THE SUBSEQUENT IMPLEMENTATION PHASE; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, on April 18, 2007 the Board of County Commissioners, in accordance with agreed upon guiding principles with the Amelia Island Fernandina Beach Yulee Chamber of Commerce' Board of Directors, entered into an Agreement with MGT of America to undertake a community-driven visioning process; and

WHEREAS, in April 2007 the Board of County Commissioners appointed a Steering Committee with broad geographic and socio-economic representation to administer the Vision 2032 process; and

WHEREAS, the Vision 2032 process encouraged and enabled participants to identify a desired future by defining core values and goals and strategies to achieve that future; and

WHEREAS, the Vision 2032 public participation process included the Local Planning Agency; extensive publicity including press releases and a countywide mass mailing; eight public meetings of various formats held at locations throughout Nassau County; participation by diverse groups including student-age residents; and

WHEREAS, topics discussed at each public meeting included recreation and open space, the natural environment, economy and workforce development, tourism, cultural opportunities and the arts, education and school facilities, infrastructure including transportation, growth management, healthcare and social services, public safety, and governance; and

WHEREAS, implementation of Vision 2032 will require creation of a Strategic Action Group; development of a Strategic Implementation Plan; incorporation of relevant themes, strategies and goals into the comprehensive plans of Nassau County, Fernandina Beach, Hilliard and Callahan; identification of Lead Partners; and the ongoing support and involvement of elected officials, civic groups, citizens and the business community.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY COMMISSIONERS OF NASSAU COUNTY, FLORIDA:

SECTION 1

The Board of County Commissioners does hereby accept, adopt and generally affirm the Final Report of MGT of America, as edited and recommended for approval by the Steering Committee, entitled *VISION 2032: A 25-Year Strategic Vision Prepared for Nassau County, Florida, "The Eastern Gateway to Florida"*, appended hereto as Exhibit A.

SECTION 2

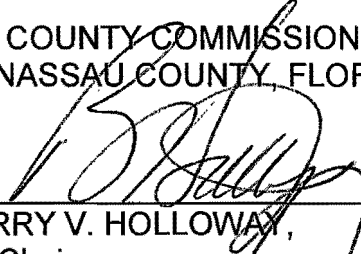
The Board of County Commissioners find:

1. That the Final Report is suitable for, and will be the guiding document and basis of, the upcoming implementation process.
2. The Board further finds that the Final Report meets the procedures and standards of Sec. 163.3177(13), F.S. for the development of a community vision. Appropriate objectives, strategies and planning tools may be incorporated into updating of the 2010 Comprehensive Plan.

SECTION 3

This Resolution shall become effective immediately upon its passage.

BOARD OF COUNTY COMMISSIONERS
NASSAU COUNTY, FLORIDA


BARRY V. HOLLOWAY,
Its: Chairman

Attestation: Only to Authenticity as to
Chairman's Signature


JOHN A. CRAWFORD
Its: Ex-Officio Clerk

EBK
4/29/09

Approved as to form by the
Nassau County Attorney


DAVID A. HALLMAN, County Attorney

VISION 2032

A 25-Year Strategic Vision Prepared for Nassau County, Florida
“The Eastern Gateway to Florida”



ACKNOWLEDGEMENTS

The People of Nassau County

Vision 2032 Volunteer Groups and Individuals

School Board, Principals and School Staff for Use of the School Facilities

Board of County Commissioners

- Jim B. Higginbotham, District 1
- Michael H. Boyle , District 2
- Stacy Johnson, District 3
- Barry Holloway, District 4
- Marianne Marshall, District 5

Local Planning Agency

- Patrick J. Keogh
- Dennis V. Jasinsky
- Marjorie Weibe-Reed
- Wayne Arnold
- Jeanne Scott
- Gene Bennett
- Tom Ford
- John Stack
- Patsy Quaille
- Sharyl Wood

Amelia Island/Fernandina Beach/Yulee Chamber of Commerce, Board of Directors

- James L. Shroads
- Paul Audet
- Sean McGill
- Donna Lynn VanPuymbrouck
- Tony Baia
- Richard Goldman
- Pamela Brown
- Val Schwec
- Ray Poole
- George Langstaff
- Ron Flick
- Phil Kelley
- Meredith Lewis
- Randy Lindberg
- Theresa Hamilton



ACKNOWLEDGEMENTS

Vision 2032 Steering Committee

- Walter Fufidio
- Barry Holloway
- Melinda C. Leudtke
- Malcolm Noden
- Todd Duncan
- Gene Bennett
- Wayne King
- John Stack
- Ken Walker
- John Beasley
- Shirley Graham
- Ron Flick
- Phil Kelly
- Jack Perrett
- Bill Moore
- Dean Woehrle
- Wendy Prather

Others

- Nassau County Staff
- Greater Nassau Chamber of Commerce
- City of Fernandina Beach and Elected Officials and Staff
- Town of Callahan and Elected Officials and Staff
- Town of Hilliard and Elected Officials and Staff
- Nassau County Economic Development Board
- Nassau County Tourist Development Council

Technical Experts

- Chuck Cooper, Nassau County Fire Rescue
- Jim Mayo, Baptist Hospital Nassau
- Steve Rieck, Economic Development Board
- Tommy Seagraves, Nassau County Sherriff
- Marci Larson, First Coast MPO
- Nancy Freeman, Nassau County Emergency Operations

The Vision 2032 Plan was prepared by and facilitated by MGT of America. The MGT Consultant Team included:



- Fred Seamon
- Reggie Smith
- Dennis Yecke (currently in Iraq)
- Jeri Birkes
- Rich McLaughlin
- Suzanne Woodcock
- Dee Torre

LETTER FROM STEERING COMMITTEE

TO THE RESIDENTS OF NASSAU COUNTY:

Everybody who has lived in Nassau County for any length of time knows that change is inevitable. The Steering Committee believes that the best way for this community to deal with change is to manage it by envisioning the future and preparing for it. Vision 2032 has been a process of engaging the citizens of Nassau County in thinking about their desired future. We recognize that residents are busy with the daily tasks of home and business and the visioning process provided multiple opportunities, venues and media for forging a shared vision of our community's future. The Steering Committee is truly grateful to those many residents and stakeholders who participated in the public outreach part of this visioning process. For those whose schedule did not allow them to participate previously, implementation will take place over years and we encourage and invite you to be a part of the realization of this plan.

The idea for Vision 2032 dates from early 2007 when the leadership of the Amelia Island Fernandina Beach Yulee Chamber of Commerce calculated that the strategic planning model used in the in the business environment would benefit the community. Many strategic planning processes include a step where those involved consider their desired future, or vision. The Board of County Commissioners endorsed the idea in April 2007 and later authorized the hiring of MGT of America and created this Steering Committee to administer the process. The Board determined that this process would transcend political jurisdictions and encompass Nassau County as a whole.

We intend this process to help the community identify the future it desires by defining its core values and goals as well as strategies to achieve that future. The vision created through this process – an overview of what the community should be like in 25 years – becomes the foundation on which land use decisions, fiscal budgeting, and detailed strategic policies can be based.

We encouraged people to focus on assets rather than present needs and assess future options based on shared purposes and ideals. We found similar priorities expressed among all geographic regions and age groups.

Adoption of the Vision 2032 Final Plan is not an end, but a beginning. It may not be attained in its entirety and for that matter, probably won't be. With leadership and continued commitment this plan will guide our future. Your participation made this document possible and you are major stakeholders in our community's future and are empowered to ensure its implementation. Thank you.

Councilman John Beasley; Town of Hilliard
Gene Bennett; Planning & Zoning Board
Todd Duncan; Keep Nassau Beautiful
Ron Flick; The Compass Group
Walter Fufidio; Nassau County Planning Director
Mayor Shirley Graham; Town of Callahan
Commissioner Barry Holloway; District 4
Phil Kelley; Amelia Island Magazine
Wayne King; District 5
Melinda Leudke; District 1 Resident
Bill Moore; Amelia Island Plantation
Malcolm Noden; Cayuga Hospitality Advisors, (retired)
Jack Perrett; Rayonier, Inc.
Wendy Prather; Greater Nassau County Chamber of Commerce
John Stack; Planning and Zoning Board
Commissioner Ken Walker; City of Fernandina Beach
Dean Woehrle; Boulougne

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EXECUTIVE SUMMARY

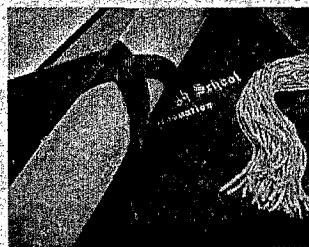
Over the past 25 years, Nassau County's (County) population has grown 110 percent. This rapid growth has changed the economy, community fabric and built environment. The 2007-08 downturn in the real estate industry has temporarily slowed this growth, but the Board of County Commissioners (Board) recognizes that development pressures will continue to shape the future of Nassau County. Having an abundance of land, natural resources, and beauty, and being subject to external pressures from the First Coast Region and South Georgia, growth is inevitable. The Board understands that for a community to deal successfully with the challenges it faces, it must develop a clear picture of where its residents want to go. To this end, in May 2007, Nassau County, in partnership with the local Chambers of Commerce, began this long-term planning and consensus building process to create a vision for Nassau County.

The Vision Plan was developed by MGT of America, Inc., in response to a Request for Proposals (RFP) issued by Nassau County for a consultant to manage, facilitate, and lead an inclusive community visioning process that would result in a consensus on actions the County could take to guide its future.

As we take this journey through Nassau County together, picture how things will be in the Year 2032 – how do the people of Nassau County see life as the future unfolds?



Quality of Life



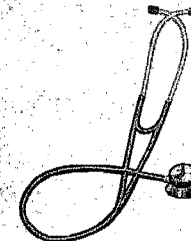
Education



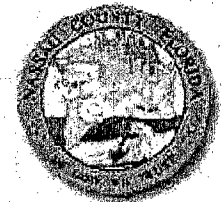
Economic Development



Infrastructure and Growth Management



Health and Well Being



Governance and Leadership

The Nassau County Board of County Commissioners identified 11 topics as the focus for the Vision 2032 discussion. What are the topics and how are they defined?

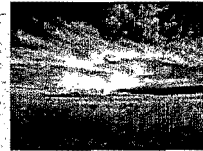
EXECUTIVE SUMMARY (*Continued*)

Topics and Definitions

- **Recreation & Open Space:** Indoor or outdoor recreation facilities such as parks, ball fields, or community centers; and outdoor space that is undeveloped and may or may not be open to public use.



- **Environment:** Land, water, and air left in its natural state.



- **Economy & Workforce:** Economy means creating and sustaining jobs. Workforce means the employees that fill jobs.



- **Tourism:** The practice of traveling for recreation or leisure and the services provided to those visitors.



- **Cultural Opportunities and The Arts:** Availability to groups, organizations, and individuals visual and performing arts expressing the heritage, values and character of Nassau County.

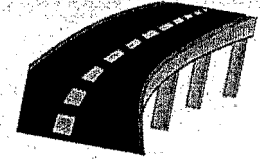


- **Education & School Facilities Plan:** Instructional programs and the physical buildings, lands, and contents of the school system.

EXECUTIVE SUMMARY (*Continued*)

Topics and Definitions

- **Infrastructure:** Refers to the roads, airports, railways, utilities, and public transportation systems.
- **Growth Management:** Methods used by government to ensure that as the population grows that there are services available to meet their demands. These are not necessarily only government services. Other demands such as the protection of natural spaces, sufficient and affordable housing, delivery of utilities, preservation of buildings and places of historical value, and sufficient places for the conduct of business are also considered.
- **Healthcare & Social Services:** Health care means medical and dental facilities and access to medical and dental care. Social service means medical and public assistance services provided by the government.



- **Public Safety:** Police and fire protection, emergency medical transport services, disaster planning, and public health services.

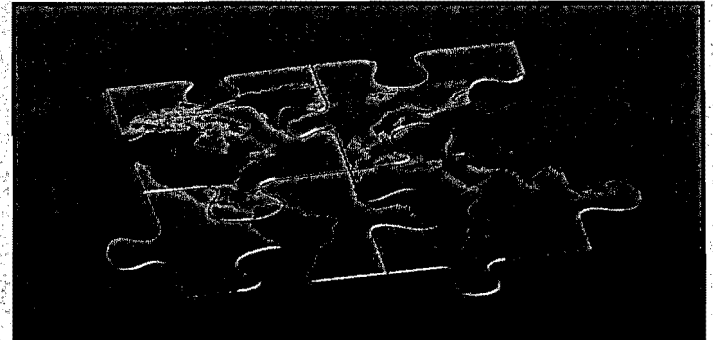


- **Governance:** The system of County government that has legal authority to regulate, zone, and enforce laws.

EXECUTIVE SUMMARY (*Continued*)

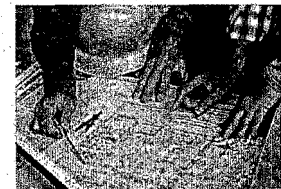
The Vision 2032 journey started with creating a current view of the County and ends with a view into the future. This exploratory journey was documented in an Existing Conditions Report describing current conditions in Nassau County and the visioning process. Vision 2032 gives a glimpse of the future and how to get there gathered from public input, population projections, financial data, and strategies for implementation.

Imagine a puzzle where each piece fits together to create a picture – this journey took the pieces of the puzzle and put them together to create a Vision for Nassau County.



Vision 2032 represents:

- A blueprint or road map for the future.
- A tool for setting priorities and making decisions.
- A guidebook for residents to use as they continue talking with each other about the future of where they live.



1. CONTEXT AND OVERVIEW

A vision plan is not a regulatory document! It is an incentive-based tool used to provide guidance to the County.

Developing a vision plan involves answering three questions:

- Where are we now?
- What do we want the community to look like in the future?
- What do we need to do to make it happen?



Look at the Vision as a "roadmap" or "blueprint" for future decision making that:

- Identifies community issues that need immediate attention.
- Reflects a shared concept for growth and development of Nassau County and identifies residents key issues of concern.
- Assists decision-makers in allocating priorities for government spending.
- Gives direction on where to: locate social services (for example, service centers, medical clinics); improve and build roads; schools; water treatment plants; sewage and drainage facilities; other public infrastructure such as bridges, port facilities, police and fire stations, emergency shelters, and recreation facilities including parks, ball fields, and boat ramps.
- Helps identify areas where additional housing, including workforce housing, is needed and desired.
- Identifies natural resources for environmental protection and areas to locate future outdoor recreation activities.
- Provides direction to residents as they continue talking with each other and actively planning for the future of Nassau County.
- Provides guidelines for local governments as they set priorities and make decisions.

Vision 2032 will provide information and identify community priorities in coordination with the Evaluation and Appraisal Report process as the County updates its Comprehensive Plan.

2. VISIONING PROCESS

Public Participation

In May 2007, Nassau County Board of County Commissioners, in partnership with the Board of Directors of Amelia Island/Fernandina Beach/Yulee (AIFBY) Chamber of Commerce, began a long-term planning and consensus building process to develop the Vision 2032 Plan.

- It was a transparent process with all meetings open to the public.
- A Steering Committee was established to provide administrative oversight of the Vision 2032 project.
- Input was received from stakeholder groups and residents of Nassau County through public involvement opportunities.

The Public Participation Process included:

- A kick-off meeting to launch the project.
- A public meeting with the County Commission and Local Planning Agency to present the project.
- Outreach to Nassau County residents to ensure their participation throughout the process.
- Eight public meetings throughout the County to present the project and receive public comment.
- Key informant interviews.
- A Web site that was established to provide public notice of the Vision Process, inform residents of Vision activities, and encourage participation (<http://nassauvisioning2032.mgtofamerica.com>).
- A communication plan that was developed and implemented to provide residents with information about Vision 2032.
- Regular Steering Committee meetings open to the community.



2. VISIONING PROCESS *(Continued)*

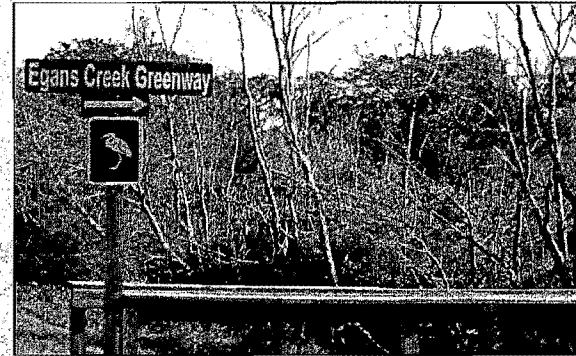
- Eight public involvement meetings were held at various locations throughout the County.



*Bryceville
Community Center*



*Fernandina Beach
Courthouse*



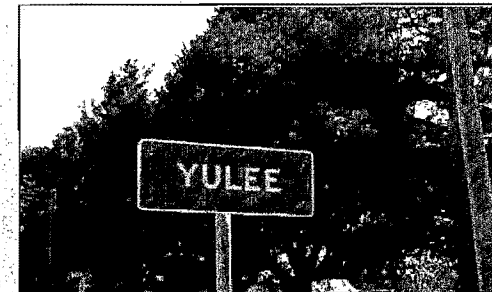
Egans Creek Park, Fernandina Beach



Hilliard Community Center



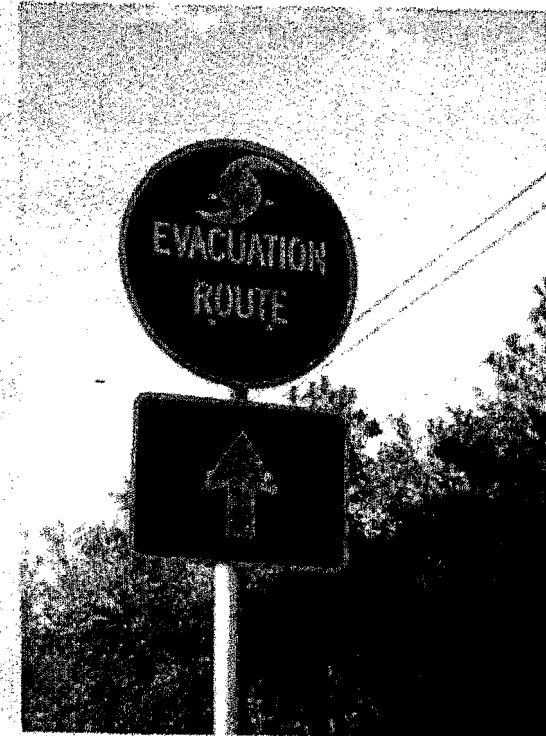
Callahan Train Station



Yulee, FL

2. VISIONING PROCESS (*Continued*)

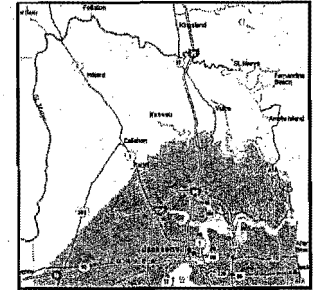
At each meeting, public comments were collected on a series of topics that included cultural opportunities, recreation and open space, the environment, education and school facilities, infrastructure, growth management, the economy and workforce, tourism, governance, public safety, healthcare, and social services. The public involvement meetings were used to gather the ideas, thoughts, and suggestions of Nassau County residents on their vision of how the County should look in the year 2032.



3. WHERE ARE WE NOW?

Overview

Visualize Nassau County at the northeast corner of Florida, adjacent to the Georgia state line, 30 minutes north of downtown Jacksonville, as the Eastern Gateway to Florida. You may enter Nassau County along one of four major state and interstate transportation corridors: I-95, U.S. 301/U.S. 1, U.S. 17, and State Road 200/A1A. If you want to see the role these transportation corridors play in Nassau County and this region, go any morning or afternoon to State Road 301 at the Nassau County/Jacksonville-Duval County line to see the line of trucks carrying goods throughout the southeast converge, along with people heading off to work, to make the trip, north, south, east, and west.



West of I-95, Nassau County is predominantly rural, sparsely populated areas dependent on agronomy with large areas of unspoiled natural beauty. East of I-95, Nassau County a mixture of developed urban uses with intensive commercial, residential and industrial areas, beautiful beaches, and historic areas.

Nassau County is part of the growing Northeast Florida and South Georgia regional economic system, with:

- Beautiful beaches, numerous year-round community and cultural events, including Concours d'Elegance classic car show; Isle of Eight Flags Shrimp Festival; Amelia Island Chamber Music Festival; Holiday Bed and Breakfast Tour; golf tournaments, fishing competitions, and reenactments and historical events at Ft. Clinch, the Civil War era fort on Amelia Island.
- The pristine St. Mary's River surrounding the entire northern and western edge of the County providing a natural boundary line between Florida and Georgia.
- Historic sites and buildings throughout the County, including the 50 block historic district in Fernandina Beach and historic American Beach on the south end of Amelia Island, attract thousands of visitors year-round.
- Distinct communities both small and large – each with its own identity and history:
 - The western county with small towns and rural communities interlaced with forested areas and numerous creeks and streams.
 - The eastern county, rivers, bays, beaches, and the Atlantic Ocean.
 - The rapidly growing Yulee residential and commercial community at the crossroads of A1A and I-95/U.S. 17 serving as the gateway to the beaches.
 - The bustling Fernandina Beach/Amelia Island woven from a rich fabric of historical, commercial and residential areas with modern commercial, industrial, and residential areas. The Atlantic Beaches from the eastern edge of Nassau County tie the traditional tourist and beachfront activities of Fernandina with the old/new residential and resort areas of the south end of Amelia Island.

The Atlantic beaches form the eastern edge of Nassau County and the small towns and rural communities form the western edge.

3. WHERE ARE WE NOW? *(Continued)*

Overview Cont'd.

Approximately 10 percent of Nassau County's 726 square miles of land is water (streams, creeks, rivers, wetlands), some designated for conservation or preserve land (such as, Timicuan Preserve, Egans Creek Greenway) and some in a relatively pristine condition.

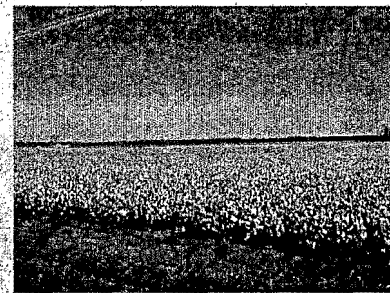
Nassau County contains many other distinct communities with their own identities, but are governed by the Nassau County Board of County Commissioners. Four of the Nassau County communities have incorporated separate governments from that of the County.



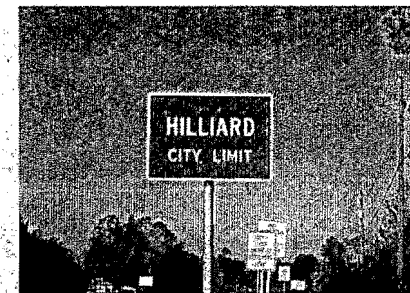
1. Beach/Island area, which includes unincorporated Amelia Island and the City of Fernandina Beach



2. Yulee area along SR 200/A1A - the road to Amelia



3. Callahan/Bryceville



4. Hilliard/Boulogne

3. WHERE ARE WE NOW? (*Continued*)

Overview Cont'd.

A review of some current conditions and trends provides a picture of some factors that affect life and work within the County.

1. Tree farming (silviculture) is a continuing economic force with small tree farms in the western county and large forested land holdings by Rayonier, a major employer and the owner of a large pulp mill in Fernandina Beach.
2. Land used for tree harvesting is slowly being sold and developed into urban uses.
3. Cotton farming is continuing in the northwestern part of the County.
4. There is a trend in single-family, primarily low-density residential subdivisions along major roadways throughout the County or signs that identify planned communities – some with planned commercial and conservation/recreation areas.



Rayonier Plant

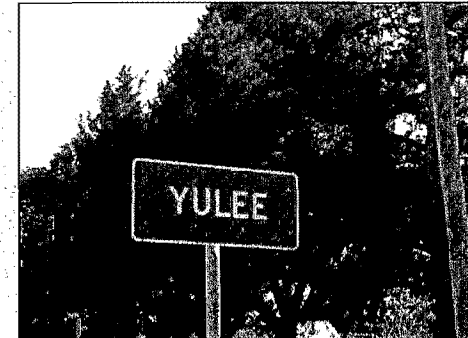


Cotton Farm

3. WHERE ARE WE NOW? *(Continued)*

Overview Cont'd.

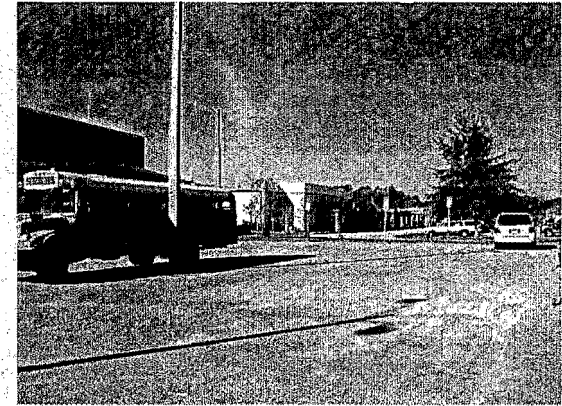
5. Residential subdivisions are springing up in and between the outlying small towns in the traditionally more rural western areas and in Yulee, the fastest growing area where people are attracted to lower land values than other areas of northeast Florida and close proximity to beaches.
6. Housing and commercial construction markets were characterized by a steady growth in building permits – the pace slowed in 2007/2008 due to the significant decline in the residential housing market felt throughout the nation and other economic factors, and several large scale, planned developments have been put on hold.
7. Large private landholdings dominate much of the undeveloped areas of the County including the White Oak Plantation (now a wildlife research and preservation center) in the central part of the County and large forest landholdings throughout the middle and western part of the County.
8. Fernandina Beach is home to the Port of Fernandina, a designated deepwater port and related businesses.
9. Fernandina Beach and Amelia Island – important Florida tourist destinations attracting thousands of tourists each year for the beaches, golf, restaurants, hotels, historic sites, and the numerous year-round cultural and recreational activities.



3. WHERE ARE WE NOW? (*Continued*)

Population and Growth Rates

- Increases or decreases in population affect demand for utilities, schools, workforce housing, public safety (including law enforcement, fire and rescue services, and evacuation needs), recreation facilities, parks and open space areas, and other public facilities and services.
- From April 1, 2000-April 1, 2007, Nassau County was one of fastest growing counties in Florida with the population increasing more than 20 percent due to strong growth in unincorporated areas and Callahan, Fernandina Beach, and Hilliard.
- Callahan, while still a small community, had the highest growth rate with a 21.7 percent population increase.
- A 17.8 percent growth rate in the unincorporated areas reflects rapid growth in Yulee and Amelia Island, with the influx of new residents wanting to be close to the beaches and major roads connecting Nassau County to Jacksonville to the south and Georgia to the north.



Population Trends and Forecasts

Unincorporated County - The population growth for the unincorporated areas of the County peaked in 2005-06 and growth, in terms of percentage increase, is expected to decline to an annual growth rate of about 1.3 percent by 2030. An increase in absolute numbers is expected to continue.

Callahan - The estimated population growth in Callahan is expected to continue increasing until 2010, show a decrease through 2015 and then level off at about 3.5 percent from 2015 to 2030.

City of Fernandina Beach - The growth rate for Fernandina Beach was lower from 2000 to 2006 than the rest of the County with its peak around 2005-06.

Hilliard - The growth rate for Hilliard has increased since 2000 and is expected to increase until it peaks around 2010 and then slowly level off by 2030.

3. WHERE ARE WE NOW? *(Continued)*

| Jurisdiction | 2000 Population | 2007 Population | Increase |
|----------------------------------|-----------------|-----------------|--------------|
| Unincorporated | 45,450 | 53,520 | 17.8% |
| Callahan | 962 | 1,171 | 21.7% |
| City of Fernandina Beach | 10,549 | 11,911 | 12.9% |
| Hilliard | 2,702 | 2,967 | 9.8% |
| Nassau County¹ | 57,663 | 69,569 | 20.6% |

- In April 2007, the Nassau County population was estimated at 69,569, reflecting a more than 21 percent increase in the six years between 2000 and 2007.
- During this same timeframe Callahan saw a 22 percent population increase; Fernandina Beach a 13 percent increase; Hilliard a 10 percent increase; and the unincorporated areas an 18 percent increase.

- In 2006, 77 percent of the people lived outside of the incorporated cities and towns.
- From 2000 to 2006, Fernandina Beach's growth rate was lower than the rest of the County until it peaked around 2005-06.
- Since 2000, the growth rate for Hilliard has increased.

Age of Population

Age is a key factor to consider when projecting future needs of the County, including medical facilities, schools, parks and recreation sites, the need for social services, and disaster planning, including special needs planning for an elderly population.

The tables that follow show the ages of Nassau County residents in 2006 and Florida residents from 1970 through 2030.

Nassau County is experiencing impacts from the aging population along with the rest of Florida but also has a mix of younger residents. As shown, in 2006, about 58 percent of Nassau County residents were younger than 45 compared to about 60 percent of Florida residents. In 2006, about 42 percent of Nassau County residents were older than 45 compared to about 40 percent in Florida overall. A majority of the people over 45 had not reached the traditional retirement age of 65. Through 2030, the number of Florida residents under 25 is expected to remain relatively constant while those 45-64 and those over 65 are expected to slowly increase. This slow increase in the age of the population will increase the demands for medical, transportation, and other services required by an older population, while the relatively constant younger population will continue to require schools, parks with playgrounds, and other facilities to serve a younger population.

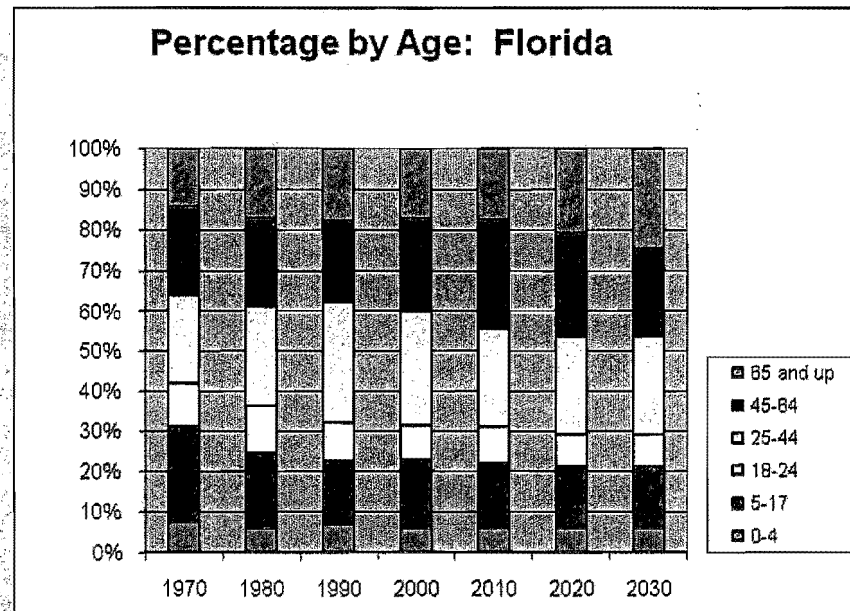
¹Sources: Bureau of Economic and Business Research, University of Florida, and Nassau County Growth Management Department.

3. WHERE ARE WE NOW? *(Continued)*

Age Distribution of Nassau County Residents (2006)

| 0-4 | 5-14 | 15-19 | 20-24 | 25-34 | 35-44 | 45-54 | 55-64 | 65-74 | 75-84 | 85+ |
|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| 5.8% | 12.7% | 7.0% | 6.5% | 11.1% | 13.6% | 15.3% | 13.1% | 9.0% | 4.6% | 1.3% |

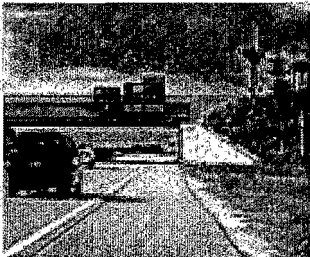
Source Data: Jacksonville Cornerstone, Regional Development Partnership, 2006.



Source: Florida Demographic Estimating Conference, February 2008 and the Florida Demographic Database, August 2008.

3. WHERE ARE WE NOW? (*Continued*)

In-Migration and Out-Migration: In-migration is when people move into the County and out-migration is when they leave.



- As the job markets in South Georgia; Duval County (Jacksonville); and the rest of Florida expand, residents of Nassau County move to be near these jobs.
- Job stability and job creation in Nassau County keep existing residents in the County and attract new residents.
- In 2006, over 10 percent of the residents who paid taxes in Nassau County had lived in other counties the previous year.
- This is higher than the Florida average of 8.71 percent of residents who had lived in another county the previous year.
- Residents who moved to Nassau County from other counties in Florida/Georgia during 2005-06 came from Jacksonville-Duval County, Camden County, Charlton, and Fulton County, Georgia, across the state line, and Clay, St. Johns, and Broward counties, Florida.
- This reflects the trend for Nassau County to serve as a bedroom community, with increased residential development as compared to increased commercial and industrial development in adjacent counties.

Source: Enterprise Florida, 2006.

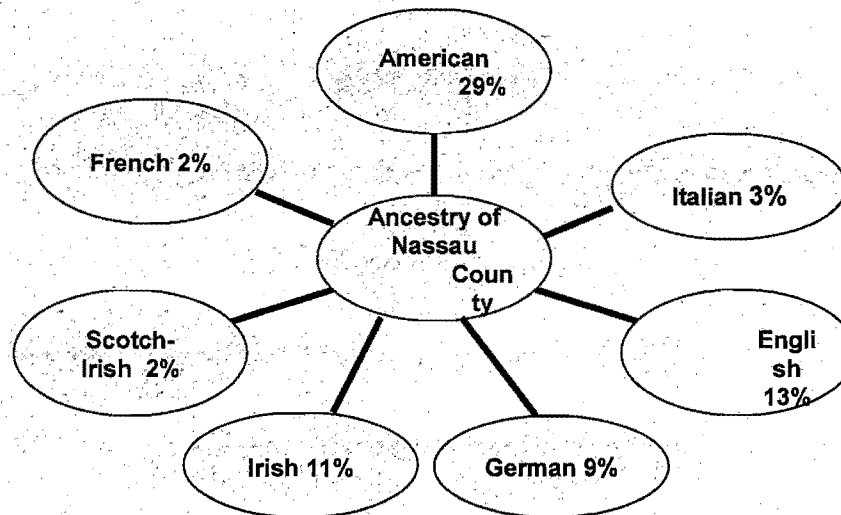
3. WHERE ARE WE NOW? (Continued)

Household Income

- In 2006, the median household income was \$52,785; the average household income was \$66,651; and per capita income was \$24,224.
- This showed an increase from 2005 when the median household income was \$50,307.
- Median incomes in Nassau County were and remain significantly higher than the Florida median household income of \$42,433.²
- In 2005, the average household size in Nassau County was 2.6 people compared to Florida with an average household size of 2.5 people.³

Ethnicity

- In 2006, 89.4 percent of the residents in Nassau County were Caucasian; 8.4 percent African-American; and the rest classified as other.



²CityData.com

³CityData.com

3. WHERE ARE WE NOW? (*Continued*)

Economic Indicators

Nassau County is:

- Easily accessible to Jacksonville International Airport.
- Served by two major railways.
- Home to the deepest natural port in the south Atlantic.
- Split by Interstate 95, and reached by three other U.S. highways - thirteen major U.S. cities are within 750 miles.
- Diverse economy with agricultural activity (mostly in the form of tree farms) in the west and central areas – variety of commercial, government offices, and retail activities closer to and on Amelia Island.
- Current tax millage rate is 14.3636 which includes the taxes assessed for schools, government operations, and special assessments for the unincorporated areas. Current County budget includes continuing 1 percent sales surtax used, in part, for specific items in the Five-Year Capital Improvement Plan .

3. WHERE ARE WE NOW? (Continued)

Employment by Industry 2006

In 2006, 18,210 people were employed in Nassau County with the following top six employment sectors:

- Leisure and Hospitality Industry, employing 21.4 percent.
- Trade, Transportation, and Utilities, employing 21.3 percent of the workers.
- Government, employing 20.9 percent.
- Construction, employing 6.9 percent.
- Professional and Business Services, employing 6.7 percent.
- Manufacturing sector, employing 6.4 percent.

Tourism is an important part of the Nassau County economy and lifestyle because:

- Tourism also supports the operation of city, county, and state-owned facilities, such as the Fort Clinch State Park, Amelia Island Museum, beachfront parks, and the Fernandina Beach waterfront.
- Collectively, tourism is the largest employer in Nassau County – providing approximately 21 percent of all jobs (Florida Legislative Research).

| EMPLOYMENT BY INDUSTRY ⁴ | | |
|--------------------------------------|--------|-----------|
| Calendar Year 2006 | Nassau | Florida |
| Average Annual Employment | 18,210 | 7,852,023 |
| Natural Resources & Mining | 2.5% | 1.2% |
| Construction | 6.9% | 5.0% |
| Manufacturing | 6.4% | 6.1% |
| Trade, Transportation, and Utilities | 21.3% | 20.9% |
| Information | 0.7% | 2.1% |
| Financial Activities | 3.4% | 6.6% |
| Professional & Business Services | 6.7% | 16.69% |
| Education & Health Services | 5.8% | 11.6% |
| Leisure & Hospitality Industry | 21.4% | 1.4% |
| Other Services | 4.1% | 3.1% |
| Government | 20.9% | 18.2% |

- The Nassau County economy is twice as dependent on tourism as the average Florida County (*Fitch Ratings*).
- The tourism industry generated approximately \$274 million (or 35 percent) of \$781.6 million in 2006 taxable sales in Nassau County.⁵

⁴Florida Legislature, Office of Economic and Demographic Research, <http://EDR.state.fl.us>, December 2007.

⁵Telephone Interview with Gil Langley, Managing Director, Amelia Island Tourist Development Council, January 14, 2008.

3. WHERE ARE WE NOW? (Continued)

- Tourism generated nearly \$17 million of the more than \$49 million of sales tax revenue collected in the County in 2006.
- Amelia Island is crucial to the County's tourist economy.



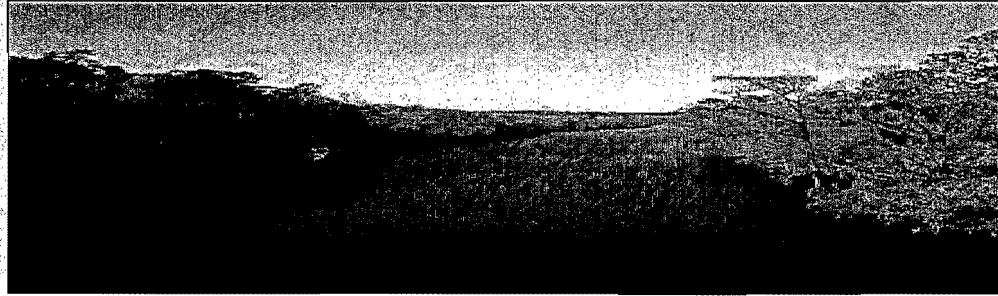
| TAXABLE SALES REVENUE 2006 - NASSAU COUNTY | Taxable Sales | Sales Tax |
|--|----------------------|---------------------|
| Restaurants/Lunchrooms | \$35,333,151 | \$5,232,562 |
| Taverns/Nightclubs | \$8,069,267 | \$1,189,584 |
| Hotels/Apt. Houses/etc. | \$152,095,488 | \$9,325,367 |
| Photographers, Photo Supplies | \$435,364 | \$26,321 |
| Gift, Card, Novelty Shops | \$6,092,052 | \$357,636 |
| Admissions | \$14,929,009 | \$900,431 |
| Rental of Tangible Property | \$8,391,240 | \$193,706 |
| Parking Lots, Boat Dockings | \$9,067,656 | \$153,713 |
| TOTAL TOURISM SALES | \$273,806,227 | \$16,694,042 |
| TOTAL TAXABLE SALES | \$781,621,030 | \$49,257,160 |
| Percentage of Total | 35.03% | 33.89% |

Amelia Island

- Rated number five in the Top 10 North American Islands by Conde Nast Traveler's 2007 Reader's Choice Awards – highest ranked island destination in Florida.
- Popular tourist destination in Northeast Florida with Fernandina Beach downtown historic district (listed in the National Register of Historic Places), numerous shops and restaurants, and 13 miles of sandy beaches.
- Home to American Beach, the first east coast spot on the Black Heritage Trail.
- Attracts thousands of tourists yearly for golf, cultural and sport festivals and events, and the beach.
- In 2007, more than 21 year-round events attracted large numbers of tourists and brought important tourist dollars into the local economy.



3. WHERE ARE WE NOW? *(Continued)*



Targeted Employment Sectors

The Nassau County Economic Development Board has:

1. Identified eight target industry clusters where they focus economic development efforts.
2. Established Small Business Assistance Programs, with a network of agencies available to assist in all stages of small business development, including real estate/site assistance, technology transfer, access to financing, job training programs, and access to all state incentives, and provides detailed demographic information on Nassau County to be used in the development of a business plan.⁷

| TARGET INDUSTRY CLUSTERS ⁶ | |
|---------------------------------------|--|
| Aviation-Aerospace | Medical Equipment and Technologies |
| Corporate Headquarters | Customer Service and Technical Support Centers |
| Pharmaceuticals and Biotechnology | Internet Technology |
| Electronics and Semiconductors | Motor Vehicle Parts and Accessories |

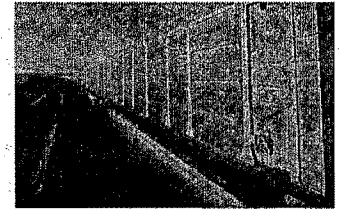
⁶<http://www.nassaucountyfla.com/overview/target-industries.htm>; Nassau County Economic Development Board, 2007.

⁷CityData.Com; Nassau County Economic Development Board; and Nassau County School Board.

3. WHERE ARE WE NOW? (*Continued*)

Role of Multi-Modal and Inter-Modal Transportation and the SIS

Multi- or Inter-Modal Transportation are key factors to understand in creating a picture of where the County is and where it is going. In March 2007, the Florida Transportation Commission, which oversees activities of the Florida Department of Transportation, described in its status report that the State Intermodal System of Transportation will be planned in a more proactive manner, so that transportation investments support statewide goals related to high-tech job growth, trade development, rural development, urban revitalization, and environmental preservation. This is to ensure that:

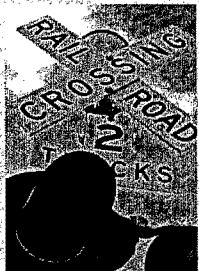


1. Freight and goods need to move securely and reliably between shippers and receivers within Florida, and between Florida and other states and nations.
 2. Florida's airports, seaports, rail and bus terminals, and the spaceport are important hubs for these transportation flows.
 3. Florida's highways, rail lines, and waterways are critical corridors for linking these markets.
 4. These interregional, interstate, and international transportation facilities are essential to the state's future economic growth and quality of life.
- Recognizing these linkages, the Florida Department of Transportation, along with private and public partners statewide, created the Florida's Strategic Intermodal System (SIS), a statewide network of high-priority transportation facilities that support transportation between regions in Florida, between Florida and other states, and between Florida and other nations.
 - This is where current and future funds will be spent for transportation. Thus, in Nassau County and throughout Florida, the new direction of transportation funding is and will be led by focusing limited state resources on the most significant transportation facilities that are part of this Strategic Intermodal System.
 - The SIS is expected to enhance Florida's economic competitiveness which reflects "... a fundamental shift in the way Florida develops – and makes investments in – its transportation system."⁸

⁸ Excerpted from a March 2007, Florida Transportation Commission (an oversight board for the Florida Department of Transportation, created by the Florida Legislature), "Progress Report on the Implementation of the Strategic Intermodal System (SIS), Supplement to the Review of the Department of Transportation Tentative Work Program, FY 2007/2008 through 2011/12," and "A Five-Year Mission Plan 1998/1999-2002/2003, Florida Seaport Transportation and Economic Development Council."

3. WHERE ARE WE NOW? (Continued)

What is included in the SIS? The SIS includes three different types of facilities – hubs, corridors, and intermodal connectors – each a component of an interconnected transportation system:



- **Hubs** are ports and terminals that move goods or people between Florida regions or between Florida and other markets in the United States and the rest of the world. These include commercial service airports, deepwater seaports, spaceports, interregional rail and bus terminals, and freight rail terminals.
- **Corridors** are highways, rail lines, and waterways that connect major markets within Florida or between Florida and other states or nations.

- **Intermodal connectors** are highways, rail lines, or waterways that connect hubs and corridors. The seaports require efficient landside connections, rail and highway, for "hinterland access." Expansion and growth of ports create intermodal issues of concern in which, in the case of seaports, there are land and waterside issues. Waterside issues relate to the need to expand port facilities to accommodate larger ships. The decision to expand Florida port facilities to accommodate these larger ships is a public policy decision being considered by both the local communities and the state. Existing landside issues at ports concern enhancement of roadways and rail lines as cargo volume and ship sizes increase.



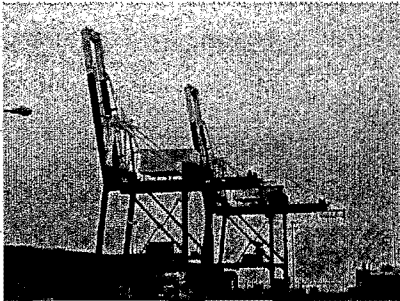
With the Port of Fernandina's expanded waterborne services and anticipated extension of its rail infrastructure to support cargo movement and storage, Nassau County is faced with these waterside and landside issues, including roadway capacity and congestion, mixed commercial/residential/cruise passenger/business traffic and their impacts on communities, interchange improvements, limited access points and routes to the port, at-grade rail-highway crossings, the use of local streets, oversized loads, and bridge conditions.

List of SIS Facilities in Nassau County

| | |
|-------------------------------|--|
| ▪ I-95 | ▪ First Coast Railroad |
| ▪ U.S. 301 | ▪ Norfolk Southern Railroad |
| ▪ ALA (Emerging SIS Facility) | ▪ The Port of Fernandina (Emerging SIS Facility) |
| ▪ U.S. 1 | ▪ ICWW (Intracoastal Waterway) |
| ▪ CSX Railroad | |

3. WHERE ARE WE NOW? *(Continued)*

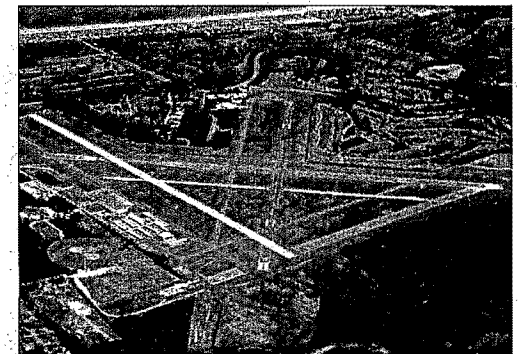
Key Transportation Facilities: The Port of Fernandina, a key facility on the SIS along with the Fernandina Beach Airport, which is not part of the SIS, both play a significant role in the economy of both Nassau County and the state of Florida as described below.



- 1. Port of Fernandina:** Operated by the Nassau County Ocean, Highway, and Port Authority, an independent, non-taxing, governing body created by the Florida Legislature – with a public mission to encourage economic development in Nassau County.
 - Both the Port of Fernandina and Port of Jacksonville are ports with rapid growth and diversification and the most extensive road and rail service of any ports in the state.
 - Port of Fernandina recognized for expanding its cargo of wood products to include containerized cargo and renovating its facilities which strengthens the competitive position of the forest products industry in North Florida.

2. Fernandina Beach Airport: On 602 acres in the center of Amelia Island, is operated by the City of Fernandina Beach, is like a Main Street for the community, and helps support existing economic development.

- Provides private air service to business, tourism, and leisure activities.
- Serves as a “reliever” airport for Jacksonville International Airport as do Craig and Herlong Airports outside of Nassau County.
- Exceptional aviation facilities including airport transport facilities and infrastructure to support aviation.
- Owns sufficient land to provide for future growth and expansion needs for both the airport operations and commercial businesses.
- First airport manager has been hired by the city to oversee and help expand airport operations.
- Generates revenue as city leases some of the airport-owned land for a golf course and some aeronautical-related commercial use.
- Airport has a small commerce park that serves mainly aviation uses but also provides for limited commercial space for development.⁹



⁹ Telephone interview, December 31, 2007, with Richard Johnson, Airport Manager.

3. WHERE ARE WE NOW? (*Continued*)

Post-Secondary Education and Job Training Programs

- Continuing education opportunities are provided at Florida Community College-Nassau Center and the joint-use Florida Community College/Nassau County Technical Training Facility.
- The Betty Cook Center, established and run by Florida Community College at Jacksonville, offers classes for a variety of post-secondary degrees.
- Workforce development through education and training is a critical need for economic development. For a community to attract higher paying industries to the area, skilled employees must be trained and available for work.
- The Nassau County Economic Development Board is strategically located at the Betty Cook Center of Continuing Education at the Florida Community College of Jacksonville in Yulee. This allows the economic development board to work closely with the center to ensure job training and education programs to meet the needs for highly skilled employees by the businesses targeted by economic development efforts.

School Planning and Concurrency

- Under Florida law all local governments (incorporated communities) in Florida must adopt a public school facilities element and school concurrency provisions to:
 1. Establish level of service standards for educational facilities and the concurrency service areas for schools.
 2. Establish school service areas.
 3. Demonstrate its public facilities element is financially feasible; amend the County's Five-Year Schedule of Capital Improvements to include these public facilities.
- Nassau County has an interlocal agreement that will ensure the same levels of service and concurrency are used throughout the County. The Nassau County Growth Management Department works with the school board and local municipal governments in the County to coordinate school planning efforts.
- In the summer of 2008, Fernandina Beach, Callahan, Hilliard, and Nassau County entered into an amended Interlocal Agreement with the Nassau County School Board and amended their comprehensive plans to comply with Florida law (Senate Bill 360) in a timely fashion. A system-wide level of service was established for the purpose of school concurrency implementation.

3. WHERE ARE WE NOW? *(Continued)*

Education and School Facilities

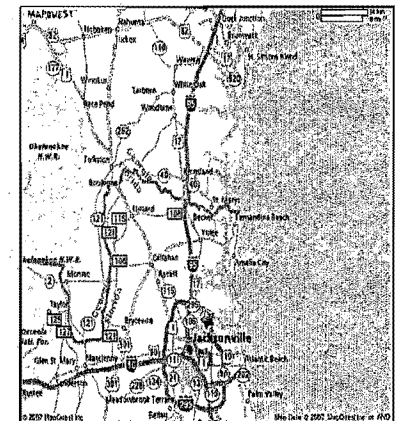
- Nassau County School District currently operates 16 schools and an adult education program in five communities.
- All of the district schools are fully accredited by the southern association of colleges and schools and students consistently perform at or above the state average on the Florida comprehensive assessment test (FCAT), which measures performance.
- District school staff consists of 646 instructional personnel; 22 principals/assistant principals; 14 district administrators; and 595 support people. The four-member school board and school superintendent are elected members who serve four-year terms.

External Impacts

Activities and land uses in neighboring Georgia and Baker County create economic, social, and other impacts on Nassau County. Activities in Nassau County are impacting adjacent Georgia communities and adjacent Baker and Duval counties. Some of the major recent external activities that impact on Nassau County are:

Across the Georgia/Florida State Line:

- 1. Kings Bay Naval Submarine Base** in Camden County, Georgia, adjacent to Nassau County, has welcomed the USS Georgia and USS Florida to be re-commissioned for deployment back to sea, bringing with them employees and families expected to stimulate the economies of both Camden County, Georgia, and Nassau County, Florida. This has created opportunities for Nassau County to benefit economically from the influx of people by providing goods and services including retail, housing, recreation, tourism, and other needs.
- 2. Villages of Kingsland:** A 15,000-acre planned development on land recently annexed into the City of Kingsland in Camden County, Georgia, across the state line from Nassau County, is expected to be built out by 2030. This massive development with over 40,000 residential units, 13.5 million square feet of industrial development, and 9.5 million square feet of commercial use planned, shows how one major activity can change the whole character of a community. The annexation of this land almost doubled the size of the City of Kingsland creating a substantial change in the character of this small town and is expected to impact Nassau County because it will provide industrial warehouse space for cargo from both the Ports of Fernandina and Jacksonville, thus creating traffic impacts along I-95 and U.S. 17 through Nassau County. This one development is expected to generate more than 15,000 direct jobs associated with the commercial and industrial uses, and a large increased demand for all government services including schools, roads, and safety services. This project presents opportunities for Nassau County to benefit economically from the influx of people to meet retail, housing, recreation, tourism, and other activities to meet their needs and growth challenges with increased traffic on local and state roadways in Nassau County and the potential for increased movement of residents to and from Georgia for employment and/or housing.



3. WHERE ARE WE NOW? (*Continued*)

These large-scale developments along with others, or similar character and scale, in Nassau County, adjacent Georgia and Baker and northern Duval counties are changing the nature and character of the region. The influx of new residents to the region, and the location of these projects throughout the region, results in consideration of economic, social, infrastructure, environmental, and other needs/costs from a regional perspective.

- **In Florida** - Northeast Florida is described as one region consisting of several counties surrounding the rapidly growing Jacksonville/Duval metropolitan area. In north and northwest Jacksonville, expansion of development activities and growth of outlying communities are pushing development further north and west into bordering Nassau and Baker counties. Baker County and adjacent western Nassau County, both with a lot of rural, undeveloped land, are attractive to Jacksonville residents seeking lower prices and less congestion. With the strategic location of these counties along the St. Mary's River and a short 30-minute drive from Jacksonville, the growth pressures and interest in creating large residential communities has increased.
- 1. **Port of Jacksonville Activities and Expansion Plans.** The Jacksonville Port Authority, known as JAXPORT, is an international trade seaport that owns and manages three public marine terminals, a passenger cruise terminal, and operates a local ferry service (the St. Johns River Ferry), connecting the north and south ends of State Road A1A in Duval County. JAXPORT is an economic development tool, as is the Port of Fernandina. JAXPORT develops, manages, and markets these publicly owned facilities to promote the growth of maritime and related industries in Jacksonville and elsewhere. The mission of the Jacksonville Port Authority is to be a major economic engine in Northeast Florida by continuing to be "... a premier diversified port in the Southeastern United States, with connections to major trade lanes throughout the world."¹⁰ JAXPORT expansion plans include improvements to the three marine terminals and the Jacksonville harbor. At one marine terminal, Dames Point, JAXPORT, in coordination with Mitsui O.S.K. Lines, Ltd. (MOL), a Tokyo-based ocean transportation company, is building a 158-acre container-handling facility to serve the Mitsui operations. It is estimated that, in the future, the Mitsui container facility will expand to cover 200 acres, all of it on land owned by JAXPORT. The Port of Jacksonville's expansion plans, its designation as a Foreign Trade Zone (along with the continuing growth and diversification of the Port of Fernandina), good access to road and rail service, and expansion of cargo operations and capabilities combined, have established this area as a good location for continued economic growth. The Port of Fernandina and Port of Jacksonville are described as ports with rapid growth and diversification and the most extensive road and rail service of any ports in the state.

¹⁰ <http://www.jaxport.com/>

3. WHERE ARE WE NOW? (*Continued*)

- 2. Jacksonville International Airport** is a significant contributor to the economic well-being of Duval County and Nassau County by its location within a 30-mile drive of Nassau County.¹¹ The Jacksonville Aviation Authority owns and manages the Jacksonville Airport System consisting of Jacksonville International Airport (JIA), Craig Airport, Herlong Airport, and Cecil Field. These smaller airports, along with the Fernandina Beach Airport, serve as reliever airports for private air services in the northeast region. This system serves the commercial, business, and recreational aviation needs of the City of Jacksonville, Northeast Florida, and Southeast Georgia, and brings in tourists and business people. With the expansion of the Jacksonville airport and the improvement of the airport facilities and surrounding Commerce Park, it has created more attractive economic opportunities that benefit the entire northeast region.
- 3. Large Scale Development in Adjacent Baker County, Florida.** Across the St. Mary's River in adjacent Baker County, large-scale developments called Developments of Regional Impact (DRIs) and other smaller developments are changing the very nature and urbanizing this rural north Florida county on the Florida-Georgia border. It is estimated these new developments will triple the Baker County population. Currently planned are the 3,200+/-acre Cedar Creek project with 7,000 homes and 425,000 square feet of commercial use, and Navona Creek, a 3,654-acre development, with 8,300 homes, a 1.5 million square feet business park, and a 330,000 square feet village center. More than half of Baker County's workforce commutes to other counties to work. Impacts of development in adjacent counties create a demand on transportation facilities and increased traffic congestion. On the positive side, development of these communities in Baker County on the Nassau County line, as in adjacent Jacksonville/Duval County, is creating a market for Nassau County businesses as well as a labor pool for businesses located in Nassau County.

¹¹<http://www.jaa.aero/General/>

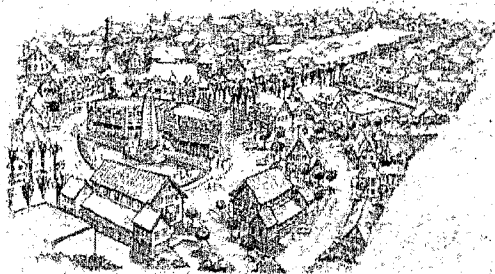
3. WHERE ARE WE NOW? *(Continued)*

Land Use Patterns: Considering land use patterns helps determine how future growth may be distributed across the community under a certain set of land-use and zoning policies and regulations.

If you look at Land Use Patterns, which are the distributions of various land uses, such as residential, commercial, agricultural, and industrial uses throughout the community, it begins to create a picture of life in Nassau County.

Low-density, spread out, automobile dependent land uses are one example of a land use pattern occurring throughout Nassau County, the state, and the country. Lower density, spread-out, automobile dependent land use patterns of development have the following effects:

- Limited or no access between activities, particularly for the young, disabled, and elderly who do not drive, and/or the low-income residents who have limited or no access to an automobile when there is limited or no public transportation.
- Require more mobility to reach activities (jobs, shopping, recreation, etc.), and reduce transportation options (such as walking, cycling, public transit).
- Increase the cost of vehicle ownership; total transportation costs, including internal costs (costs paid directly by consumers); and external costs (costs borne by society as a whole, such as the cost to build and maintain roads and other transportation facilities).

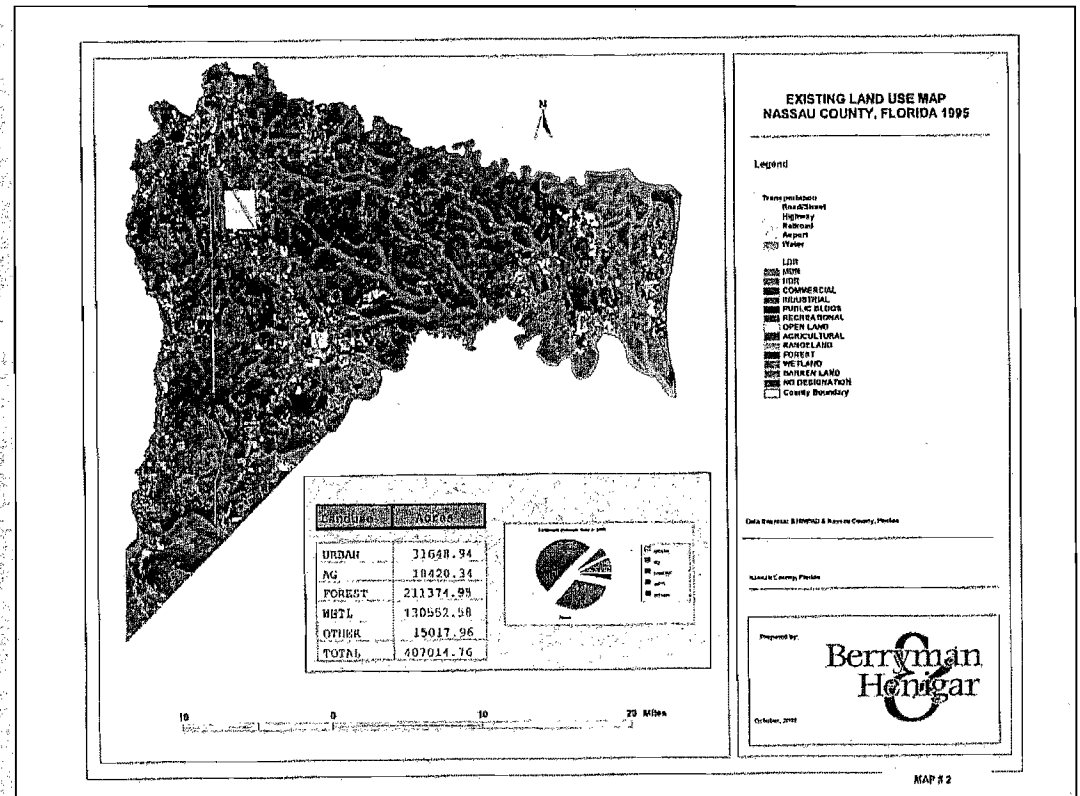


- More accessible and resource-efficient land use patterns can increase economic productivity and development. In resort communities and other tourist areas, land use patterns that preserve unique environmental and cultural resources support economic development. Excessive clearing of land and paving for roads and parking can destroy the amenities that attract visitors.
- Local government plans, policies, and regulations may dramatically affect future growth and land uses and have an impact on the costs of providing services. This includes the cost of providing services such as roads, street lighting, utilities, emergency services, and school transportation. The costs of providing these services increase with more spread out development because distribution costs increase (more infrastructure and travel is needed to provide a given level of service).

3. WHERE ARE WE NOW? (Continued)

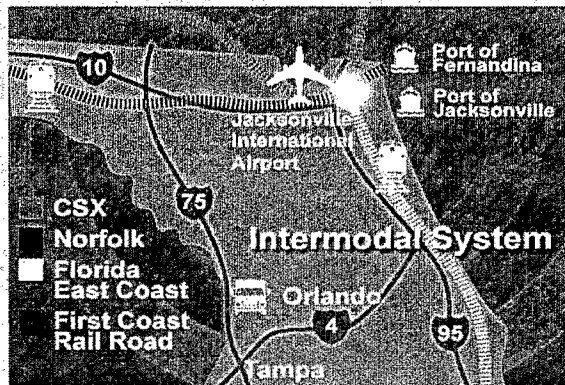
What are the land use patterns in Nassau County?

- Traditional land use patterns in Nassau County consist of farms, woodlots, hamlets, villages, and towns that have shaped the way the communities look continue today.
- Land use patterns on Amelia Island have remained relatively the same with a mix of residential, commercial, industrial, tourist, and government uses, including the Port of Fernandina.
- Land use patterns off the island have changed more due to changes in land use over the last 50 years, including:
 - a) A reduction in timber operations and the subdivision of land for small residential lots for housing.
 - b) Some highway development and suburban development (residential, commercial, and industrial).
 - c) A decline in farming.



3. WHERE ARE WE NOW? *(Continued)*

- The 2006 Research Study by 1000 Friends of Florida (growth management watchdog organization) and the University of Florida predicted rapid growth and population increases in the City of Jacksonville/Duval County metropolitan area would have a far-reaching influence on northeast Florida by 2060.
- The City of Jacksonville/Duval County is projected to be completely built out sometime after 2040, and by the year 2060, and it is expected to cause population growth to spill over into neighboring Nassau, Clay, St. Johns, and Baker counties, forever changing their predominantly rural characters.
- The current pattern of large scale, single-use residential developments occurring throughout Nassau County and in adjacent Baker County and Georgia counties, already reflects the current growth trend in neighboring Duval County and the expected pattern of spillover growth to accommodate the increasing population in northeast Florida.



- The Port of Fernandina will play a crucial role in the future economic development – the significance of this role is recognized by its inclusion in the Florida SIS Plan of the Florida Department of Transportation (FDOT).
- The Port of Fernandina and the Port of Jacksonville are listed in the Northeast Florida Ports Region of the SIS Plan.
- The SIS Plan looks at how Florida's seaports, in partnership with the FDOT, are pursuing funding for strategic intermodal connections and trade corridor improvements.

3. WHERE ARE WE NOW? *(Continued)*

NASSAU COUNTY PROJECTED PERMANENT POPULATION – 2000 TO 2030

| | 2000 | 2005 | 2010 | 2015 | 2020 | 2030 |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Unincorporated | 43,450 | 49,944 | 57,737 | 65,001 | 72,457 | 83,064 |
| Callahan | 962 | 1,274 | 1,658 | 1,976 | 2,322 | 2,600 |
| City of Fernandina Beach | 10,549 | 11,621 | 12,331 | 12,824 | 13,337 | 14,392 |
| Hilliard | 2,702 | 2,920 | 3,174 | 3,498 | 3,883 | 4,591 |
| Nassau County | 57,663 | 65,759 | 74,900 | 83,300 | 92,000 | 104,646 |

Sources: Bureau of Economic and Business Research, University of Florida, and Nassau County Growth Management Department.

- Population growth for the unincorporated areas peaked in 2005-06 and growth, in terms of percentage increase, is expected to decline to an annual growth rate of about 1.3 percent by 2030. An increase in absolute numbers is expected to continue.
- Estimated population growth in Callahan is expected to continue increasing until 2010, show a decrease through 2015, then level off at about 3.5 percent from 2015 to 2030.
- The growth rate for Hilliard has increased since 2000 and is expected to increase until it peaks around 2010 and then slowly level off by 2030. *(Source: Bureau of Economic Business.)*

4. WHAT DO WE WANT THE COMMUNITY TO LOOK LIKE IN THE FUTURE?

Vision 2032 will tell a story of how Nassau County may prepare for future growth, determine future and use patterns, and the type of growth wanted/needed, and not wanted or not needed.

Prioritization of Issues and Selection of Priorities

Eleven topics listed below were presented at the public meetings held throughout the County.

| | |
|---|-------------------------------|
| 1. Economy and Workforce | 7. Growth Management |
| 2. Cultural Opportunities | 8. Infrastructure |
| 3. Education and School Facilities Plan | 9. Tourism |
| 4. Environment | 10. Recreation and Open Space |
| 5. Governance | 11. Public Safety |
| 6. Healthcare and Social Services | |

These 11 topics were grouped as follows during the meetings:

1. Recreation and Open Space, and Environment
2. Economy and Workforce, and Tourism
3. Cultural Opportunities and the Arts, and Education and School Facilities Plans
4. Infrastructure and Growth Management
5. Health Care and Social Services, and Public Safety
6. Governance

4. WHAT DO WE WANT THE COMMUNITY TO LOOK LIKE IN THE FUTURE? (Continued)

The 11 topics ranked most important to residents were:

- Growth Management.
- Recreation and Open Space .
- Infrastructure.

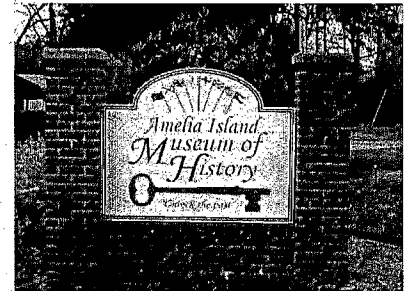
The two next most important issues were:

- Environmental.
- Education and School Facilities Plans.

Are there differences and similarities as you travel across the County?

Yes! During the public meetings, there were strong similarities in the top issues of concern, but key differences appeared, depending on the location of the public meeting as we traveled throughout the County. While all public meetings across the County were open to all residents and advertised countywide, the overall trend was for residents to attend the meeting closest to the community where they lived. It is important to note, however, that some residents attended several, and some all, of the public-involvement meetings.

In Yulee, Fernandina Beach, Bryceville, and Callahan, Growth Management was the # 1 ranked issue.



Hilliard: Recreation and Open Space was the # 1 ranked issue and was identified as priority by 44 percent of those at the public workshop. This was reflected in the discussions on maintaining the wide, open spaces in this area and the need for more outdoor recreation areas including boat ramps and fishing areas, and the nature of Hilliard, which is in the far-western county and a predominantly rural area. While Growth Management was # 2 here, it was an issue of concern for only 10.5 percent of the residents. This is likely reflective of the fact that the more typical concerns about "Growth Management," such as traffic, congestion, environmental protection, etc., tend to be less important than maintaining the rural lifestyle and interest in preserving open space areas, increasing outdoor recreation areas, such as boat ramps, and providing places for recreational activities for young people, which are more limited in these rural areas.

Yulee, the fastest growing and urbanizing area of the County: Next to Growth Management, Infrastructure and the Economy and Workforce were identified as the most important issues with Recreation and Open Space following closely. This reflects the concerns of residents in rapidly urbanizing areas over road congestion, strip urban development, overcrowding of schools, and the difficulty of keeping up with the demands for facilities including recreation and open space. These are statewide concerns in areas such as Yulee that are feeling the effects of rapid growth and the challenges it brings to provide the services needed to accommodate growth.

4. WHAT DO WE WANT THE COMMUNITY TO LOOK LIKE IN THE FUTURE?

(Continued)

Fernandina Beach: The top issues were **Growth Management, Infrastructure, and the Environment, followed by Recreation and Open Space.** As in Yulee, this area faces many of the issues of an urbanized area described for Yulee. The differences in Fernandina Beach, with regards to the Environment, are likely reflective of the residents concerns with protecting the many water resources on and adjacent to the island including beaches, rivers, and streams, and the issue surrounding the protection of the Egans Creek Greenway, a publicly-owned recreation and open space area that runs through the center of the community from north to south.

Bryceville: The top issues were **Growth Management, Education and School Facilities Plans, and the Environment.**

Callahan: **Growth Management** was also # 1 followed by **Education and School Facilities Plans** and **Infrastructure**, which were ranked equally, followed closely by **Public Safety.**

The chart that follows shows the prioritization of topics for the Nassau County Public Involvement meetings, the number of votes per topic, and voting percentages.



4. WHAT DO WE WANT THE COMMUNITY TO LOOK LIKE IN THE FUTURE? (Continued)

NASSAU VISION 2032 Prioritization of Topics and Public Meeting Attendance Record

| Topic | Yulee February 18, 2008 | | Hilliard February 19, 2008 | | Fernandina Beach March 18, 2008 | | Bryceville April 21, 2008 | | Callahan April 22, 2008 | | TOTAL | |
|------------------------------------|-------------------------------|-------------|----------------------------------|-------------|---------------------------------------|-------------|------------------------------|-------------|----------------------------|-------------|--------------|-------------|
| | Votes | Percentage | Votes | Percentage | Votes | Percentage | Votes | Percentage | Votes | Percentage | Votes | Percentage |
| Cultural Opportunities & The Arts | 7 | 4.0% | 4 | 3.0% | 31 | 8.4% | 8 | 3.8% | 11 | 5.7% | 61 | 5.7% |
| Recreation & Open Space | 19 | 11.0% | 59 | 44.4% | 43 | 11.7% | 20 | 9.6% | 21 | 10.8% | 162 | 15.0% |
| Environment | 14 | 8.1% | 8 | 6.0% | 56 | 15.2% | 25 | 12.0% | 15 | 7.7% | 118 | 10.9% |
| Education & School Facilities Plan | 16 | 9.2% | 10 | 7.5% | 21 | 5.7% | 38 | 18.2% | 27 | 13.9% | 112 | 10.4% |
| Infrastructure | 24 | 13.9% | 9 | 6.8% | 56 | 15.2% | 18 | 8.6% | 27 | 13.9% | 134 | 12.4% |
| Growth Management | 33 | 19.1% | 14 | 10.5% | 76 | 20.6% | 59 | 28.2% | 36 | 18.6% | 218 | 20.2% |
| Economy & Workforce | 20 | 11.6% | 8 | 6.0% | 24 | 6.5% | 4 | 1.9% | 15 | 7.7% | 71 | 6.6% |
| Tourism | 6 | 3.5% | 0 | 0.0% | 9 | 2.4% | 0 | 0.0% | 0 | 0.0% | 15 | 1.4% |
| Governance | 11 | 6.4% | 6 | 4.5% | 29 | 7.9% | 6 | 2.9% | 9 | 4.6% | 61 | 5.7% |
| Health Care & Social Services | 12 | 6.9% | 9 | 6.8% | 16 | 4.3% | 11 | 5.3% | 11 | 5.7% | 59 | 5.5% |
| Public Safety | 11 | 6.4% | 6 | 4.5% | 8 | 2.2% | 20 | 9.6% | 22 | 11.3% | 67 | 6.2% |
| Total Votes Cast: | 173 | 100% | 133 | 100% | 369 | 100% | 209 | 100% | 194 | 100% | 1,078 | 100% |

Top 3

4. WHAT DO WE WANT THE COMMUNITY TO LOOK LIKE IN THE FUTURE?

(Continued)

Tourism:

"The concept of sustainability as a resource development and management philosophy is permeating all levels of policy and practice relating to tourism, from local to global. More than ever before, sustainable tourism management of the natural and physical environments must coexist with economic, socio-cultural, health, safety and security objectives of localities and nations. Finding a balance between economic growth and protecting the natural and built resources is challenging governments and businesses alike to cooperate in sustainable tourism development. ..." from *Tourism Policy and Planning: Yesterday, Today and Tomorrow*. David L. Edgell, Sr. et al Butterworth-Heinemann-2008. ISBN # 978-0-7506-8557-3)

While the Nassau County employment statistics incorporated into this Vision show the Leisure and Hospitality Industry is the largest single employment sector, at 21.4 percent of the workforce, and Nassau County is twice as dependent on tourism as the average Florida county, when taken as a whole, as shown in the table above, attendees at the various workshops held throughout the county simply did not rate tourism as a highly important issue.

Sustainable tourism has become a major factor in economic development of many communities in Florida and may be used to expand the economic development base of Nassau County in coordination with the expanded recreational activities identified as important to residents countywide. The need to support the existing tourism industry and ensure continued support for the importance of the social, economic, environmental, and structural issues associated with tourism, and the low level of importance assigned to it in the opinions of the local population, suggests the need for greater education and information flows on the part of both the public and private sectors in the County.

5. WHAT DO WE NEED TO DO TO MAKE IT HAPPEN?

Vision 2032 Statement

- *Nassau County is committed to managing growth and creating sustainable economic development in a way that maintains and improves the quality of life and unique character of the communities by utilizing its strengths – the people, the abundance of unspoiled natural resources, and its strategic location as the “Eastern Gateway to Florida.”*

5. WHAT DO WE NEED TO DO TO MAKE IT HAPPEN?

(Continued)

Nassau County residents will be able to say "Vision 2032 has allowed us to:"

1. Establish priorities which are those of the people of Nassau County.
2. Budget financial and human resources (police, fire, medical, government, teachers, etc.) based on accurate, financially feasible budgets using a variety of available sources of revenue.
3. Direct and plan for growth, in a financially feasible manner, to those areas that can sustain the growth as it occurs and is planned.
4. Identify the strengths and attributes of the County, including its people, physical location, the Port of Fernandina, the Fernandina Beach Airport, the schools, the tourist attractions, and the need to establish and support economic development priorities.
5. Coordinate educational programs and training to meet the needs of existing and future employers.
6. Develop and implement guidelines to ensure good, stable, and affordable workforce housing.
7. Provide recreational and cultural opportunities throughout the County to meet the needs and desires of rural and urban lifestyles and availability of resources.
8. Maintain the natural beauty of Nassau County, the beaches, the St. Mary's River, publicly-owned forested areas, open space areas, and provide for public access to these resources.

Guiding Principles and Strategies

Guiding principles and strategies for future growth and development are constants that reflect the consensus of Nassau County Beliefs and Values. The objectives are "we will" statements and the strategies are tools and actions to implement the Vision.

Implementation

Implementation is not the culmination of the visioning process; rather, it is part of the continual cycle of public input, analysis, community development, implementation actions, evaluation, and updating. Implementation is both incremental and cumulative, and success requires participation from both public and private sectors. All segments of the community need to work together to protect the unique qualities and character of Nassau County in a proactive manner to achieve the desired vision for the future.

5. WHAT DO WE NEED TO DO TO MAKE IT HAPPEN?

(Continued)

How do we implement Vision 2032?

Nassau County's Vision 2032 Plan presents a picture of what Nassau County will look like in the future. Long-range visioning such as this requires a policy basis to guide future actions, growth, and development, and help local officials make decisions consistent with the residents' vision for the future.

A vision is the heart of the planning process for the future; goals and strategies are the guides for implementation. After development of the vision, the next step is to identify the ways to secure what the community desires. These changes are expressed in Goal and Objective statement, which provide the basis for more detailed policies or strategies to be used by Nassau County to implement its Vision 2032 Plan.

- Established goals and strategies reflect common ideas from citizens in the public participation process. Goals are overall or general statements about the quality and character of the community.
- Goals are translated into measurable and specific objectives that may then be prioritized and pursued by undertaking specific strategies.
- Objectives are the more specific ends towards which community leaders should direct their efforts.
- Performance Standards/Quality of Life Benchmarks are established in the Objectives and are used to:
 - Monitor progress in achieving Vision 2032.
 - Measure change in community over 25 years.
 - Be fluid and revised every five to ten years.
 - Reflect statements of where the County is at a period in time.
- Strategies are specific actions taken in support of a goal or the act of mobilizing resources towards a goal.
- Implementing the strategies requires a balance between the public purpose to direct the long-range vision for the future with the rights of property owners to appropriately use their land and the financial resources available to Nassau County.
- The limits on financial resources, the sources and amount of revenue available, require choices and priorities be made as Nassau County works toward their vision for the future.

The 11 public involvement issue areas have been grouped under three main categories. Each issue area has established goals, specific and measurable objectives, and implementing strategies:

QUALITY OF LIFE

- Economy and Workforce
- Cultural Opportunities and the Arts
- Education and School Facility Plan
- Healthcare and Social Services
- Recreation and Open Space

INFRASTRUCTURE AND GROWTH MANAGEMENT

- Infrastructure
- Growth management
- Environment
- Tourism
- Public Safety

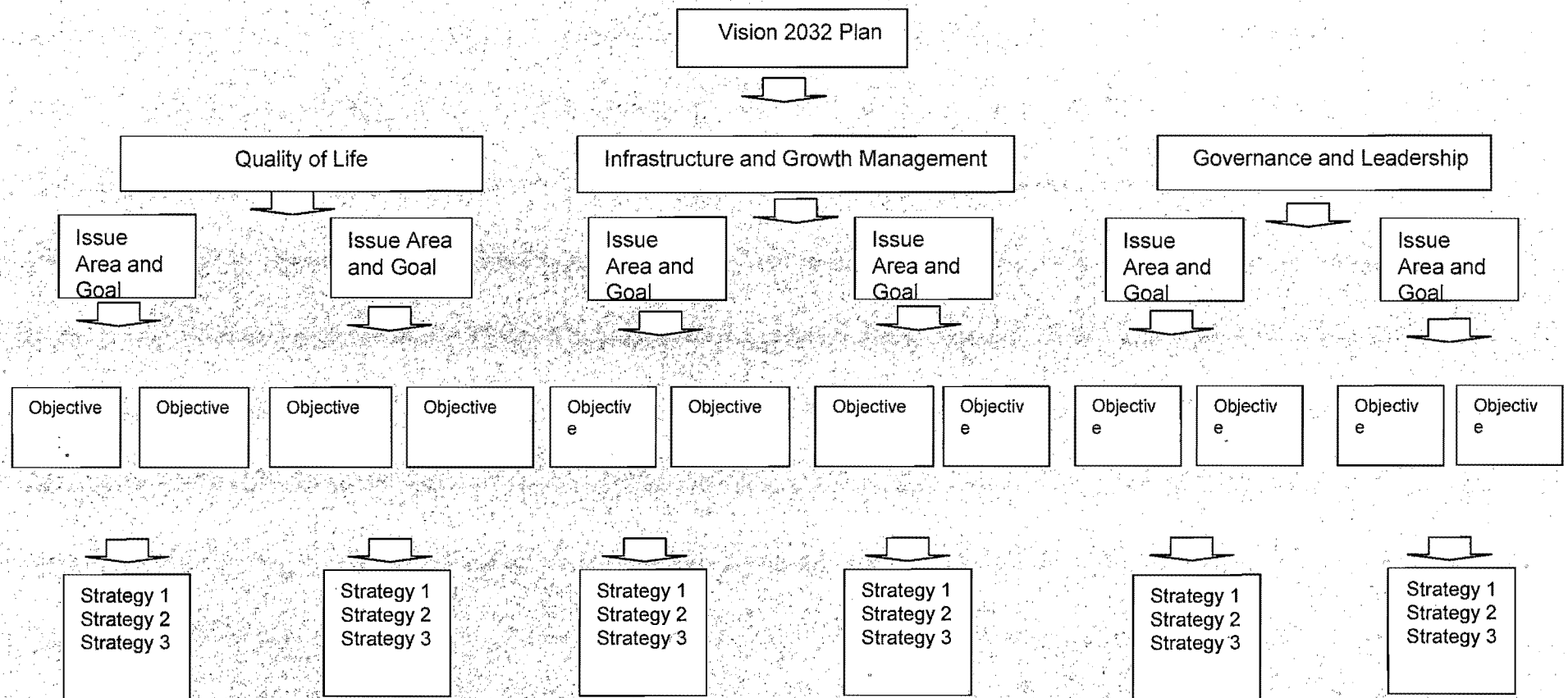
GOVERNANCE AND LEADERSHIP

- Governance

5. WHAT DO WE NEED TO DO TO MAKE IT HAPPEN?

(Continued)

This illustration is a graphic depiction of the relationship between the Vision 2032 Plan, the goals, objectives, and strategies. The goals, objectives, and strategies that follow this graph were developed using a mixture of the public comments during the eight Public Participation Sessions and discussions with the Steering Committee and stakeholder groups.



6. GOALS, OBJECTIVES, AND STRATEGIES

A. QUALITY OF LIFE ISSUES

Conservation and preservation of the natural environment, education and workforce training, health care, recreation and cultural activities and the arts all relate to quality of life and the values of Nassau County residents. Eastern Nassau County is characterized by urban land use patterns, which facilitate the use of public transportation and other services within walking distance of residences. Western Nassau County with its more rural nature and small central communities with limited facilities requires careful planning and design to ensure access and minimizing of the costs to provide these facilities. Locating community medical, health care, educational, cultural, and arts facilities and services, in small compact centers in existing rural communities, supports the existing and desired patterns of development in these areas communicated by many residents. One-trip to drop the children off at school, buy groceries, gas, visit the doctor, browse the library, or attend a community event, is possible in rural areas if rural centers are planned and designed with this goal in mind.

Government land use decisions, patterns of development, and decisions of the development community, can encourage or discourage cohesiveness in both urban and rural communities. Careful planning, design and funding of education, culture, arts, and community health care facilities facilitates easier access to rural residents without personal transportation, such as the elderly, young, and disabled, and reduces the cost of transportation to meet these needs. The goals, objectives, and strategies established below recognize the need to be creative in meeting these needs during the difficult economic times and the limitations on revenue and sources of funds to pay for existing and future needs.

Issue Area 1: Conservation and Preservation of the Natural Environment

Goal 1: Conserve and/or preserve existing natural areas, including wetlands, floodplains, river corridors (such as, the St. Mary's River), streams, creeks, and wildlife habitats.

Objective 1: By the year 2032, the acreage of publicly-owned natural, open space areas, and natural areas set aside for voluntary conservation or preservation, shall be equal to or greater than the year 2008 acreage.

Strategies

1. Incorporate natural areas and features into development plans, parks and recreation areas, non-residential development, and infrastructure projects.
2. Promote increased "limited activity" setbacks from water bodies including rivers, lakes, streams, and creeks.
3. Promote the maintenance and development of wildlife corridors through adjoining residential and non-residential areas including infrastructure expansion or rebuilding projects.

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

4. Protect trees by establishing a tree protection ordinance for all development activities and offer incentives to agriculture and silviculture operations that use best management practices to preserve and ensure the regeneration of forested areas.
5. Encourage resource preservation by establishing standards in the land development regulations that allow transfers of residential densities for residential developments and increased floor area ratios for non-residential developments in residential areas that meet established resource protection standards.
6. Identify the existing outdoor recreation, open space, and natural areas of local and regional significance and, using the Vision 2032 Plan and other data sources, develop a recreational and conservation Master Plan – a plan for an inter-connected network of these features – for incorporation into the Comprehensive Plan.
7. Establish community meeting between local government agencies, landowners, and state and federal agricultural agencies to promote sustainable agriculture in Nassau County.
8. Coordinate efforts with communities countywide to establish a strategy for protecting and conserving the water supply and resources for competing uses.

Issue Area 2: Education and Workforce Training

Goal 1: Coordinate with the Nassau County Economic Development Board and the Florida Community College to continue the workforce development post-secondary education and job training programs and integrate youth and adult education.

Objective 1: Continue existing, and expand post-secondary education opportunities at Florida Community College-Nassau Center and the joint-use Florida Community College/Nassau County Technical Training Facility to meet the workforce training and post-secondary education needs of Nassau County residents.

Strategies:

1. By August 2009, establish a task force consisting of Nassau County School District staff and educators, the Nassau County Economic Development Board, and the Continuing Education Center of the Florida Community College of Jacksonville in Yulee to identify the workforce needs and training programs required to provide a skilled workforce to meet the employer needs of existing and targeted industries.
2. By June 2010, incorporate efforts such as dual enrollment, advanced placement, and virtual school courses into the Nassau County School District education planning to ensure students from the Nassau County area can compete for post-secondary school admission slots with students from across the state and the country.
3. By August 2011, identify a suitable location, or locations, for vocational training programs at area high schools in coordination with the Nassau County Economic Development Board and Community College to meet the workforce needs of the existing and targeted employment sectors.



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

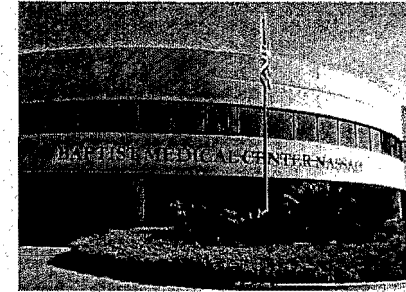
Issue Area 3: Health and Well-Being

Goal 1: Increase availability of health care services, providers, and facilities throughout Nassau County.

Objective 1: By the year 2032, residents in Nassau County will have community medical care facilities for health care not requiring hospitalization.

Strategies

1. Support efforts of health care providers to expand hospital capacity in Nassau County, particularly west of I-95 and provide community satellite medical treatment and care facilities.
2. Starting in July 2009, coordinate with developers on establishing land uses for medical clinics, doctor's offices, and other medical facilities within existing and new communities and large-scale development projects.
3. Beginning in August 2009, begin to establish cooperative ventures between businesses, residents, libraries, schools, and the Health Department to continue providing public health programs and information on health issues, using grant funds when available.
4. Beginning in September 2009, work with the Florida Community College-Nassau Center and the joint-use Florida Community College/Nassau County Technical Training Facility and Nassau County School District to establish a vocational track for health care training in high schools that will transition into programs in the post-secondary institutions in the County.



Issue Area 4: Recreation and Open Space

Goal 1: Preserve existing and expand outdoor recreation areas, publicly-owned natural and open space areas, recreational facilities and services throughout Nassau County.

Objective 1: By the year 2010, add additional level of service standards to the Comprehensive Plan for recreation and open space to include acreage for active outdoor recreation areas, numbers and standards for recreation facilities (including boat ramps, skate parks, and ball fields), and generalized locations based upon existing deficiencies and projected population growth.

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.

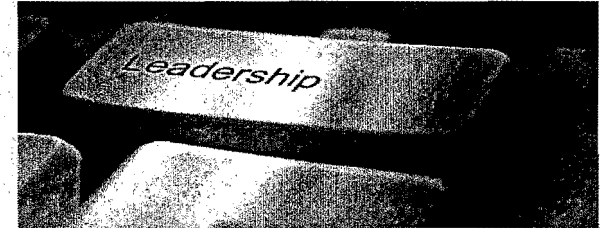
Strategies: Analyze or require an analysis of developments to:

1. Identify the fiscal impacts of development proposals in terms of revenue verses 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/>.

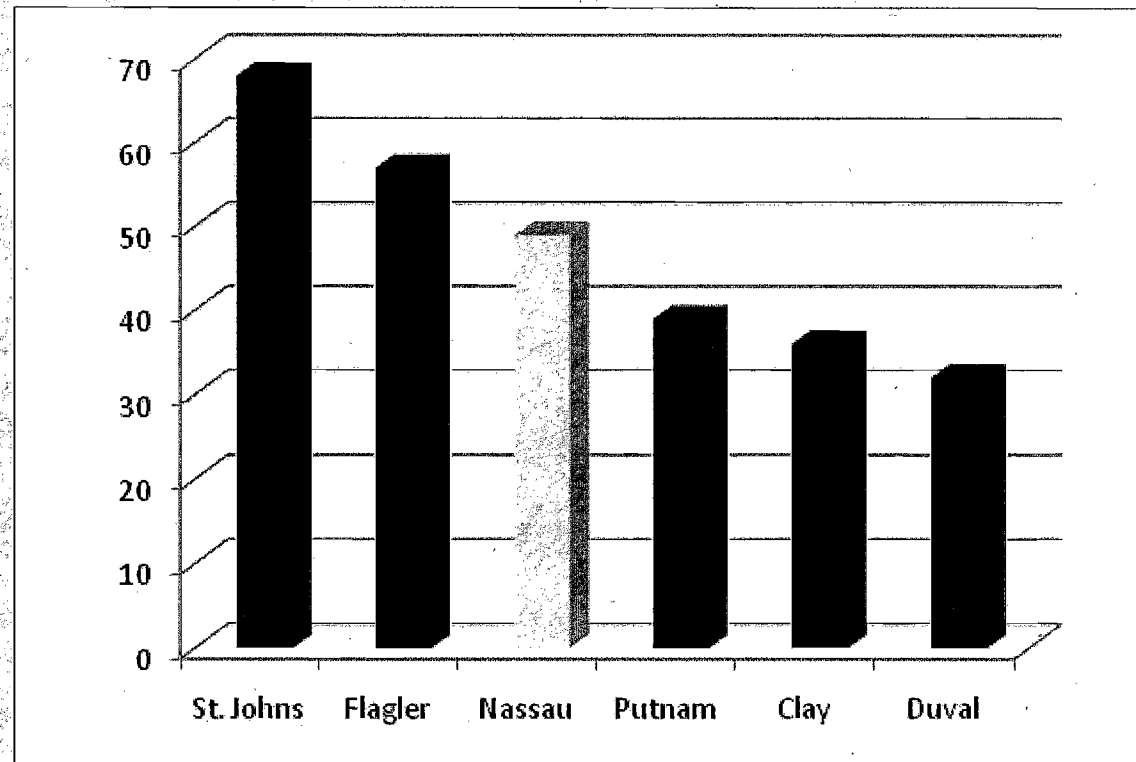
7. ECONOMIC IMPACTS OF ALTERNATIVES AND FINANCIAL FEASIBILITY (Continued)

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.



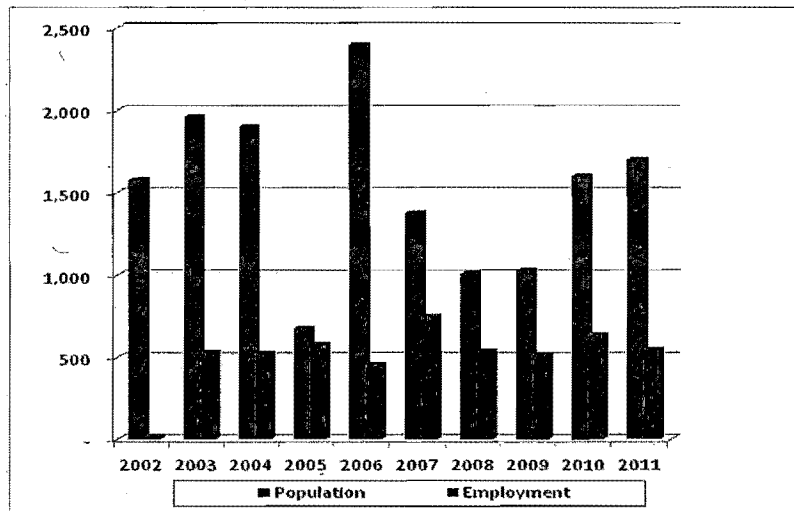
Source: Fishkind & Associates, August 2007, Proposal, "Fiscal Sustainability after Tax Reform," and "Nassau County Fiscal Sustainability Study," Fishkind & Associates, Inc., September 2, 2008.

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.

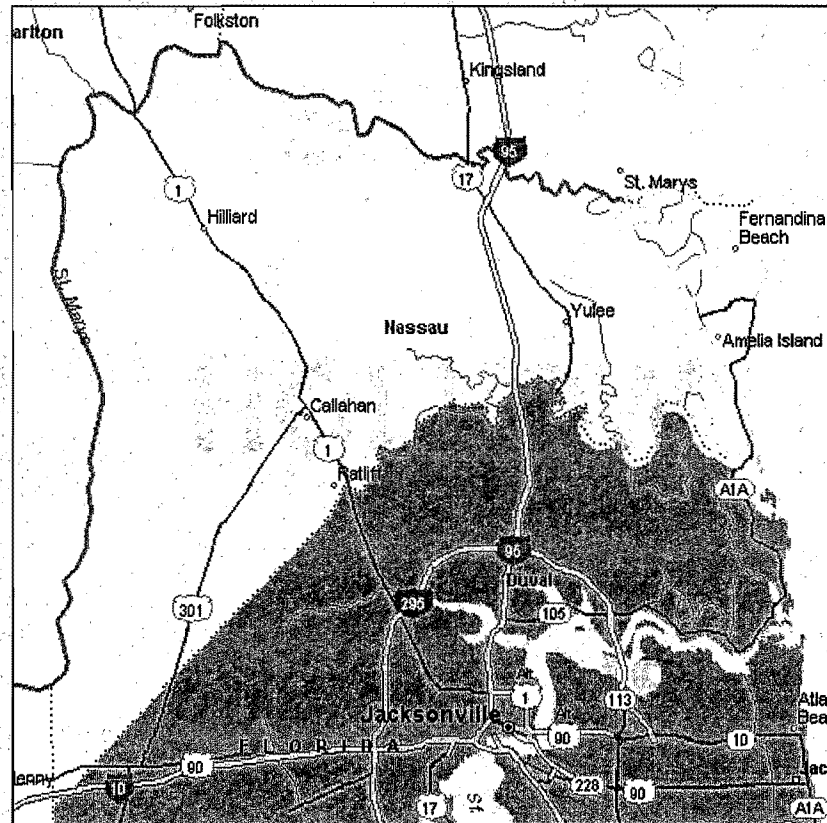
A vision without a task is but a dream. A task without a vision is drudgery. A vision and a task together are the hope of the world.

-found in a church in Essex, England 1730.



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

**EXHIBIT 1
LOCATION MAP OF NASSAU COUNTY**

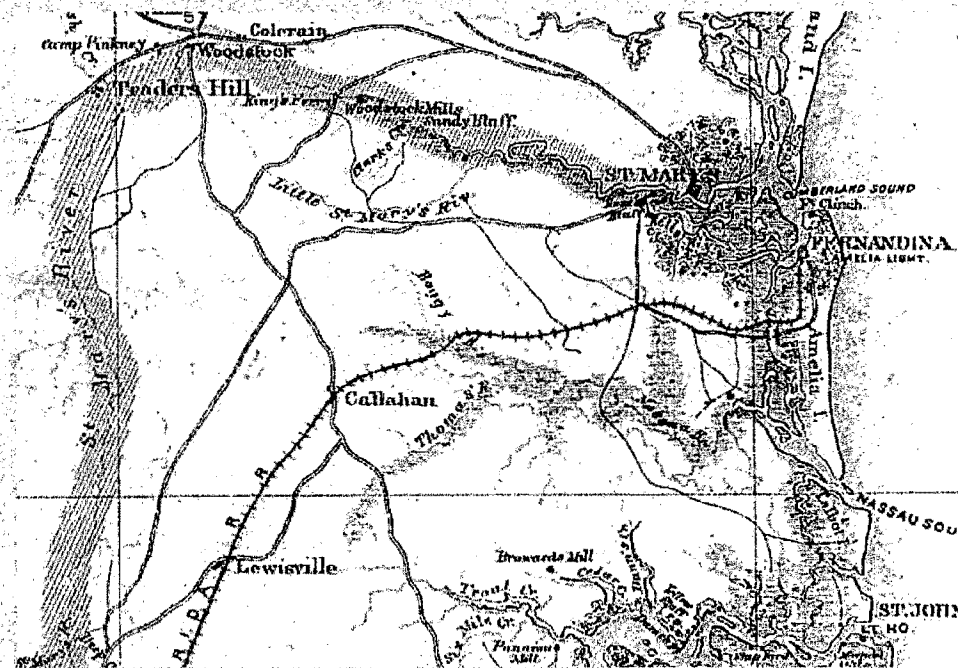


Source: http://www.floridacountiesmap.com/nassau_county.shtml.

10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

EXHIBIT 2
1864 MAP OF "NORTHERN PART OF FLORIDA"

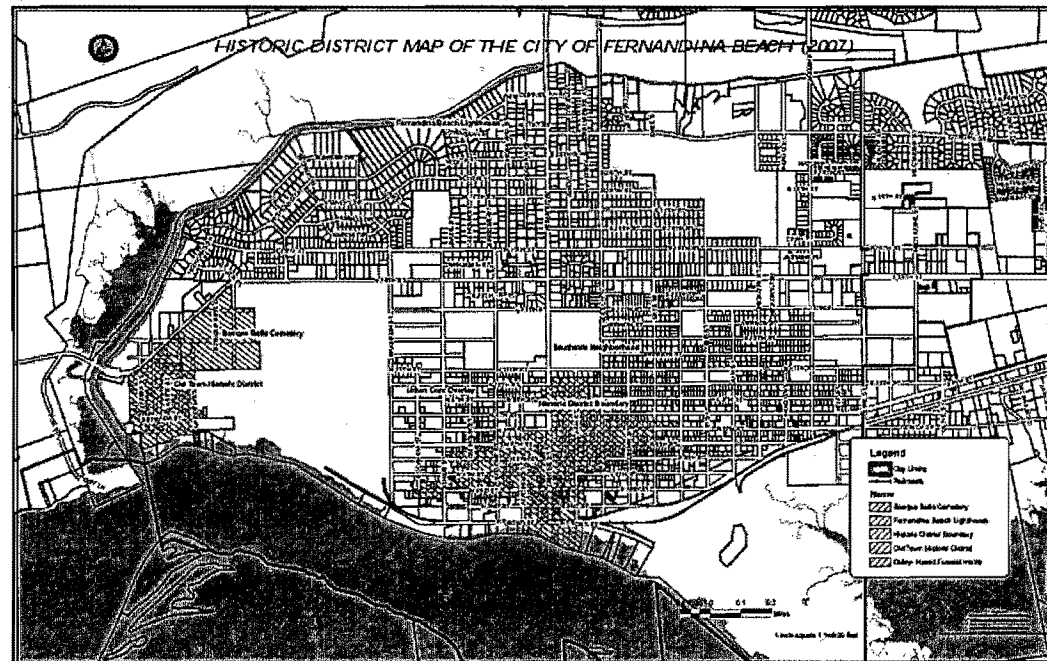


Source: A map depicting Nassau County as it was in 1864. Compiled and published at the United States Coast Survey Office, 1864.

10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

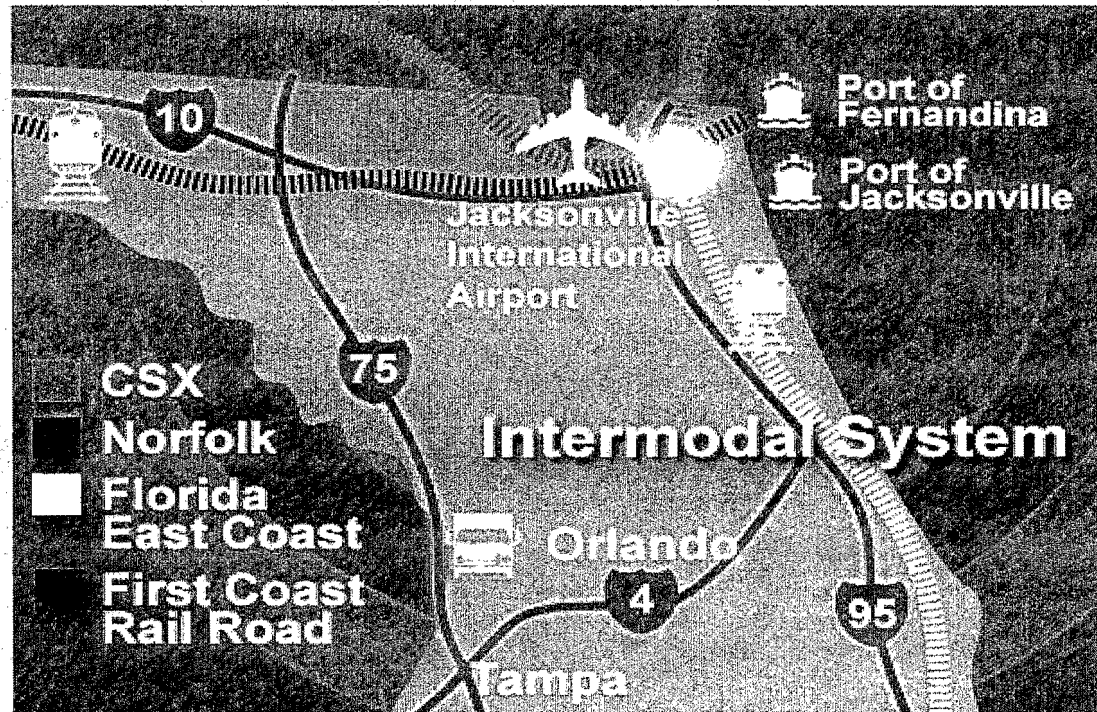
EXHIBIT 3
MAP OF THE HISTORIC DISTRICT OF THE CITY OF FERNANDINA BEACH



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

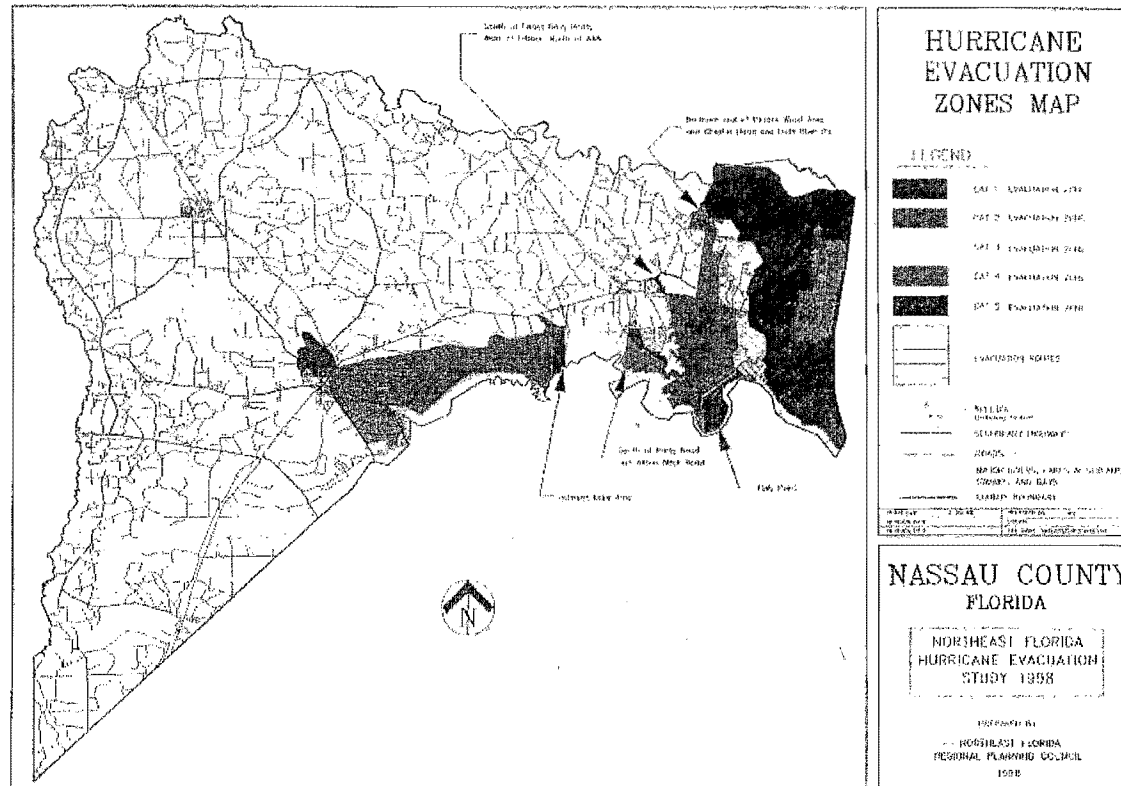
EXHIBIT 4 FLORIDA STRATEGIC INTERMODAL SYSTEM



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

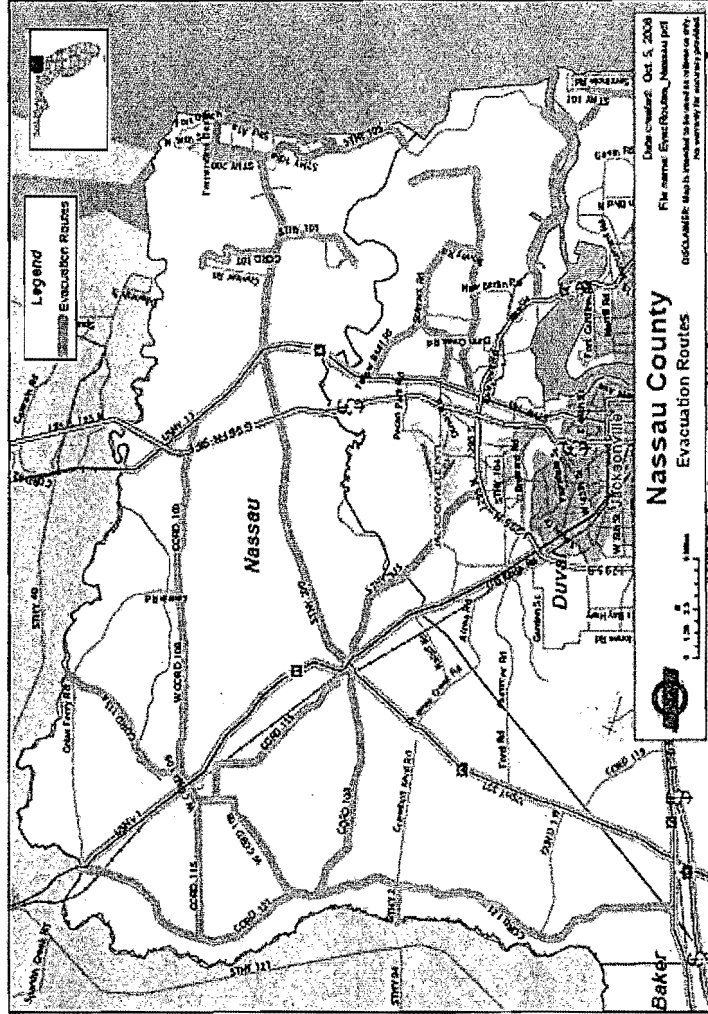
(Continued)

EXHIBIT 5 HURRICANE EVACUATION ZONES MAP (1998)



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

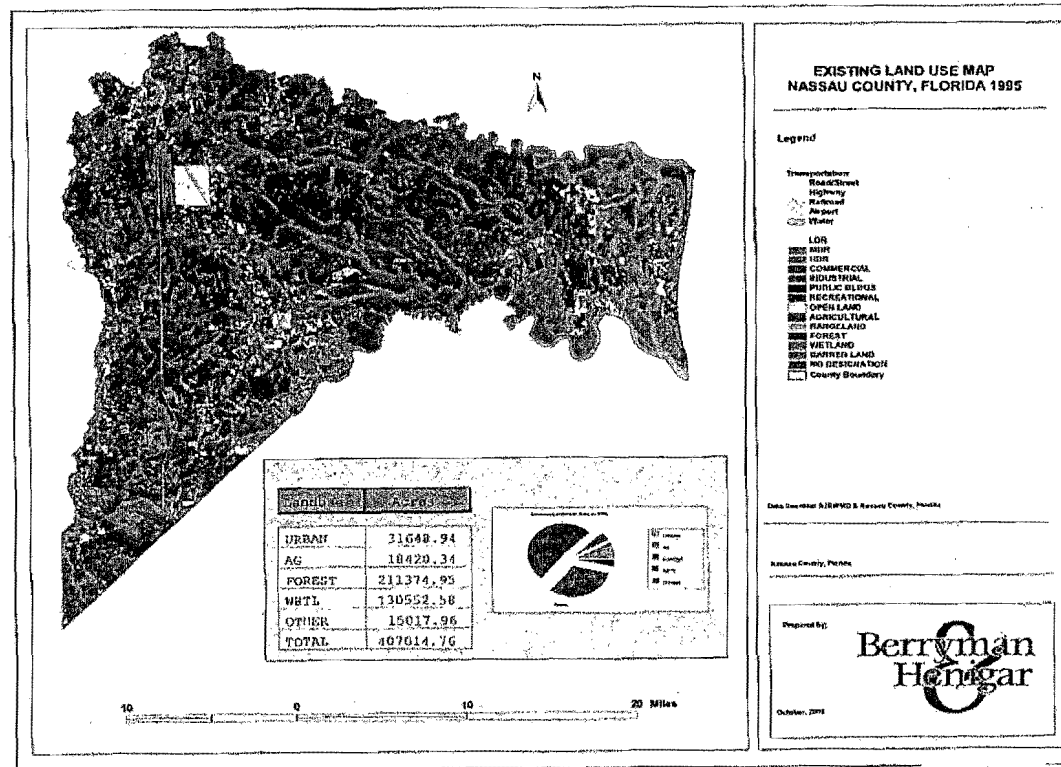
EXHIBIT 6
NASSAU COUNTY EVACUATION ROUTES MAP (2006)



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

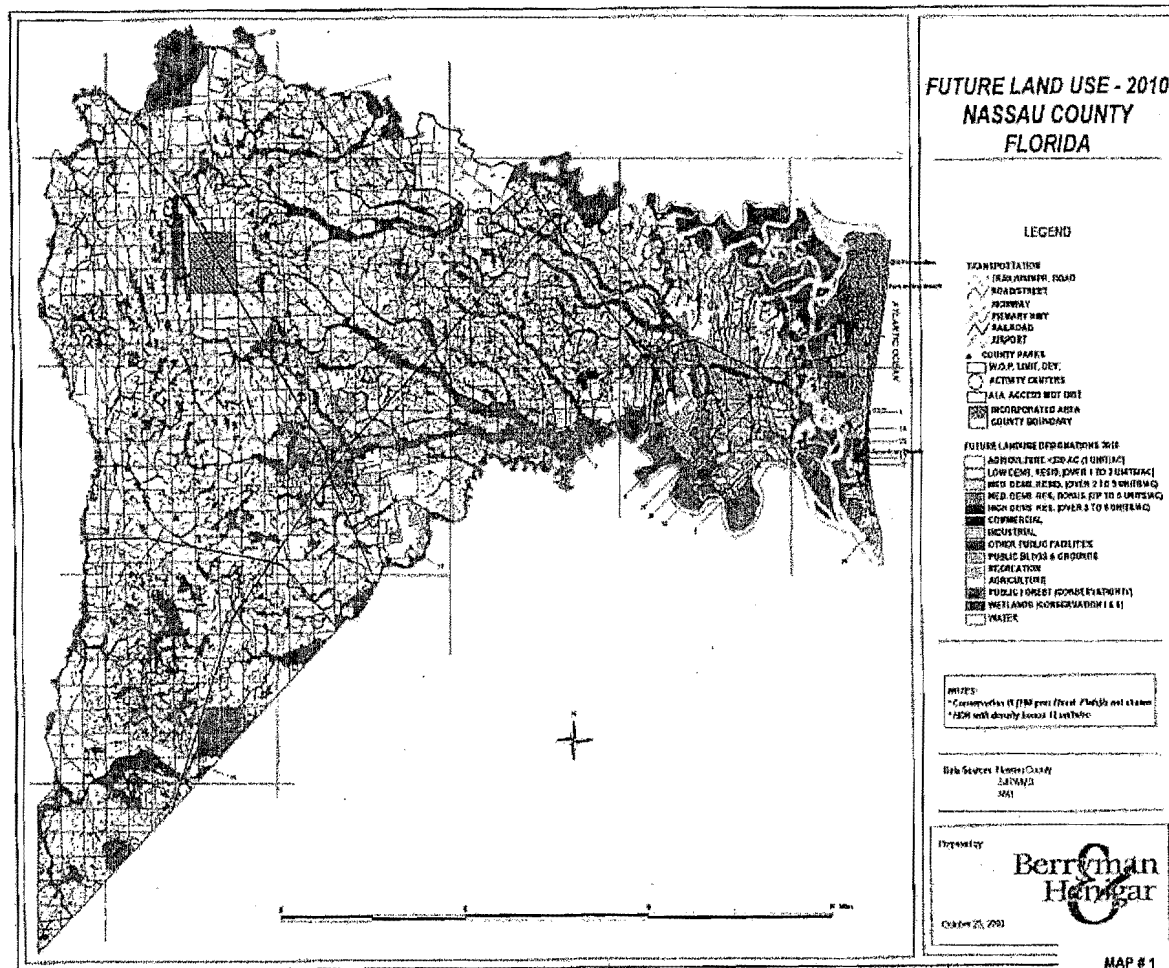
EXHIBIT 7
EXISTING LAND USE MAP (1995)



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

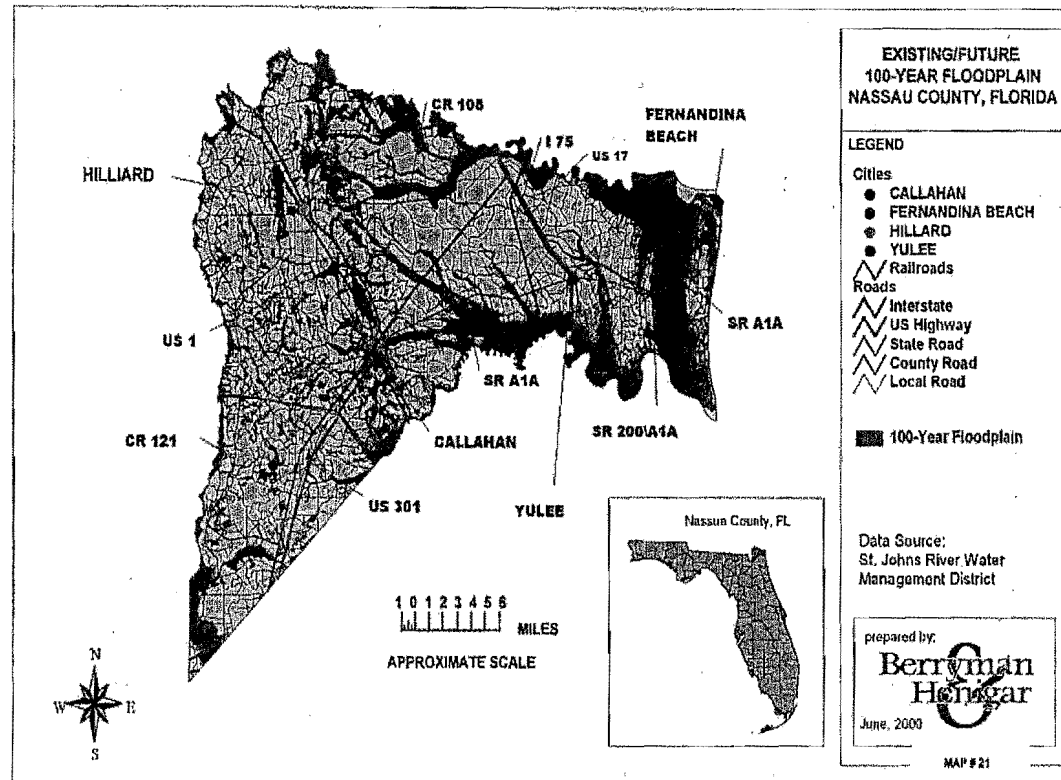
EXHIBIT 8 FUTURE LAND USE MAP (2010)



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

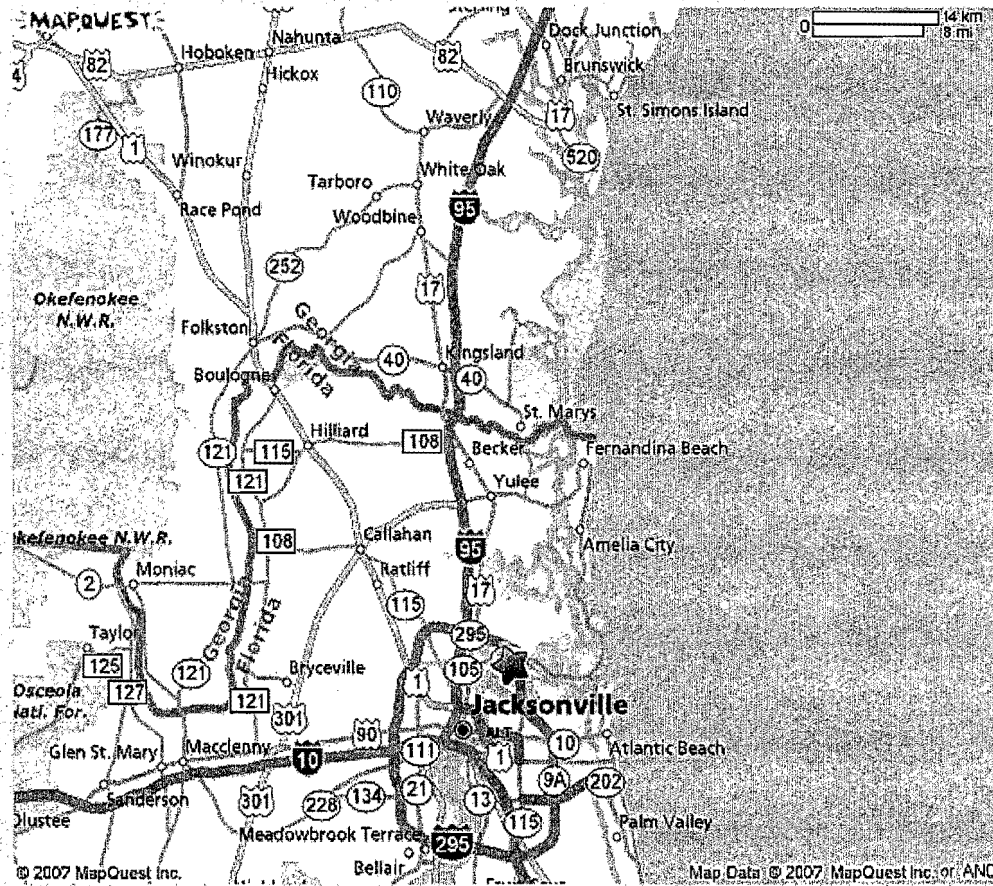
EXHIBIT 9 EXISTING/FUTURE 100-YEAR FLOODPLAIN (2000)



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

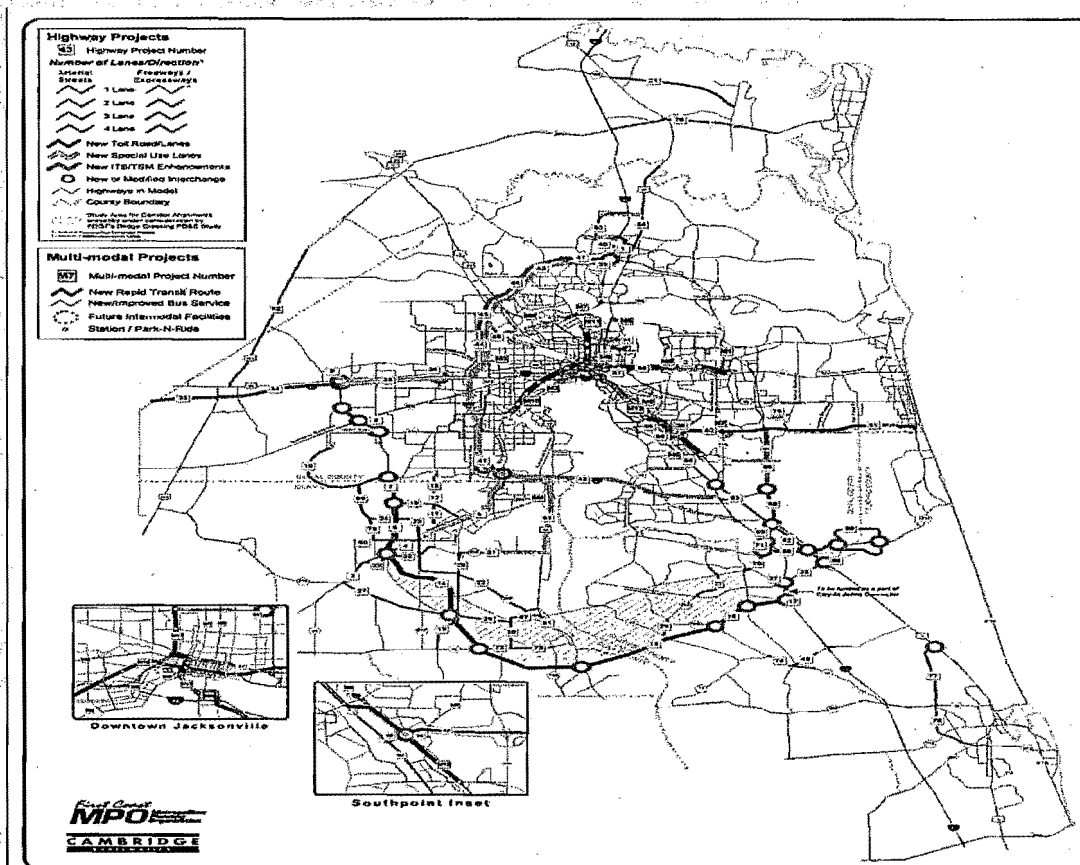
**EXHIBIT 10
MAIN ROAD NETWORK (2007)**



10. APPENDIX A: EXISTING CONDITIONS REPORT EXHIBITS

(Continued)

EXHIBIT 11 YEAR 2030 ADOPTED COST FEASIBLE PLAN PROJECTS

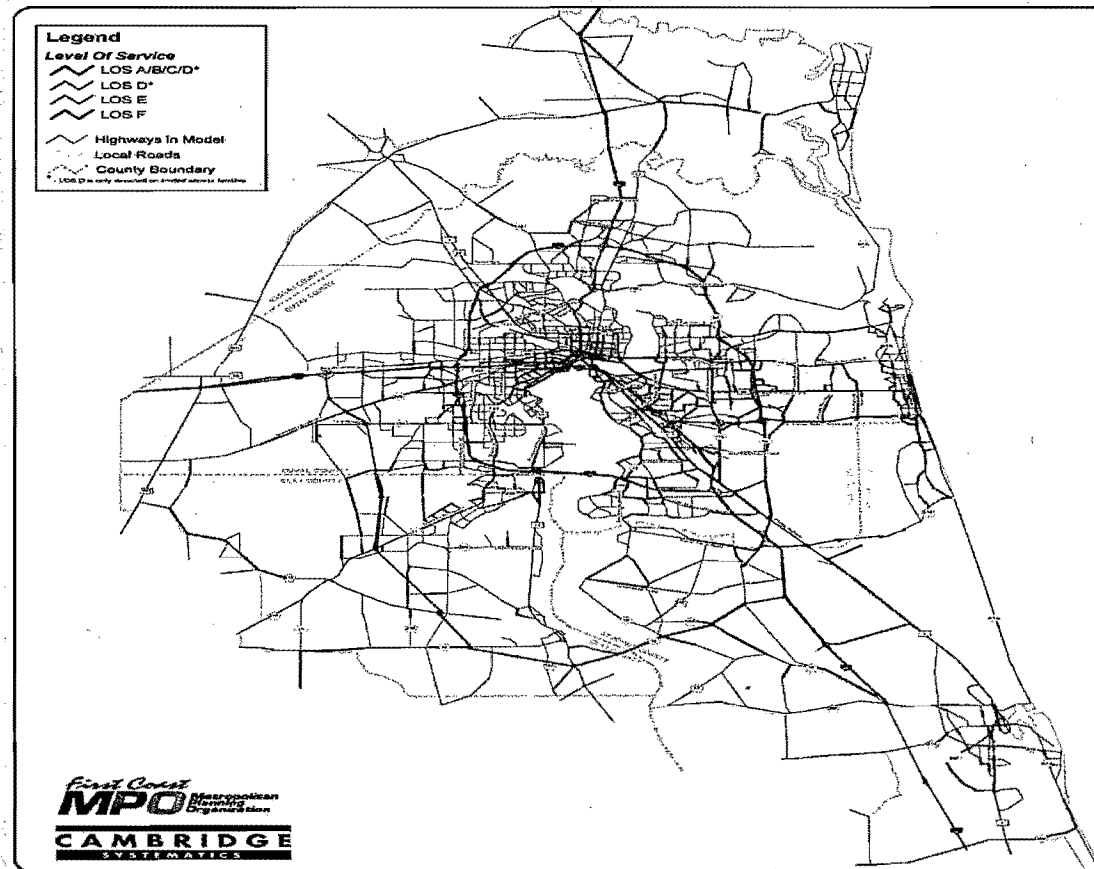


Source: First Coast Metropolitan Planning Organization, 2030 Long Range Transportation Plan, Figure 5.1 Year 2030 Adopted Cost Feasible Plan Projects.

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 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.

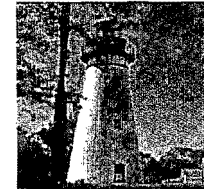
PLACE
POSTAGE
HERE



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

NASSAU COUNTY

COMMUNITY
VISIONING



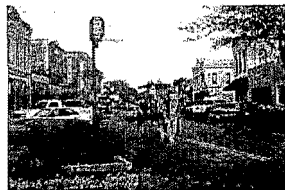
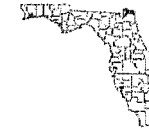
*What will Nassau County
look like in the year 2032, and
beyond? That depends on the
visions and actions of you, the
residents of Nassau County.*

*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.*



11. APPENDIX B: INFORMATIONAL BROCHURE

NASSAU COUNTY VISION 2032



The purpose of this brochure is to introduce you to Nassau County Vision 2032. One thing is certain: Nassau County is changing. What changes will the future bring? That depends on you. The goal of Nassau County Vision 2032 is to involve the residents of Nassau County in developing a long-range vision of what the County should look 10 and 25 years from now. Participating in Nassau County Vision 2032 gives you a voice in shaping what Nassau County will be like when your children and grandchildren grow up.

Please take time to read this brochure to learn how you can participate in the upcoming public meetings and be a part of positively shaping the future of Nassau County.

You can find more information about Nassau County Vision 2032 by visiting the project Web sites at <http://nassauvisioning2032.mgtamcr.com> or www.nassaucountyvision.com.

MEETING SCHEDULE AND LOCATIONS

Meetings will be held on the dates and in the communities listed below. All meetings are open to every resident of Nassau County. Meetings begin at 7:00 p.m. and will continue until attendees have provided their input.

| | |
|----------------------------|---|
| Monday, February 18, 2008 | Yulee High School 85375 Miner Road, Yulee |
| Tuesday, February 19, 2008 | Hilliard Middle-High School 1 Flashes Avenue, Hilliard |
| Tuesday, March 18, 2008 | Fernandina Beach High School 435 Citrona Drive, Fernandina Beach |
| Monday, April 21, 2008 | Breville Community Center 7280 Atlantic Road, Breville |
| Tuesday, April 22, 2008 | West Nassau High School 1 Warrior Drive, Callahan |
| Monday, May 12, 2008 | Yulee Middle School 85439 Miner Road, Yulee |
| Tuesday, May 13, 2008 | First Baptist Church of Boulogne 28226 Church Drive, Hilliard* |
| Tuesday, May 20, 2008 | Fernandina Beach High School 435 Citrona Drive, Fernandina Beach |

* Tentative Location.

TOPICS OF DISCUSSION

Come prepared to participate in discussions on the countywide topics listed below. The questions that follow are topics intended to get you thinking about the issues. If you've got other thoughts, we want to hear them!

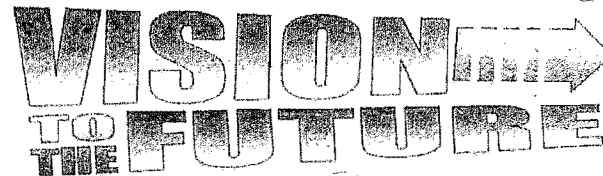
- **Cultural Opportunities** – Are there enough libraries, art centers, historical sites, and museums?
- **Recreation & Open Space** – Are more public parks, bike and walk trails, and other recreational facilities needed?
- **Environment** – How can we protect the County's lands, waters, and wetlands while also making room for people to live and work?
- **Education & School Facilities Plan** – Are County schools meeting the needs of our children?
- **Infrastructure** – Should more roads be built, or is a bus or train system the answer to our busy highways?
- **Growth Management** – What should the County do to control where housing and businesses are built?
- **Economy & Workforce** – What can the County do so that our children don't have to move away to find work and affordable places to live?
- **Tourism** – How should Nassau County manage tourism?
- **Governance** – What should be role of County government and how should it implement your vision?
- **Health Care & Social Services** – Are the medical and social services you need available in the County?
- **Public Safety** – Does the County have enough policemen, firemen, and emergency medical workers?



12. APPENDIX C: PUBLIC INVOLVEMENT MEETINGS SCHEDULE



Nassau County Vision 2032



If you had the chance to affect the future,
what changes would you make?

Now is your chance. Nassau County is changing.
How do you want it to look in 25 years?

The Nassau County Board of Commissioners is inviting all residents
to attend the public meetings, participate in *Nassau County Vision 2032*,
and help to *positively* shape the future of Nassau County.

| | |
|----------------------------|---|
| Monday, February 18, 2008 | Yulee High School 85375 Miner Road, Yulee |
| Tuesday, February 19, 2008 | Hilliard Middle-High School 1 Flashes Avenue, Hilliard |
| Tuesday, March 18, 2008 | Femandina Beach High School 435 Citrona Drive, Femandina Beach |
| Monday, April 21, 2008 | Bryceville Community Center 7280 Moates Road, Bryceville |
| Tuesday, April 22, 2008 | West Nassau High School 1 Warrior Drive, Callahan |
| Monday, May 12, 2008 | Yulee Middle School 85439 Miner Road, Yulee |
| Tuesday, May 13, 2008 | First Baptist Church of Boulougne 28226 Church Drive, Hilliard (Tentative Location) |
| Tuesday, May 20, 2008 | Femandina Beach High School 435 Citrona Drive, Femandina Beach |

All meetings begin at 7:00 p.m. and will continue until attendees have provided their input.

*Together, let's set Nassau County on the path
to the future we all want.*

Persons with disabilities requiring accommodations in order to participate in this activity should contact (904) 548-4669 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.

13. APPENDIX D: RESIDENT WRITTEN COMMENT FORM

NASSAU COUNTY VISION 2032 Resident Written Comment

Your opinion matters. If you do not desire to speak publicly, write your comments on the newsprint provided, or if you have additional thoughts that you would like to share, please complete this comment form and turn it into one of the meeting facilitators.

Please mark the appropriate box and provide your written comment in the space provided. A brief definition of each topic is provided.

- Cultural Opportunities and The Arts:** Availability of intellectual activities, groups, organizations, and/or facilities.
- Recreation & Open Space:** Indoor or outdoor recreation facilities such as parks, ball fields, or community centers; and outdoor space that is undeveloped and may or may not be open to public use.
- Environment:** Land, water, and air left in its natural state.
- Education & School Facilities Plan:** Instructional programs and the physical buildings, lands, and contents of the school system.
- Infrastructure:** Refers to the roads, airports, railways, utilities, public transportation systems, and parks and recreational facilities.
- Growth Management:** Methods used by government to ensure that as the population grows that there are services available to meet their demands. These are not necessarily only government services. Other demands such as the protection of natural spaces, sufficient and affordable housing, delivery of utilities, preservation of buildings and places of historical value, and sufficient places for the conduct of business are also considered.
- Economy & Workforce:** Economy means creating and sustaining jobs. Workforce means the employees that fill jobs.
- Tourism:** The practice of traveling for recreation or leisure and the services provided to those visitors.
- Governance:** The system of County government that has legal authority to regulate, zone, and enforce laws.
- Healthcare & Social Services:** Health care means medical and dental facilities and access to medical and dental care. Social service means medical and public assistance services provided by the government.
- Public Safety:** Police and fire protection, emergency medical transport services, disaster planning, and public health services.
- Other:** Topic does not fit into one of the other categories.

Thank you for comments and for helping to positively shape the future of Nassau County.

MGT
OF AMERICA, INC.



14. APPENDIX E: COMMENT THEMES FROM PUBLIC INVOLVEMENT MEETINGS

Please see following pages.

RECREATION & OPEN SPACE

Yulee High School, Monday, February 18, 2008

- **Develop park system**
 - Acquire as much park land now as possible, before it is developed.
 - The county needs to interconnect the green acres throughout the county with bike paths and trails for hiking.
 - Rails to trails; and bike and walking paths are needed.
 - There needs to be more places to go and commune with nature, and play tennis, run/walk, and exercise outdoors.
- **Develop opportunities for the youth**
 - "Keep our "youth's" needs in mind."
 - More parks with programs for youth of our county are needed.
 - Develop a park and recreation department in Yulee; and improve ballpark, football fields, and basketball courts throughout Yulee.
- **Remember all county residents when developing facilities**
 - "While making parks and playgrounds, let's not forget our senior in our community."
 - "Let us remember and keep in mind all the people."

Hilliard Middle-High School, Tuesday, February 19, 2008

- **Increased recreational opportunities**
 - The county needs to develop a skate park.
 - There need to be more biking, hiking, and walking trails.
 - A public swimming pool should be built on the west side of the county.

Fernandina Beach High School, Tuesday, March 18, 2008

- **Develop park system**
 - Acquire as much park, marsh, and open land now as possible.
 - New developments should be required to set aside a certain percentage of land for parks and open space.
 - Develop a system of trails for biking, walking, and hiking throughout the County.

Nassau Vision 2032
Major Themes Compiled from Public Comments

➤ **Opportunities for youth**

- More recreational activities such as a water park, bowling alley, or skating rink are needed.
- "Our kids need programs that focus on the natural environment."

➤ **Enjoying the beaches**

- Leash and "clean-up" laws need to be enforced on the beaches.
- Cars should not be allowed on American Beach.
- Keep allowing driving at Peter's Pointe and at the south end of the island.
- Horse riding should continue to be allowed on the beaches.

Stakeholder Interviews, October & November 2008

➤ **Develop park system**

- The county needs to interconnect the green acres throughout the county with bike paths and trails for hiking.
- "Develop the old railroad bed into a bike path."
- Need to public access to the St. Mary's River.
- There needs to be more focus on recreational facilities across the County. The establishment of a Park and Recreation Department would help with this effort.

➤ **Develop opportunities for the youth**

- The County needs facilities for the youth such as a skate park, and swimming pool.

ENVIRONMENT

Yulee High School, Monday, February 18, 2008

➤ **Nassau County must protect its trees**

- "I love our beaches and our trees."
- "Save our trees!"
- Nassau County needs a tree ordinance.
- Without trees, the county will lose not only its quality of life but under mind tourism, which generates tax dollars.
- "Saving trees, saves power, oil, etc. Three well-planned trees can save up to 20 percent of energy costs. Clear cutting waste energy!"

➤ **Recycling and litter control**

- Recycling opportunities need to be enhanced.
- There needs to be stricter enforcement of litter laws.

Nassau Vision 2032
Major Themes Compiled from Public Comments

Hilliard Middle-High School, Tuesday, February 19, 2008

- Y **Protect the water quality**
 - There are too many septic tanks in use. There needs to be a county water and sewer system.

Fernandina Beach High School, Tuesday, March 18, 2008

- Y **Nassau County must protect its trees**
 - The County needs a reasonable and working tree ordinance in place that protections old growth. Developers should be required to landscape and plant native vegetation along the roadside.
 - "NO CLEAR CUTTING!"
 - The County needs to plant more trees.
- Y **Restore and protect Egans Creek Greenway**
 - A decision needs to be made if Egans Creek is going to be fresh water or salt water. Once that decision is made, effort needs to be put in to restoring it.
 - "The destruction of the Greenway is a tragedy that must be reversed."
- Y **More needs to be done to preserve open space**
 - The County must do more to protect wetlands.
 - In areas where development is allowed, there needs to be strict enforcement standards for conserving and protecting open space, better storm water management, and protection for wildlife.
 - "Incorporate wildlife habitats into every building project – large and small scale."
- Y **Increase County recycling program**
 - The County needs to take steps to encourage recycling.

Stakeholder Interviews, October & November 2008

- Y **Keeping Nassau beautiful**
 - The County needs a tree ordinance.
 - The County must increase its conservation efforts to preserve open space.
 - There needs to be a balance between the environment and development.
 - There are too many temporary signs. The sign ordinance needs to be enforced.
 - More needs to be done to preserve Egans Creek Greenway.

Nassau Vision 2032
Major Themes Compiled from Public Comments

ECONOMY & WORKFORCE

Yulee High School, Monday, February 18, 2008

- **Attract new job opportunities to the county**
 - Tourism brings low wage salaries. The county needs higher paying "high tech" business to bring up the wages in the county.
 - The county needs to attract "green," color jobs.
 - Jobs in technology, clean-heavy manufacturing, biotechnology and health sciences should be attracted.
 - "We need additional industry so our kids can work at home!"
 - Tax incentives should be used to bring new employment to the county.
- **Job training**
 - Educate students for the jobs (technology) of the future.
 - There needs to be increased emphasis on trade and vocational training.
 - More money should be invested in technical trade schools
 - Give incentives to attract companies to the area to supply training and job referrals.
- **Affordable housing is needed**
 - The county needs an affordable housing policy.
 - Provide realistic options for workforce housing. Much traffic can be eliminated if people can live where or close to where they work.
 - Affordable housing for low income and senior citizens is needed.

Hilliard Middle-High School, Tuesday, February 19, 2008

- **Attract new job opportunities to the county**
 - The county needs more job opportunities for its residents. Many county residents have to travel to Duval County for work.

Fernandina Beach High School, Tuesday, March 18, 2008

- **Nassau County needs more affordable housing**
 - Affordable housing is needed in the County.
 - Nassau County should provide incentives for developers to build more affordable housing.
 - "We desperately need housing for the good folks who do the work – firemen, teachers, nurses, and others who make up the middle class."

**Nassau Vision 2032
Major Themes Compiled from Public Comments**

➤ **The County needs to attract industry**

- Strong, good paying jobs that provide benefits are needed in Nassau County.
- The County needs to attract companies that will bring higher paying jobs that will not adversely affect the environment.
- "Respect the mills and the high paying jobs they create."
- "Keep business taxes reasonable. Don't run small business out with too burdensome taxes."
- Use the schools as a resource to provide vocational training. The availability of a trained workforce will encourage employers to relocate to Nassau County.

Stakeholder Interviews, October & November 2008

➤ **The County needs to do more to attract industry**

- Intermodal transportation (I-95, airport, rail, port) could make Nassau County a hub for industry, transportation, and distribution center.
- The County needs to develop industrial parks to attract industry. The I-95, U.S. 17, A1A triangle needs to be developed with "clean" industry.
- A stable health care system will attract high tech and bio tech industry.
- Businesses must be attracted to the western part of the County to increase the tax base.
- Steps need to be taken to attract high paying jobs in light industry, manufacturing, information technology, and medical research.

➤ **The County needs more affordable housing options**

- There was overwhelming agreement that the County needs to do more to offer incentives (density bonus, lower impact, connection, inspection, and permitting fees) for the construction of affordable housing units.

➤ **The business climate needs to be improved**

- The permitting system is too difficult. The County inhibits business through the permitting process. The County needs to streamline how development is approved.
- The development approval process needs to be open and accountable.
- "It is 'painful' doing business with the County."

Nassau Vision 2032
Major Themes Compiled from Public Comments

TOURISM

Yulee High School, Monday, February 18, 2008

➤ **Tourism is good for Nassau County**

- "Tourism vital. We need to preserve and carefully expand the historic district and the harbor front!"
- Residents need more education on the importance of tourism to Nassau County. Nassau County's well-being and future growth opportunities are directly tied to tourism. County commissioners need to recognize and support tourism efforts through better decision making on construction and the elimination of green space in the county.
- Create bed tax opportunities for all of Nassau County, not just Amelia Island.

➤ **Tourism is not good for Nassau County**

- Tourism should not be Nassau County's main business. Tourism, for the most part, pays minimum wages.
- "With the economy going down, tourism goes down. The county is economically in a downward trend that is planned to continue over the next five years. People now can only pay for basics – food, water, utilities, shelter, etc., not tourism. This county should not look to tourism in 2032!"

Hilliard Middle-High School, Tuesday, February 19, 2008

➤ **More outdoor tourism opportunities**

Fernandina Beach High School, Tuesday, March 18, 2008

➤ **Tourism is an important component of the local economy**

- "Tourism is vital to the County."
- More should be done encourage eco-tourism.
- Tax incentives and reduced taxes need to be provided in order to support the small businesses that are the lifeblood of Fernandina Beach.
- Tourism brings with it a demand for increased government services. The cost and benefit of tourism must be kept in balance.
- Amelia Island's beaches must be kept clean and safe.
- Downtown Fernandina Beach is driven by small business. It needs to be kept that way in order to maintain the small town feeling that attracts people to the area.
- Tourism is important to the economy of Nassau County but more needs to be done to attract industry to create a wider economic base.

**Nassau Vision 2032:
Major Themes Compiled from Public Comments**

- Y **More should be done to develop the marina**
 - Boating is an important component of the tourism industry. The water front should be developed to be more boat-friendly.

Stakeholder Interviews, October & November 2008

- Y **Tourism is an important component of the local economy**
 - Tourism should be encouraged.
 - The bed tax should be increased in order to market tourism.
 - The small town feel of Fernandina Beach needs to be maintained.
 - "Grow tourism."

Nassau Vision 2032
Major Themes Compiled from Public Comments

CULTURAL OPPORTUNITIES & THE ARTS

Yulee High School, Monday, February 18, 2008

- **Expand the public library system**
 - The library is the heart of the community. It needs more books and better space.
 - "Our libraries are too important to be treated as an optional 'cultural opportunity' -- shift library funding to infrastructure/impact fees."
 - "The county needs to plan funding appropriately in order to provide a growing, vibrant library system -- including buildings, computers, collections, and staff. Libraries are free -- no cost to enter."
- **Public funding for the arts**
 - The county needs to form and support an Arts Council that will support art/culture -- use state funds available for this purpose.
 - "We need more teaching of the fine arts to our children. Very important to develop critical teaching/thinking skills."
 - The county should financially support the existing arts organizations, who work to provide an outlet for fine and performing arts in the community.
 - "It is disgraceful that a county with our budget gives nothing to the arts."
- **Nassau County needs a conference center**
 - The county needs a combined conference/cultural arts center.
 - Nassau County needs a centrally located auditorium for music programs, banquets, etc., a Yulee library and a Yulee Historical Museum of local history.

Hilliard Middle-High School, Tuesday, February 19, 2008

- **Public library system**
 - The library needs to be open on Saturday and/or Sunday and later during the week.
 - "Expand libraries!"
- **Other opportunities**
 - There needs to be a venue for concerts, art exhibits, and trade shows.

Fernandina Beach High School, Tuesday, March 18, 2008

- **Performing Arts/Civic Center**
 - The County needs a venue for music and other performing arts.

**Nassau Vision 2032
Major Themes Compiled from Public Comments**

- Create a natural landscape amphitheater on Main Beach; support a performance venue in downtown Fernandina Beach.
- The County needs a performing arts/civic auditorium.
- Purchase the First Baptist Building
- All cultural activities should be placed under the direction of one department.
- "Most cultural facilities cost to operate and build in excess of fees received... If we want these items, we must be will to pay."

➤ **Public library system**

- Fernandina Beach needs a new library with space for films, lectures, musical performances, etc., and more money for books.
- Build a new, larger library facility in Fernandina Beach to serve the residents for the next 20 years.
- The library facilities should be expanded to include meeting rooms – essentially to promote opportunities for cultural education for adults.
- "The library is the educational and cultural center of a community. New residents or potential residents look at the library before moving here."

➤ **Exposure to fine arts and culture**

- Arts and cultural opportunities serve a dual purpose: they help with education and intellectual growth, and with tourism.
- The western part of the County is not as well served as Amelia Island when it comes to the arts and cultural opportunities.
- "Support art education and libraries with schools."
- Children need more exposure to the arts at school. Greater exposure to the arts broadens children's perspective and results in less delinquency problems.

Stakeholder Interviews, October & November 2008

➤ **Development of cultural facilities**

- The County needs cultural facilities like a small scale performing arts center but they should not duplicate what is already available in Jacksonville.
- The County needs additional libraries.
- More recreational facilities are needed in the western part of the County.
- The waterfront should be developed for recreational uses.

Nassau Vision 2032
Major Themes Compiled from Public Comments

EDUCATION & SCHOOL FACILITIES PLAN

Yulee High School, Monday, February 18, 2008

- Higher education campus in Nassau County
 - Nassau County needs a full-service college campus.
- School administration
 - The school superintendent should be appointed, not elected.
 - School board members should not be paid.
- Importance of well-rounded education
 - "I am proud of our "A" district."
 - "We need to prepare our students for their future, not our past! Technology is critical!"
 - "Education is our lifeblood. Quality education equates to quality people."
 - Vocational endeavors need to be increased because only a small percentage of students complete college, but all need to have employable skills.
 - There needs to be higher end classes like magnet schools.

Hilliard Middle-High School, Tuesday, February 19, 2008

- Build additional schools and upgrade facilities
 - Build separate middle and high schools in Hilliard.
 - Upgrade school buildings.
 - Make schools more secure.
 - Purchase land soon and pay for facilities in advance.
- Other educational opportunities
 - Need to expose student to the numerous different professions that exist, e.g. many different types of engineers, etc.
 - Start foreign language at early age.
 - Provide more choice in activities.

Fernandina Beach High School, Tuesday, March 18, 2008

- Increase the emphasis on math and science education
 - The schools need to put added emphasis on math and science education.

**Nassau Vision 2032
Major Themes Compiled from Public Comments**

- "Need to create focus on math and science."
- Y **Increase the access to vocational training**
 - Vocational and trade programs need to start at an earlier grade level.
 - "Develop a trade school/career education curriculum to training workers and cooperate with local businesses to formulate a plan for internship type opportunities in real growth industries. This will attract companies looking for a reliable, trained workforce."
- Y **More art education in the schools**
 - The County needs to increase the availability of art education.
- Y **Integrate schools and libraries**
 - The County needs to integrate programs with schools and libraries.
 - "Emphasize the degree to which an effective library is part of an adequate education and both develop an appropriate library and train students to use them to their maximum benefit."
- Y **Upgrade and improvements to school facilities**
 - The aging schools on the island need to be repaired, updated, or replaced.
 - The playgrounds at schools need to be improved.
- Y **Appointed, rather than elected school superintendent**
 - The superintendent of schools should be an appointed rather than an elected office.

Stakeholder Interviews, October & November 2008

- Y **Status of County school system**
 - Nassau County has a good school system but courses must become more challenging.

Nassau Vision 2032
Major Themes Compiled from Public Comments

INFRASTRUCTURE

Yulee High School, Monday, February 18, 2008

➤ **Improve road network**

- Anticipate growth via making a grid road system that developers "buy" once they are built.
- Upgrade primary roads to support future growth.
- Roads should be widened (with growth space) for future traffic.
- Need alternative route to and from Amelia Island for traffic relief and for emergency evacuation.
- It is critical that A1A be upgraded to provide secondary roads. The county cannot attract industry or evacuate effectively if that is not addressed.
- Create a secondary east/west corridor as an alternative to A1A – financed as a toll road.
- Install biking and walking paths along roads.

➤ **Impact fees must cover new development**

- Developers need to pay for the impact their developments have on roads, social services, libraries, etc.)
- Builders should be responsible and must pay for access road to their projects.
- The County should consider some road construction that ultimately is paid for by developments.
- Make developers responsible for school sites, infrastructure, and a share of the school's construction.

➤ **Need for mass transit**

- Nassau County needs a light rail transportation system.
- Prepare for mass transit by creating density "islands." Place density islands along current train or right of ways.
- A public transportation system between Nassau and Jacksonville is needed.

Hilliard Middle-High School, Tuesday, February 19, 2008

➤ **Improve road network**

- An interchange needs to be added at I-95 and highway 108.
- Sidewalks and a safe place to bike along highways are needed.

**Nassau Vision 2032
Major Themes Compiled from Public Comments**

- **Need for mass transit**
 - Some type of public transportation is needed for the west side of county.
- **Logging trucks**
 - Too many logging trucks are bypassing the truck stop.
 - A facility along railways for pulpwood truck to offload wood to be railed to the mills is needed.

Fernandina Beach High School, Tuesday, March 18, 2008

- **A solution needs to be found for traffic problems on A1A**
 - Parallel and alternate roads are needed to relieve the congestion along A1A.
 - A1A needs to be widened and service roads installed.
 - The traffic laws need to be enforced along A1A.
 - "Limit growth of A1A traffic – it is dangerous!"
 - Bike paths are needed on A1A and on other County roads.
- **Nassau County needs a public transportation system**
 - Nassau County needs a public transportation system—buses and/or rail—that will alleviate some of the traffic along A1A.
 - There needs to be light rail system that runs to Jacksonville.
- **An alternate route to the paper mills is needed**
 - An alternate route or method for getting logs to the mills on Amelia Island needs to be found besides transporting them by truck along A1A.
- **Concurrency and impact fees**
 - "Demand concurrency—no housing or strip mall development without road access."
 - Development should be limited to the carrying capacity of the infrastructure. If the capacity will be exceeded, developers should be required to pay for improvements.
- **Improvement are needed to the County utility system**
 - The County needs to develop and maintain a storm water master program. The system should include a natural filtration system and nitrogen converter.
 - Utilities should be placed underground. This will improve the look of the County and protect the utilities in the case of storms.
- **Improvements to American Beach**
 - American Beach needs a water and sewer system, paved roads, and fire hydrants.

**Nassau Vision 2032
Major Themes Compiled from Public Comments**

Stakeholder Interviews, October & November 2008

- **Improved road network**
 - Parallel and alternate roads are needed to relieve the congestion along A1A.
 - Limit access along A1A in order to facilitate the flow of traffic.
 - Another route on/off of Amelia Island is needed.
 - The County should consider the use of a toll road/expressway.

- **Upgrades and Improvements to services**
 - The County needs to replace wells and septic tanks with access to public water and sewer service.
 - Natural gas services in needed in the County.
 - Utility lines should be placed underground.

- **Impact fees charged and used in the County**
 - Impact fees are not covering expenses. Developers need to pay for the impact their developments have on roads, social services, libraries, etc.
 - The County needs to spend the impact fees that it has collected.
 - Developers and builders should be given incentives to build amenities and roads. Trade off density credits for building more parks and open space.
 - "Developers are willing to pay fair share on impact fees."
 - User fees, rather than impact fees should be assessed.

- **Need for mass transit system**
 - The County needs to develop a mass transit system possibly using the railroad right-of-ways.
 - The County needs an intra-county bus or transit system.
 - There should be a commuter train that runs from Nassau County to downtown Jacksonville.
 - Others felt that a bus or transit system was not feasible or sustainable.
 - Transportation is an inter-jurisdictional issue. Nassau County is not fairly represented on the Regional Planning Commission.

Nassau Vision 2032
Major Themes Compiled from Public Comments

GROWTH MANAGEMENT

Yulee High School, Monday, February 18, 2008

- Keeping Nassau County green
 - Develop A1A in beautiful way with trees saved and access roads to limit curb cuts.
 - Buffer commercial development with extensive landscaping.
 - Landscape medians for all roads of four lanes or more.
 - Interconnect park-green belt system that allows for preservation and recreation.
- Controlling growth
 - PUDs, if approved, should be connected and not be isolated pockets.
 - The future land use map and comprehensive plan needs to allow for mixed use/village type development.
 - Establish density nodes that would allow for seven or more units per acre with the expectation that one day mass transit would connect these nodes.
 - Dense areas could be balanced by a green space purchased from the "Density bonus fund" that would be funded by a .4% county sales tax.
 - Limit the number of strip malls.
 - Property rights must be protected.
 - The Planning and Zoning Board and Commissioners need to establish "measures of merit"/metrics to make decisions on development.

Hilliard Middle-High School, Tuesday, February 19, 2008

- Impact fees must cover new development
 - Close loopholes developers use to avoid building infrastructure for their developments.
 - Make it so that new construction pays for itself.
 - Insist on adequate impact fees for construction of roads, underground electric service, schools, etc.

Fernandina Beach High School, Tuesday, March 18, 2008

- Stop the overdevelopment of A1A
 - Limit the growth on A1A.
 - A1A does not need anymore strip malls. Too many stores are sitting vacant.

**Nassau Vision 2032
Major Themes Compiled from Public Comments**

- "Why do we continue to allow developers to cut down trees to build empty shopping centers?"
- Control development of commercial enterprises of all kinds so that the environment and its natural inhabitants are preserved and increase congestion is avoided.
- The Comprehensive Plan should be followed. Variances should not be allowed.
- There should be architectural standards for how commercial buildings look. "No more neon!"

Y **Concurrency and impact fees**

- Impact fees are needed to cover the cost of providing government services.
- Increase concurrency fees for development.
- Impact fees should be used to purchase land for greenways, parks, and natural preserves.

Y **Trees**

- Nassau County needs a tree ordinance.
- "Let's promote 'good' development. Support reasonable tree protection, setbacks, and density."
- "A1A corridor is ugly as home-made sin! What a hideous introduction to our island. Get a decent buffer/landscape ordinance and enforce it!"
- Enforce a buffer zone of trees in front of commercial developments.
- "To keep it beautiful is smart economically."

Y **Maintain the small town feeling of Amelia Island**

- Respect the unique character of Amelia Island.
- Residents need to support the shops, restaurants, and bed and breakfasts in the historic district.
- The proliferation of subdivisions on Amelia Island takes away from its historical feel.
- "Preserve what we have."

Stakeholder Interviews, October & November 2008

Y **Controlling growth**

- Builders are getting around zoning laws by staying under the limit of 749 housing units. This loophole should be closed.
- Sprawl can be controlled by requiring cluster and more dense development.
- The County needs development based on low-impact development practices.
- The County needs to get away from approving strip malls.
- Future land use changes should be approved by the voters.

Nassau Vision 2032
Major Themes Compiled from Public Comments

➤ **Building livable communities**

- Communities need to be built where people can both live and work.
- The communities need to be more resident friendly with walking and biking paths, ball fields and parks, and interconnected green space.
- More shopping opportunities are needed in the western part of the County.
- Developments should be built with only one way in and out. The road network in communities should be interconnected so that you can move between them.

Nassau Vision 2032
Major Themes Compiled from Public Comments

HEALTH CARE & SOCIAL SERVICES

Yulee High School, Monday, February 18, 2008

- > Health care must be affordable
 - Work to provide a framework to address the needs of the uninsured.
 - Affordable health care for all children and seniors, especially dental -- more clinics.
 - Affordable care for the elderly.
 - "I want to see our community responsive to the needs of your youngest, those without voices (medical, dental, and counseling, Big Brothers/Big Sisters.)"
- > Transportation for elderly to medical facilities
 - Expand transportation for elderly and disabled.
 - Transportation to and from these [medical] locations for the needy, physically impaired, and seniors.
- > Improve access to health care
 - Focus on providing incentives to expand and address long-term care resources and draw ancillary service providers to help expand the health care network.
 - More doctors and medical centers for the entire county.
 - Home care services are needed.

Hilliard Middle-High School, Tuesday, February 19, 2008

- > Improve access to health care
 - Medical facilities are needed on the west side of the county.
 - An assisted living facility and adult day care facility is needed on the west side of the county.

Fernandina Beach High School, Tuesday, March 18, 2008

- > Access to health care needs to increased
 - County medical facilities need to be staffed with more specialists.
 - There is need for emergency psychiatric care and support for the mental health community.
 - Medical facilities are needed in the western part of Nassau County.
 - Access to affordable health care is needed for all County residents.

Nassau Vision 2032
Major Themes Compiled from Public Comments

✓ **Services for the elderly**

- The County needs to be prepared to provide services to an aging population.
- The County needs a new senior community center.
- Affordable assisted living facilities are needed.
- Nassau County needs to develop a better system for transporting people to healthcare facilities.
- Libraries are important to all ages.
- The Council on Aging needs a new facility from which to provide services.

Stakeholder Interviews, October & November 2008

✓ **Access to health care needs to be improved**

- Lack of health care should be a top priority for the County. Additional health care facilities are needed throughout the County but particularly in the western portion of the County where a hospital is needed.

PUBLIC SAFETY

Yulee High School, Monday, February 18, 2008

✓ **Enhance the fire department**

- More support for fire departments – staff and equipment.
- Build adequate firehouses.
- Proper training of fire rescue personnel is needed.

✓ **Law enforcement**

- Law enforcement does a fine job in the county.
- "Better law enforcement – it's a must that we do better in the county."

✓ **Traffic must be controlled**

- "Traffic is out of control."
- Turnabouts and traffic circles for high traffic should be used in residential areas.
- The county should consider using safety cameras.
- "Enforce the speeding laws on A1A. Lower the danger!"

**Nassau Vision 2032
Major Themes Compiled from Public Comments**

Hilliard Middle-High School, Tuesday, February 19, 2008

- **Stop using volunteer fire department**
 - Build paid stations on west side of county and hire more paid firefighters.
 - "Quit wasting money on volunteers."
 - Funds allocated for volunteer fire stations should be turn into paid stations.

Fernandina Beach High School, Tuesday, March 18, 2008

- **Disaster planning and hurricane preparedness**
 - There needs to be a good evacuation plan for getting people off Amelia Island in the case of hurricane.
- **Safety on County roads**
 - An alternate route or method for transporting logs to the mills on Amelia Island needs to be found besides transporting them by truck along A1A.
 - More roads are needed to take some of the pressure off of A1A.
 - New roads that are constructed should have sidewalks.
- **Safety on the beaches**
 - Driving on the beaches should not be allowed; it is dangerous.
 - There should be speed limits for how fast vehicles can travel on the beaches.
 - Pedestrians should have the right of way in crosswalks.

Stakeholder Interviews, October & November 2008

- **Enhance the fire department**
 - The County needs additional fire stations.

Nassau Vision 2032
Major Themes Compiled from Public Comments

GOVERNANCE

Yulee High School, Monday, February 18, 2008

- **Form of county government**
 - Consolidate government similar to Duval County.
 - Expand commission to seven members and have district election of commissioners.
 - Expand commission to seven members with five elected by district voters and two elected at-large.
 - Nassau County needs a charter form of government.
 - Nassau County does not need charter government.
 - Empower the County Administrator.
- **County government needs to change the way it operates**
 - Reduce rules and eliminate ordinances that create a drag on small businesses.
 - County commission needs to be more accessible to the public.
 - "Get rid of the "good old boy" system!"
 - Commissioners need to trust staff/department heads. Delegate authority and decision-making.
 - "The commissioners need to reinvent themselves and focus on the big picture. I think our public safety employees do an excellent job. Shame on our elected officials who say they would have to fire police officers and firefighters because of Amendment 1 passing."

Hilliard Middle-High School, Tuesday, February 19, 2008

- **Comments provided were more applicable to other topic areas and have been moved to the appropriate topic area.**

Fernandina Beach High School, Tuesday, March 18, 2008

- **Change in the structure the County government**
 - The membership of County Commission should be increased in size.
 - The County should consider changing to a charter form of government.
 - The County should keep its current form of government.
 - There needs to be more communication and cooperation among local governments.

**Nassau Vision 2032
Major Themes Compiled from Public Comments**

➤ **Responsiveness of County government**

- Better ordinance and zoning enforcement and adherence to the comprehensive plan.
- County Commission meetings should be televised and the Commission chambers should be restructured so that attendees can see and hear what is happening.
- County Commissioners need to be accountable to the people not to developers and special interest groups.

Stakeholder Interviews, October & November 2008

➤ **Changes in the manner in which County government is structured**

- While there were a few detractors, there was overwhelming support for changing the County to a Charter form of government.
- The County Commission needs to be expanded by two at-large seats.
- The western portion of the County needs additional representation.
- "The current climate of distrust to contempt must be changed."
- All government services should be consolidated under one governing board. The municipalities should be joined together.

➤ **Changes in the manner in which County government is managed**

- "The County needs to be holistic and proactive, not reactive."
- There needs to be more long-range planning and a sense of direction.
- "The needs of citizens need to be served, not the needs of developers."
- The County needs common goals that will help overcome the "east vs. west" conflict that now exist.
- A realistic Comprehensive Plan needs be developed, and then followed. There are too many variances approved.
- Conflicts between the Comprehensive Plan and the Future Land Use Map need to be reconciled. Changes to FLUM need to be out in the open.
- County Commissioners need to stop micro-managing staff. County staff can be an impediment. Hire competent staff then let them do their job.

➤ **Taxes in the County**

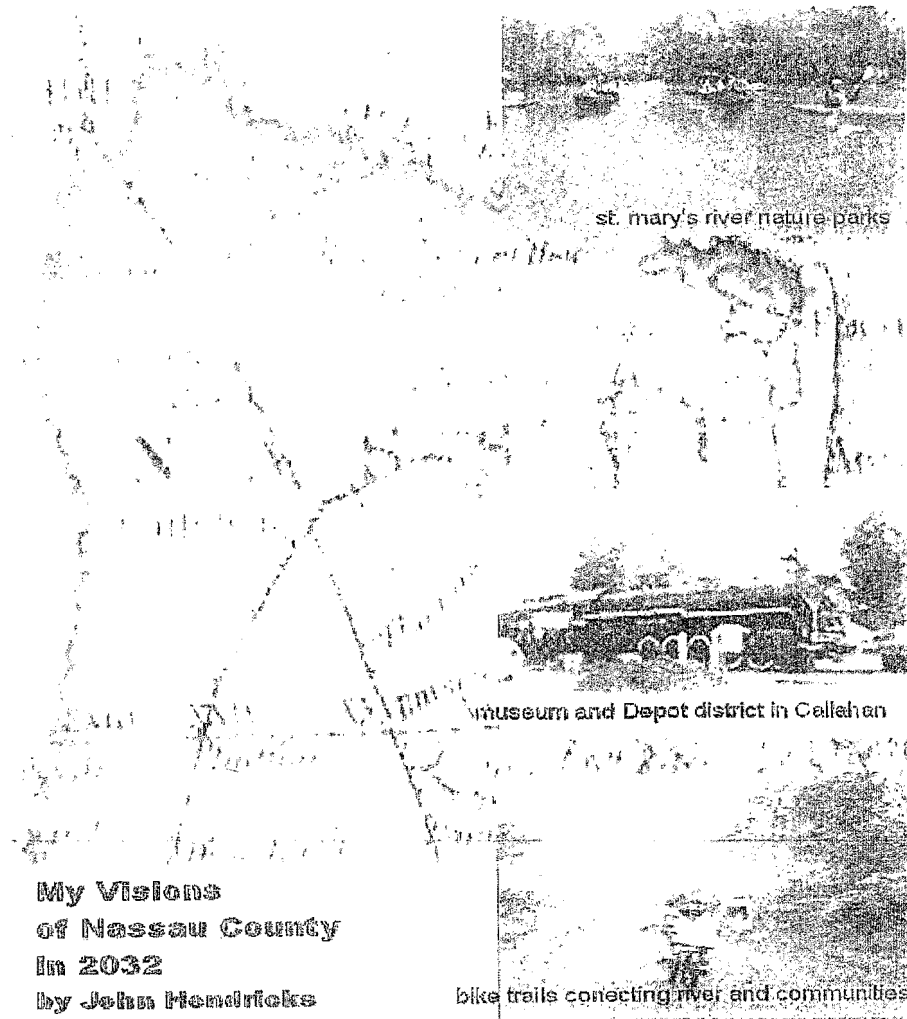
- The County should keep the five cent gas tax and use it to improve transportation.
- While taxes are up, there has been no noticeable increase in government services.
- The tax base will increase with growth.
- Keep the tax burden equitable. "Business owners are being taxed out of existence."
- Ballot initiatives should be used for revenue increases.
- To increase the tax base, incentives should be offered to developers.

**Nassau Vision 2032
Major Themes Compiled from Public Comments**

- The bed tax should be increased in order to market tourism.
- The County should consider the use of special taxing districts.
- The County is currently collecting sufficient revenue. It is not being properly managed or spent correctly.

15. APPENDIX F: VISION 2032 LETTERS

Please see following pages.



**My Visions
of Nassau County
In 2032
by John Hendricks**

bike trails connecting river and communities

Dear Community Visioning Committee:

I am happy that Community Visioning has been formed to give ordinary citizens the opportunity to express our opinions and ideas of how Nassau County should look in 2032. Unfortunately like a few folks, I work nights and I am not able to attend any of your Vision 2032 meetings. But as a life time resident of the area, I would like to briefly express my visions of what Nassau County should look like in twenty five years and what we can do today to obtain those goals.

ST. MARY'S RIVER FRONT NATURE PARKS:

The St. Mary's River begins its 130 mile trek deep in the Okefenokee Swamp and winds its way through forests and marshes to the Atlantic Ocean. It is a majestic and historic waterway that would be the envy of other cities and counties. It forms the serpentine boundary along the northern and western edge of Nassau County, giving us roughly eighty or so miles of prime river front at our finger tips. I would like to see more parks and areas along this beautiful river set aside for residents young and old to enjoy. Ralph E. Simmons State Forest is a start but I would love to see sites near Stokes Bridge, State Road 2 Bridge, and US 17 Bridge as well. With these river front nature parks we can promote Nassau County as a perfect place for canoeing, fishing, hiking and similar outdoor activities for citizen and visitor alike. But we need to preserve access and acquire land today to build these nature parks before we lose what little river frontage we have.

BIKE TRAILS:

Nassau County is not only beautiful along its river boundaries, but the interior of the county is scenic as well; full of pine strands, live oak thickets, and palmetto brush. Many species of bird and animal calls these ecosystems home, making it an ideal location for a nature trail. I would love to see Nassau County invest in bike trails to connect the river front nature parks to the inland communities and to Amelia Island. Within the next 25 years most of the road systems in Nassau County will need widening and upgrades. Most of the bike routes could follow along side existing roads. However, there is an abandoned rail bed that would be perfect as a bike and nature trail.

ABANDONED RAIL BED INTO NATURE/BIKE TRAIL:

In 1925 Seaboard Air Line blazed a nineteen mile path through these forests from Callahan to Gross (on US 17 at I 95) so its newly christened fleet of trains can move tourists rapidly to the Sunshine State. In the late 1980s its successor, CSX Transportation abandoned the line, leaving only a narrow dirt path as a reminder of the iron horse that once thundered through these woods. This abandoned rail bed would make an ideal nature trail: it is virtually straight and almost level throughout its entire length. Its northern terminus can be one of the proposed water front nature parks I mentioned in the paragraph above (US 17 Bridge) and the southern end would be in Callahan on Brandies Avenue at the CSX Transportation's main rail line. If we were to implement

this one simple idea, it would open up an entirely new set of possibilities for Nassau County to explore.

1) The trail could be expanded to connect with Georgia's coastal bike trail to the north and be expanded southward beside the proposed widening of US 301 and connect with Baldwin's rail trail. There have been proposals to extend Baldwin's trail southwesterly so it would connect with the Florida Trail, a 1400 mile scenic trail, thus making our trail a major link in a chain of Interstate nature paths.

2) The trail between Gross (US 17 and I 96) and Callahan can be accented every mile or two with kiosks that explain about Nassau's native floral and wildlife or expand on nearby historical sites such as the location of Nassau County's first courthouse in Evergreen or the Revolutionary battle of Alligator Bridge outside Callahan.

3) As the trail crosses the Mills Creek Bridge, a branch path of the trail can wind down the bank to the creek, creating a nice fishing spot. The branch could turn southward and run along the creek to State Road 200 where it could turn easterly and parallel the soon-to-be four lane road to Yulee and Amelia Island. Continuing with the abandoned railroad bed, the section of rail bed in Callahan between Page Street and US 1 already has some nice trees and vegetation and the path can become a narrow, linear park. Unlike most of the abandoned rail bed, the section between US 1 and the CSX Transportation line is wide enough to support buildings and parking. I would like to see on this stretch of rail bed a new historical museum dedicated to the different aspects of what made Nassau County what it is today. Where the trail meets the CSX main line, I envision a viewing stand to attract both local and out of town rail fans alike.

Rails to trails are nothing new. Communities throughout the country are finding out the many benefits of building them. So by simply purchasing the abandoned rail bed from Gross to Callahan, Nassau County would be creating not only a nature trail but an avenue of endless possibilities.

HISTORIC MUSEUM AND TRAIN VIEWING PLATFORM:

As I have briefly mentioned above, I would like to see a museum and a train viewing stand located on the wide part of the abandoned CSX rail bed. Nassau County's history is rich and colorful and spans many centuries from the early Timacucans through Spanish and British rules to nearly two centuries of American possession. Nassau County needs another museum to showcase the many important aspects of Nassau County's past and Callahan is an ideal location for such a facility. The bed makes for a perfect locale for a building that can serve as a museum that will attract both county residents and tourists alike. There is room to bring in old passenger rail cars whose interiors can hold various displays while the exteriors would fit right in the historic theme. If we lined the cars up in two rows and build a light atrium between them, a pleasant open-air gathering space would be formed in between them, ideal for outdoor events. The various

displays housed in the museum and rail cars would pertain not only to railroads; lumber and timber products, a Timucuan village, churches, schools, river life, the pioneer families, all would be covered. We need such a place to house all the artifacts that are out there before time and development erases them from our past for good.

Like the museum, a train viewing platform would be perfect as Callahan is the location of the junction of CSX's two main rail lines.

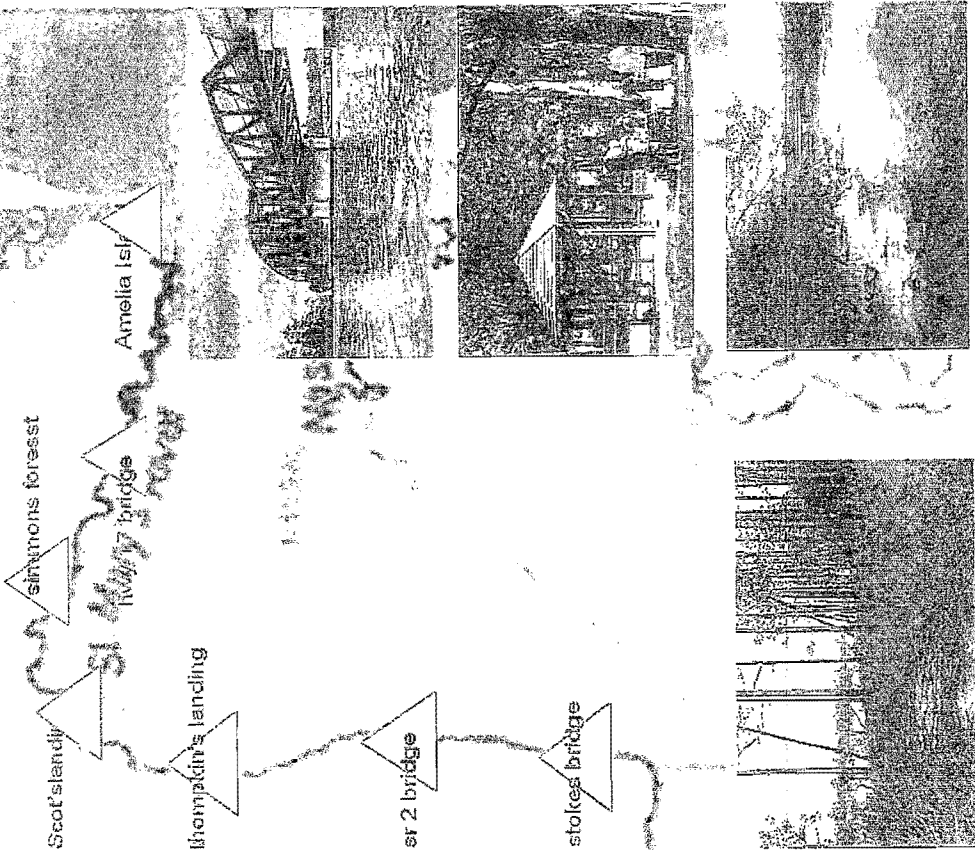
From this junction, the double track line runs northward to Folkston where their nationally renowned "Folkston Funnel" attracts 20,000 visitors a year. Those "rail fans" and their families bring money to Folkston and those same trains (60 to 75 per day) run right through Callahan, with one added advantage: Callahan has a clear view of the split in the line while Folkston does not. Anyone that doesn't understand the attraction of trains should take a short visit up to Folkston not only to see their viewing stand but stop by the local businesses and see what they have to say about the thousands of guests it now brings to their town.

CONCLUSION:

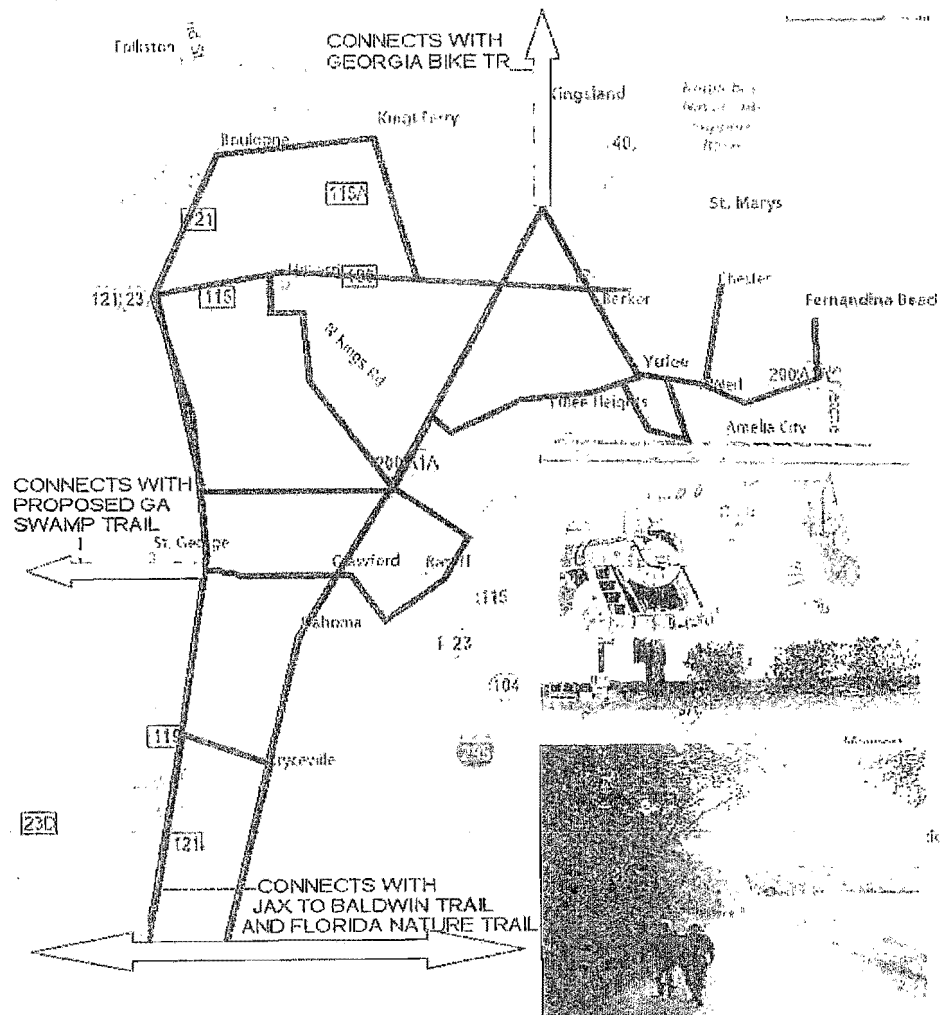
There are many other aspects I could expound upon, but I feel that these few ideas, once implemented, would serve several purposes that would benefit us in the present as well as in the future. They would also become the foundations for other ideas to be built upon. I am not the first to think of some of these notions, but I want to be one of the first to weave them together into a common tapestry of nature and history. River front parks along the St. Mary's River, a nature trail along the abandoned Gross-Callahan rail line, and a history museum and train viewing platform in Callahan all would attract residents and visitors alike. Most of the ideas are low maintenance ones and the museum when built could be run by local organizations and volunteers. The covered outdoor atrium would be a nice addition that our area presently does not have. I hope there are others in authority that shares these same visions as I have and will begin working together to implement these ideas. Growth has already begun in our County and we need to act now or the year 2032 will not be a pleasant vision for us or for future generations.

John Hendricks
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Callahan, FL 32011
JHendricks459@aol.com

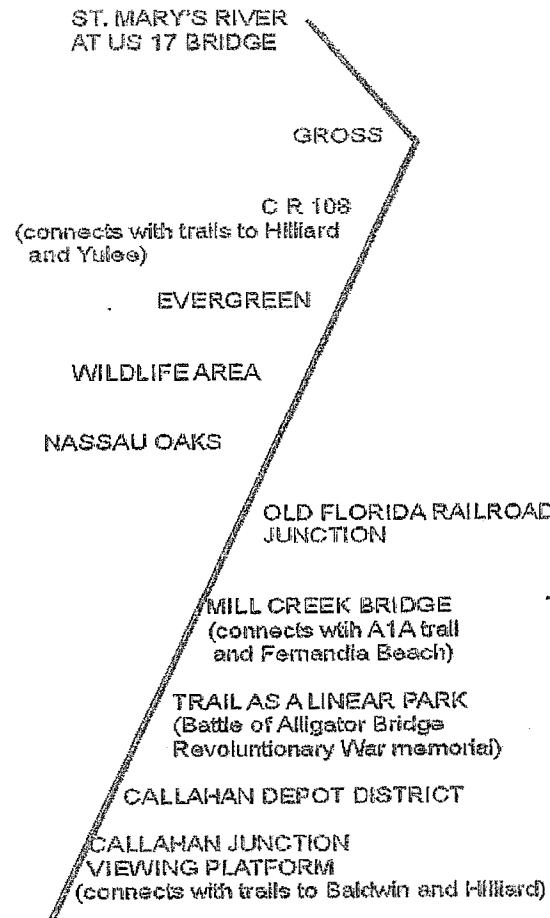
2032: NASSAU COUNTY RIVER PARKS



BIKE AND NATURE TRAILS LINK RIVER WITH COMMUNITIES



NASSAU RAIL TRAIL
Gross to Callahan Segment



Trails connect to river parks



Kiosks and picnic tables

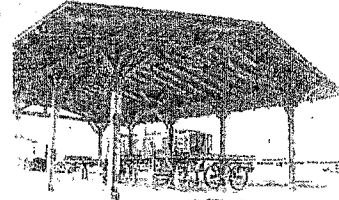
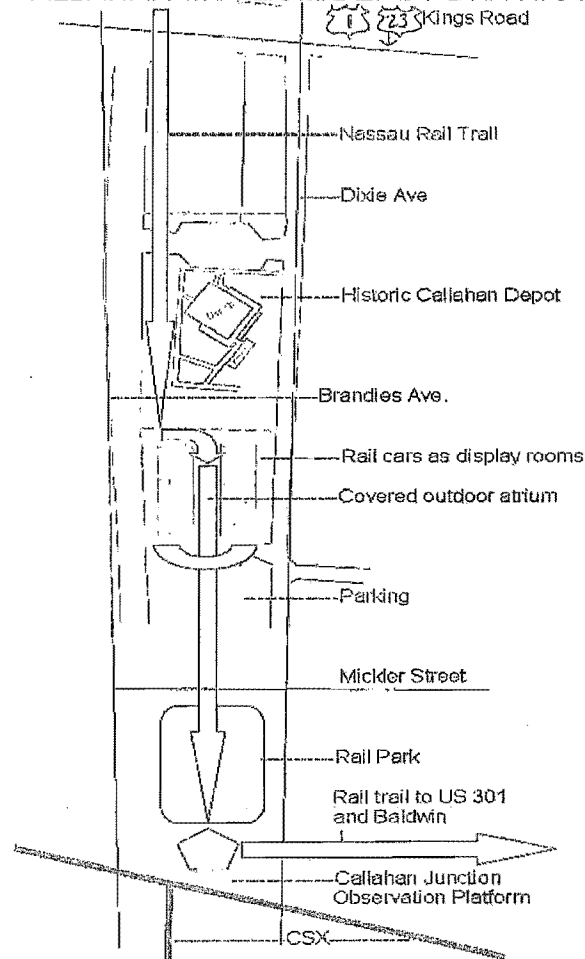


Trails offer various outdoor activities



Trail as a linear park between Page Street and US 1

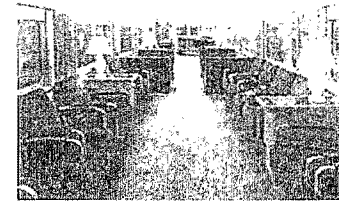
CALLAHAN MUSEUM/DEPOT DISTRICT



covered open air spaces



locomotive displays



train interiors as museum spaces



train exteriors as displays

To: Nassau County Visioning
From: Thomas C. Washburn
1609 Lake Park Drive
Fernandina Beach, FL 32034

RECEIVED
MAY 27 2008

May 22, 2008

Topics addressed and comments:

- **Environment:** I think we need to preserve wetlands for ecological reasons. I vote against any programs that "trade" one wetland area for another in the process of development projects.
- **Education:** I think we must address two issues. First, a system for reducing truancy must be developed and enforced. Second, the community and the school system must work diligently with students and their families to increase the rate of graduation from high school. Both of these mean much more effort must be put into teacher/parent relationships.
- **Infrastructure:** I think this county, in conjunction with adjoining counties must develop a sustainable, affordable public transportation system for all residents. This may mean a bus system or perhaps a light rail system. A second project must be to increase the development of access to walking and bicycle paths; this will be even more important as fuel availability lessens and prices increase.
- **Growth Management:** I think that we must work hard to develop affordable housing for all residents; this may help us avoid the elite nature of Hilton Head Island and to preserve the uniqueness and diversity of Amelia Island.
- **Economy and workforce:** I think the county government must review wage levels in the county and legislate a livable wage for all workers in the county.
- **Healthcare and Social Services:** I think we must develop funding mechanisms to ensure that all residents have access to affordable, quality health care (medical, dental, and mental). I believe the county (and city) government, in conjunction with state and federal governments must take responsibility for ensuring the health and welfare of all residents at all socioeconomic levels.
- **Public Safety:** I would extend my comments above to include the county health department; sufficient funds must be made available for epidemiological monitoring and research, as well as for environmental health monitoring and enforcement.

NASSAU COUNTY VISIONING PLAN PROJECT

Resident Written Comment

Your opinion matters. If you do not desire to speak publicly, write your comments on the newsprint provided, or if you have additional thoughts that you would like to share, please complete this comment form and turn it into one of the meeting facilitators.

Please mark the appropriate box and provide your written comment in the space provided. A brief definition of each topic is provided.

- Cultural Opportunities:** Intellectual opportunities.
- Recreation & Open Space:** Indoor or outdoor recreation facilities such as parks, ball fields, or community centers; and outdoor space that is undeveloped and may or may not be open to public use.
- Environment:** Land, water, and air left in its natural state.
- Education & School Facilities Plan:** Instructional programs and the physical buildings, lands, and contents of the school system.
- Infrastructure:** Refers to the roads, airports, railways, utilities, public transportation systems, and parks and recreational facilities.
- Growth Management:** Methods used by government to ensure that as the population grows that there are services available to meet their demands. These are not necessarily only government services. Other demands such as the protection of natural spaces, sufficient and affordable housing, delivery of utilities, preservation of buildings and places of historical value, and sufficient places for the conduct of business are also considered.
- Economy & Workforce:** Economy means jobs. Workforce means the employees that fill jobs.
- Tourism:** The practice of traveling for recreation or leisure and the services provided to those visitors.
- Governance:** The system of County government that has legal authority to regulate, zone, and enforce laws.
- Healthcare & Social Services:** Health care means medical and dental facilities and access to medical and dental care. Social service means medical and public assistance services provided by the government.
- Public Safety:** Police and fire protection, emergency medical transport services, disaster planning, and public health services.
- Other:** Topic does not fit into one of the other categories.

Please see other page for my comments.

Thomas C. Warburton

Thank you for attending and participating in tonight's meetings and for helping to *positively* shape the future of Nassau County.

MGT

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NASSAU COUNTY VISION 2032

Resident Written Comment

Please mark the appropriate box and provide your written comment in the space provided. A brief definition of each topic is provided.

- Cultural Opportunities and The Arts: Availability of intellectual activities, groups, organizations, and/or facilities.
- Recreation & Open Space: Indoor or outdoor recreation facilities such as parks, ball fields, or community centers; and outdoor space that is undeveloped and may or may not be open to public use.
- Environment: Land, water, and air left in its natural state.
- Education & School Facilities Plan: Instructional programs and the physical buildings, lands, and contents of the school system.
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- Economy & Workforce: Economy means creating and sustaining jobs. Workforce means the employees that fill jobs.
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- Other: Topic does not fit into one of the other categories.

Provide work force information for residents @ libraries for avenue to investigate. however provide jobs @ both professional & para professional level. however staff assist residents & tourists w/ information. however direct tourists to local sites, businesses & other services. Provide more staff to library to help provide these services to residents & tourists.

Thank you for comments and for helping to positively shape the future of Nassau County.



NASSAU COUNTY VISION 2032

Resident Written Comment

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Plan to aware that the large ILLIS that are coming are bringing a lot of people (at least 1000 new people). These people, new residents consists require information resources, libraries need to be prepared to handle large numbers of these new people. library facilities are too small, staff is too small & resources are few. We provide recreational & educational opportunities. so far, develop us have not provided any mitigation to this end.

Thank you for comments and for helping to positively shape the future of Nassau County.

MGT
OF AMERICA, INC.

What about impact fees to help support the future of the library system? Please investigate this possibility. Thank you.

