# City of Snellville 2030 Comprehensive Plan:

## Community Agenda

# City of Snellville 2030 Comprehensive Plan: Community Agenda

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# Table of Contents

Appendix
A.     Record of Accomplishments

Maps

# 1. Introduction

## *Purpose*

The Community Agenda is the most important part of the City of Snellville Comprehensive Plan. Based on the findings of the Community Assessment completed earlier in the planning process and input gathered from the Public Participation Program, this document provides a vision for the community's future and a plan to implement that vision. It also identifies key issues and opportunities that the community wishes to address during the next 20 years, a list of policies to be followed in making day-to-day decisions, and a detailed Short-term Work Program that outlines what actions the community will focus on over the next 5 years.

## *Scope*

This document was prepared following the Rules of the Georgia Department of Community Affairs (DCA), Chapter 1110-12-1-.05, Standards and Procedures for Local Comprehensive Planning, "Local Planning Requirements," effective May 1, 2005. It includes the three basic requirements for a Community Agenda:

       (1) A Community Vision that is comprised of a vision statement and Future Development Map;

       (2) A list of the Issues and Opportunities that the community intends to address over the next 20 years (see Chapter 5, "Translating the Vision into the Plan"); and

       (3) An implementation program for achieving that vision, the heart of which is a Short-Term Work Program that identifies specific actions the community will take over the next five years.

This document also includes some background information that is not required of a Community Agenda, but does describe the context within which the community is planning for its future. The chapter entitled "Context for Change" provides a high level overview of the demographic trends that will influence the community's future, and the chapter entitled "The Community's Vision for the Future" describes the extensive public involvement effort that was undertaken to craft the community vision statement and the Future Development Map. In some respects, these additional elements are summaries of the other two components of the Comprehensive Plan, the *Community Assessment* and *Community Participation Program,* completed earlier.

## *Use of the Plan*

City of Snellville staff, the City Council, and local community leaders should use this Community Agenda, or plan, in three ways. First, the Future Development Map should be referenced in making rezoning and capital investment decisions. It provides a representation of the community's vision and indicates character areas where various types of land uses should be permitted. It takes into consideration the land use patterns illustrated in the City's Existing Land Use Map, the current zoning map, topographic

characteristics, natural resource sensitivity, the availability of existing and proposed infrastructure, and the needs of anticipated population and employment growth.

Second, the plan provides policies that will help guide day-to-day decisions. These policies are a reflection of community values and are in keeping with the basic goals of the plan. They, too, will be used as guidelines in the analysis of rezoning decisions.

Third, the plan includes an Implementation Plan that will help direct public investment and private initiative. Plan implementation is carried out through the application of regulations such as zoning and development codes and through projects and programs outlined in the Short-term Work Program. This plan outlines recommended changes in land use regulations and codes to be consistent with the community's vision; and, after plan adoption, it will be up to City staff and the City Council to consider these code changes and revise if necessary. It should be noted that a Comprehensive Plan is a living document. In accordance with the DCA Local Planning Requirements, it should be updated regularly to reflect changing conditions and shifts in public policy.

# 2.    Context of Change

Over the next 20 years, the City of Snellville will face population growth alongside maturing infrastructure, an aging population, and a host of other challenges and opportunities.  Planning adequately for this growth requires the adequate consideration of projected population growth, changes in employment patterns, household size trends, and transportation concerns.

## *Population*

Snellville's location in a quickly growing and diversifying Gwinnett County has important implications for its past and projected population growth. Snellville's growth rate has historically been lower than Gwinnett County overall, and until recently, accounted for an increasingly smaller percentage of the county's overall population.

**Figure 2-1**



Snellville Population Projections (2000 - 2030)

Between 2000 and 2005, a total of 3,423 residents were added to Snellville largely due to several annexations and new construction.  These growth trends are projected to continue at a fairly constant rate over the next twenty years.  The City's projected 2030 population of 35,830 represents a net gain of 17,086 residents over the next two decades and a population increase of 91.2 percent.  Based upon the Future Land Use Map, development and infrastructure will support growth and then a leveling of the population at 24,650 in 2030 (Figure 2-1).  During this same period, Gwinnett County is projected to increase by only 54.2 percent (Figure 2-2).  These differences in growth rates reflect the perceived opportunity for Snellville to redevelop existing underutilized sites and continue its annexation of surrounding land.

**Figure 2-2: Snellville -Projected Share of Population by Age**

| Category | 2000 | 2030 |
|---|---|---|
| Total | 100% | 100% |
| Under 10 Years Old | 14% | 14% |
| 10 to 19 Years Old | 15% | 13% |
| 20 to 29 Years Old | 9% | 12% |
| 30 to 39 Years Old | 14% | 11% |
| 40 to 49 Years Old | 17% | 13% |
| 50 to 59 Years Old | 14% | 8% |
| 60 to 69 Years Old | 7% | 11% |
| 70 to 79 Years Old | 6% | 11% |
| 80 and over | 3% | 7% |

Source:  US Bureau of the Census

Population growth will not occur equally among all age groups and ethnic groups.  In particular, the City is projected to experience an increasingly older and more diverse population.  By 2030, approximately 30 percent of Snellville's population will be 60 years old or over (Figure 2-3).  This major demographic shift will have a considerable impact on community needs and services.
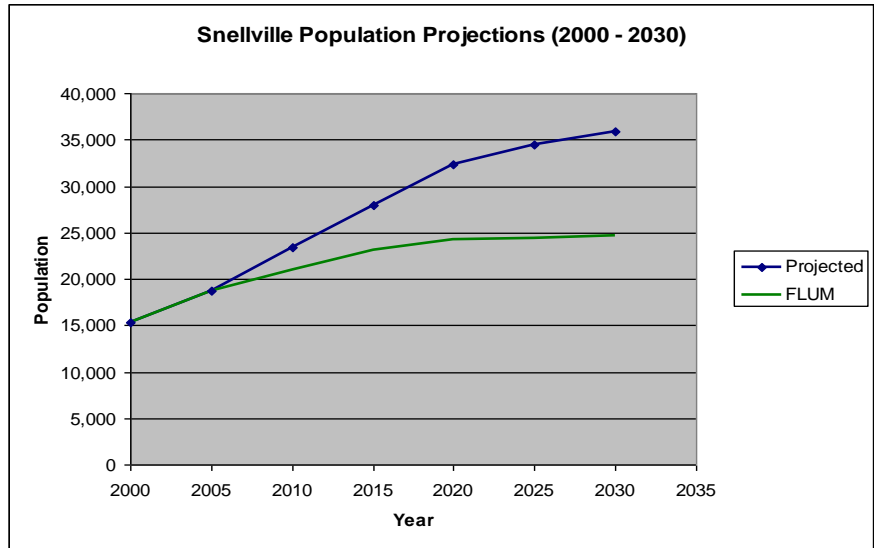
In the past, Snellville has experienced a lower degree of diversification than Gwinnett County overall. Diversification is expected to catch up with Snellville over the next quarter century. By 2030, nearly one in six Snellville residents will likely be African-American. Additionally, the percentage of Snellville's population of Hispanic origin will be nearly triple the rate observed in 2000, increasing from 3.5 percent of the population to approximately 10 percent of the population (Figure 2-4).

**Figure 2-3**



Snellville Projected Trends in Race and Hispanic Origin
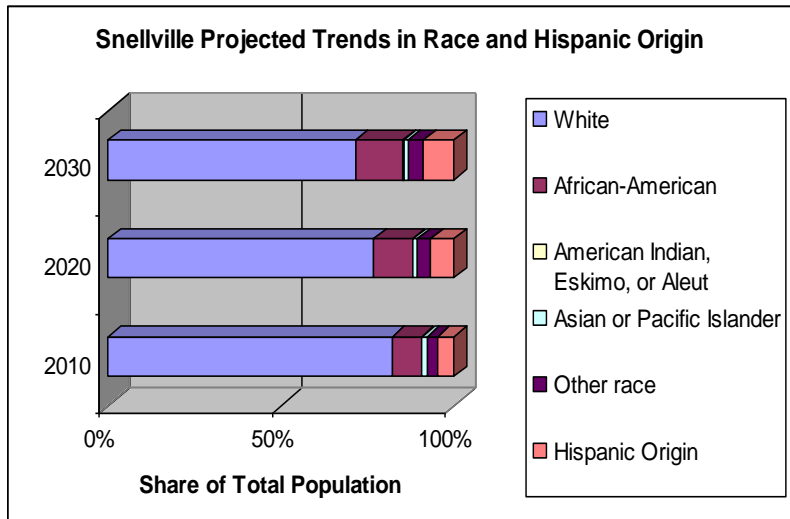
**Figure 2-4 Projected Trends in Race and Hispanic Origin - Snellville**

| | 2010 | 2020 | 2030 |
|---|---|---|---|
| White | 86.2% | 82.3% | 78.5% |
| African-American | 9.0% | 12.1% | 15.0% |
| American Indian, Eskimo, or Aleut | 0.2% | 0.2% | 0.2% |
| Asian or Pacific Islander | 1.4% | 1.3% | 1.3% |
| Other race | 3.2% | 4.1% | 5.0% |
| Hispanic Origin | 5.1% | 7.2% | 9.7% |

Source: JJG

## *Employment*

Snellville will continue to benefit from the Atlanta region's vibrant economy and related assets, including a plethora of job and training opportunities. As a member of a large metropolitan area, Snellville has a high degree of economic integration with the rest of its region. Over the next 20 years, the region's economic strength as well as Snellville's unique economic attributes,

**Figure 2-5 Labor Force by Place of Work, Snellville**

| | 1990 | | 2000 | |
|---|---|---|---|---|
| Category | Total | Share of Total Workers | Total | Share of Total |
| Worked in State of residence | 6,182 | 100% | 7,747 | 100% |
| Worked in place of residence | 1,269 | 21% | 1,390 | 18% |
| Worked outside of place of residence | 4,913 | 79% | 6,357 | 82% |
| Worked outside of state of residence | 0 | 0% | 0 | 0% |

Source: U.S. Census Bureau

including current and potential employment opportunities, must be carefully considered to ensure a healthy jobs-housing balance in Snellville.  Recent City and County data reflect the overall strength of the local economy.  Snellville's unemployment rate, at 2.9 percent in 2002, remains consistently lower than surrounding counties and the overall State.

Currently, a majority of employers in Snellville belong to the services and retail industry sectors (Figure 2-6).  In 2000, the County's dominant sectors were Services (23 percent), Retail Trade (19 percent), Wholesale Trade (13 percent), Manufacturing (11 percent), Construction (8 percent), and State and Local Government (8 percent).  While the trends in Gwinnett County do not necessarily reflect those within the City, according to the 2000 Census, 53 percent of city residents are employed within Gwinnett County and are thus directly affected by the County's employment opportunities.

**Figure 2-6**
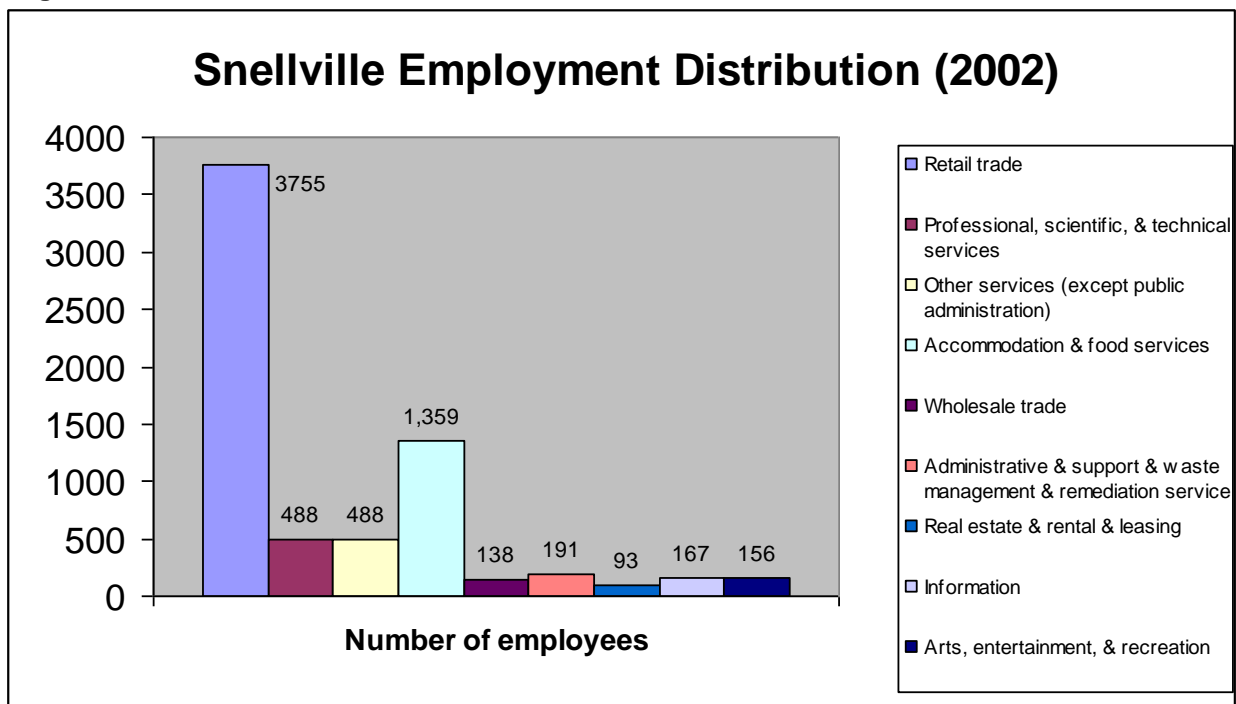


*NAICS Code, Health care & social assistance and educational data withheld to avoid disclosing data for individual companies.*
*Source: U.S. Bureau of the Census, 2002 Economic Census*

A significant number of Snellville employers are located on Scenic Highway, one of the largest agglomerations of retail space in Gwinnett County.  Despite this agglomeration of employment options, approximately 82 percent of Snellville residents work outside of the City.  This disparity reflects a mismatch between residents' skills and current job opportunities.  This situation also suggests that current housing supply does not meet the demands of people working in Snellville.  Bringing industries to the area that better reflect the skills of workers will increase the quality of life for residents, contribute to shorter commute times, and increase the tax base.  With an increasing elderly population, it is appropriate to consider ways of developing those industries that will meet the demands of this population group.

With the successful execution of existing plans, Snellville has a very positive economic outlook for the next 20 years. Some activities that will assure the City's continued ability to provide quality jobs include redevelopment efforts on the Highway 78 Corridor, enhancing and further development of downtown Snellville, and continued maintenance and strategic development and redevelopment on Scenic Highway. Many of these activities highlight the need to address long-term transportation concerns. Snellville has developed into a highly car-dependent community with heavy congestion. The average commute time is 34 minutes.

## *Households*

Changes to average household size and household type will affect the types and quantity of services needed in Snellville over the coming decades. In particular, housing needs and educational resources will be affected. Snellville historically has had a higher average household size than Gwinnett County overall and the State of Georgia. This data largely reflects the high number of family households in the City. Over the next twenty years, the average household size will decrease slightly each year until 2025, when the average size increases again. These changes reflect life cycle changes within the population. As this average household size decreases in the City, the average household size in the County will increase slightly, reversing past trends.

**Figure 2-7 Household Size (Snellville, Gwinnett, GA)**

| Year | 1980 | 1990 | 2000 | 2005 | 2010 | 2015 | 2020 | 2025 | 2030 |
|------|------|------|------|------|------|------|------|------|------|
| Snellville | 3.35 | 3.03 | 2.87 | 2.83 | 2.80 | 2.79 | 2.79 | 2.82 | 2.85 |
| Gwinnett | 3.00 | 2.77 | 2.88 | 2.84 | 2.81 | 2.80 | 2.80 | 2.83 | 2.86 |
| Georgia | 2.84 | 2.66 | 2.65 | 2.61 | 2.59 | 2.57 | 2.58 | 2.60 | 2.63 |

*Sources: US Bureau of the Census, Woods & Poole Economics, and JJG*

In 2000, 70.3 percent of total households in Snellville were married couple families. Nearly 50 percent of those households had families. Another 22 percent were householders living alone, with 7 percent ages 65 and over. These numbers will likely change in the future. As the population ages and the share of middle aged people decreases, there will likely be a change in service needs and housing demand. A strategy to affordably house a growing elderly population is essential. An increase in the 20 to 29 year old age group will likely sustain a large presence of married family households with children. The competing needs of these two household groups will require proactive planning and implementation of new, creative policies. Family households will place the greatest tax on the system, requiring schools, parks, and related services.

Snellville's jobs-housing balance is generally comparable to Gwinnett County's at approximately 1.50 in both 1990 and 2000. This figure reflects a significantly higher availability of jobs in the City compared to the City's residential population. This scenario eases the tax burden on residents due to the tax gains from local businesses, creating a favorable situation for meeting the service and resource needs of the community. Ideally, a community's ratio should fall between 1.25 and 1.75.

**Figure 2-8 Distribution of Household Types, 2000**

|  | Snellville | Gwinnett Co | Georgia |
|---|---|---|---|
| Total Households | 100% | 100% | 100% |
| Married couple families | 70.3% | 61.2% | 51.5% |
| Married couple families with children | 32.5% | 34.1% | 24.4% |
| Female householder, no husband present with children | 4.5% | 6.3% | 8.6% |
| Householder living alone | 15.0% | 18.4% | 23.6% |
| Householder living alone, 65 and over | 7.2% | 3.1% | 7.0% |

Source: US Bureau of the Census

**Figure 2-9 Jobs Housing Balance**

|  | Snellville | | Gwinnett County | |
|---|---|---|---|---|
|  | 1990 | 2000 | 1990 | 2000 |
| Population | 12,084 | 15,351 | 352,910 | 588,448 |
| Housing Units | 4,185 | 5,251 | 137,608 | 209,682 |
| Employment | 6,271 | 7,821 | 203,387 | 314,471 |
| Employment/Population ratio | 0.52 | 0.51 | 0.58 | 0.53 |
| Employment/Housing ratio | 1.50 | 1.49 | 1.48 | 1.50 |

Source: U.S. Bureau of the Census

## *Transportation*

Although Snellville contains a highly developed roadway infrastructure, the limitations of its current design conflict with its quality of life attributes and long-term economic development goals. During the course of the comprehensive planning process, stakeholder and citizens overwhelmingly identified transportation congestion as the number one issue facing the City of Snellville.

Major transportation problems largely revolve around the functionality of US 78 and SR 124, both principal arterial roads. The intersection of these two major routes has the highest traffic volume in Snellville. These roads also have an alarmingly high crash rate and injury rate compared to the state average (Figure 2-10).

**Figure 2-10: 2004 Crash Rates Compared to State-wide**

|  | 2004 Accident Rate per 100 MVM | |
|---|---|---|
|  | US 78 | State Average |
| Crash Rate | 773 | 515 |
| Injury Rate | 300 | 203 |
| Fatality Rate | 0 | 1.21 |
|  | SR 124 | State Average |
| Crash Rate | 848 | 515 |
| Injury Rate | 259 | 203 |
| Fatality Rate | 0 | 1.21 |

Successful realization of planned improvements to Snellville's transportation infrastructure will largely affect the City. Currently three plans guide these improvements: the Gwinnett County Comprehensive Transportation Plan (CTP), the ARC's latest Regional Transportation Plan

(RTP), and projects funded from the SPLOST allocation. All plans focus on a variety of elements, with all three highlighting improvements to US 78 and SR 124 as a priority.

## Town Center Development

As a relatively young city, Snellville developed in a suburban fashion, with an auto-centric, strip mall core. Growing transportation congestion along US 78 and SR 124 (discussed under transportation), along with other issues, has placed a new mixed-use city center proposal at the forefront of City discussions.

This Town Center plan will provide increased opportunities for partnership with the Downtown Development Authority (DDA) created in 1982. With the powers afforded to it, the DDA will be a very important asset to the City during the redevelopment of the downtown district. The DDA has the authority to use tax revenues, appoint contractors, acquire real estate, initiate long-range plans, borrow money, and serve as the urban redevelopment agency, among other legislatively enabled powers.



*Snellville City Hall*

The new municipal complex, completed in 2006, anchors the Town Center plan, serving as an essential stimulus for commercial growth and redevelopment into mixed-use development. Developing a mixed-use atmosphere along with an improved transportation infrastructure will influence future residential and employment patterns in the City. The Town Center Overlay Zoning District will guide these changes over the coming decades.

## Summary

These projections and anticipated changes to the community are a best estimate of what is likely to come. They should not be construed as inevitable outcomes but instead should serve as a framework for successfully planning for the future of Snellville. The growth that Snellville sees over this 20 year period will largely be tied to the decisions of community leaders and other metropolitan agencies. By considering likely trends and desired outcomes in strategic decisions as Snellville moves forward, the City will work proactively and logically towards reaching its vision and goals.

# 3.   The Public's Vision for the Future

## *Introduction*

A comprehensive plan becomes a successful, guiding document only with public support.  To this end, a creative and collaborative approach to community outreach was developed for the City of Snellville's long-term planning process.  This effort to actively engage the public and key community stakeholders in the future of their community resulted in a comprehensive look at the issues and opportunities impacting Snellville.  The rewarding result was a better-informed public, a clearer understanding of issues and opportunities, and an actively engaged partnership of elected officials, community leaders, and citizens with a joint vision of where their community wants to go and how to get there.  Combined with information from the Community Assessment, the public's vision for the future is the foundation of the Community Agenda and its implementation goals.

The following statement summarizes the community's vision for the future, and served as a goal in the development of this plan.

> ### Snellville Citizen's Vision Statement
>
> Snellville's foundation is that of a citizenry that cares about its people, its economic viability, and its future.  We shall achieve balanced growth and a sense of place in the future with the active participation of citizens, businesses and government.  Our goal is to increase opportunities for citizens to live, work, shop, and play in a safe, connected, and fiscally responsible community.

As described in this section, accomplishing this requires political leadership, citizen education, and active involvement.

## *Public Outreach*

The design of the Community Participation Program (CPP) was completed early in the planning process along with the Community Assessment.  The document was submitted to the ARC and the DCA prior to the start of public meetings.  This public involvement effort had three essential goals:

- To educate and increase public awareness.
- To capture the knowledge and preferences of the people who live in and support the area's communities.
- To mobilize support and acceptance of the plan.

A combination of outreach efforts was utilized to accomplish these three aims, as described below.

## Project Oversight and Coordination

### *General Oversight*

City of Snellville elected officials and staff provided general oversight of the planning process. This oversight was accomplished by actively engaging these key players in the process through interviews, their active participation in visioning and scenario workshops, and regular consultation on specific planning issues.

Additional oversight of the process was provided by a Citizen Planning Committee (CPC). The Committee consisted of 12 community leaders. The committee met prior to the first visioning workshop as well as four subsequent times. The CPC's responsibilities included spreading word about the plan and public involvement opportunities, attending workshops, assisting in creating the vision for the City's future, and offering feedback to the City and the Consultants.

## Community Outreach Tools

### *Website*

A website was developed to serve as a portal for citizens and others throughout the planning process. The website was created in simple format to increase its usability by the general public. A variety of useful information was available at the site including information on the planning process, meeting schedules and locations, project calendars, draft and final documents, surveys or questionnaires, and contact information. The website was updated regularly throughout the preparation of this plan.

### *Public Notification*

There were a variety of tools used to notify the public of the project and opportunities to provide input. Flyers were created prior to public meetings to advertise meeting dates and locations. To assure that a wide variety of community members received notice, the flyers were distributed electronically through a variety of contact lists including the Citizen Planning Committee, the Snellville Commerce Club, the Evermore CID, and the through the City's community group lists. Hard copies were also distributed in City facilities, at public meetings, etc. Local newspapers, such as the Atlanta Journal Constitution, the Gwinnett Daily Post, and the Tri-City Times published announcements and copies of the flyers. Lastly, the City had 30 public notice signs printed that were erected at strategic locations in the community prior to the workshops.

### *Surveys*

Surveys were a third channel utilized to reach citizens. The surveys asked specific questions to gather opinions on the future direction of the city. By asking multiple choice questions as well as open-ended questions, citizens provided targeted information identified by the project team, as well as some important considerations that may not have been identified in the Community Assessment. The survey was available on the website, at public meetings, and at City facilities. The survey's results are detailed in the next section.

## *Working with the Public*

A large number of people participated in the community visioning effort for this Plan  A little over 100 participants signed in at the visioning workshop held on January 30, 2007 and scenario building workshop held on February 6, 2007.  A series of actions and partnerships, established from the onset, is responsible for this successful outreach effort.  Working with the public in detail began with the presentation of the draft Community Assessment and Community Participation Program at an initial public hearing in fall 2006.  A series of community meetings followed including two visioning workshops (held in December 2006 and January 2007) and a scenario building workshop held in February 2007.

Additional outreach included a special presentation to the Snellville Commerce Club in November and an Open House, which rounded out the planning process in May.  The Open House provided a final opportunity for public input regarding the Community Agenda.  The meetings were designed and adjusted throughout the process to assure that a unified consensus developed among the community.

The methodology and results of each of these public outreach efforts follows.  These results were central to the development of this Plan, and were integrated into the other chapters of this Agenda.

## Stakeholder Interviews

During the construction of the Community Assessment, a series of stakeholder interviews was conducted by the consulting team.  By holding these interviews at the launch of the process, key issues and opportunities were identified early on in the process and incorporated in the Community Assessment.  These stakeholder-identified issues were also placed at the forefront for discussion at the visioning workshops and as topics on the City-wide visioning survey.

The City identified key stakeholders to interview at the beginning of the planning process.  The stakeholder interviews varied, depending on the person's role in the City.  Generally, questions focused upon short-term priorities, recent achievements, lost opportunities, and long range goals.  By establishing stakeholder relationships before the CPP's implementation, the community leaders became engaged and invested in the planning process, enhancing the effectiveness of public involvement over the upcoming months.

A stakeholder questionnaire was designed to complement the stakeholder interviews.  The questionnaire allowed stakeholders to identify the issues of utmost importance to the City of Snellville.  Twenty issue areas were identified through the collection of data and information during the development of the Community Assessment.  The community leaders were asked to rate the importance of each issue listed on the questionnaire between 1 (least important) and 5 (most important).  The results are summarized in **Figure 3-1**.

**Figure 3-1: Results from Stakeholder Questionnaire**

| Issue | Avg. |
|---|---|
| Mitigating traffic congestion on local roadways. | 4.83 |
| Ensure the city's housing stock does not deteriorate and the quality of the city's neighborhoods is maintained. | 4.71 |
| Recruiting new businesses to Snellville. | 4.67 |
| Improving the condition of local roadways. | 4.33 |
| Providing adequate public safety services to city residents. | 4.25 |
| Providing incentives to attract new business to the city. | 4.17 |
| Developing a unique identity for Snellville. | 3.92 |
| Identifying roadway safety hot spots. | 3.92 |
| Regulating the quality, type and style of new residential construction in the city. | 3.83 |
| Expanding alternative transportation options (bike trails, sidewalks) in the city. | 3.63 |
| Controlling the amount and type of growth in unincorporated areas that adjoin the city boundaries. | 3.63 |
| Enhancing communication between residents and city government especially regarding growth and quality of life issues. | 3.46 |
| Attracting new residents to the City of Snellville. | 3.21 |
| Improving the working relationship between the City of Snellville and Gwinnett County. | 3.04 |
| Providing affordable housing in the city, especially workforce housing for teachers, firemen, police etc. . . | 2.92 |
| Coordinating new residential development in Snellville with local public school development. | 2.88 |
| Providing additional recreation amenities in the city. | 2.83 |
| Enhancing public transportation services in Snellville. | 2.79 |
| Maintaining the current city tax rates. | 2.75 |
| Lowering the cost of public services for city residents. | 2.25 |

Of all the issues, mitigating traffic on local roadways was identified as the most salient. The other issues receiving a top priority rating included the following: (1) Maintaining the City's housing stock and existing neighborhoods; (2) Recruiting new businesses to Snellville; (3) Improving the condition of local roadways; (4) Providing adequate public safety; and (5) Providing incentives to attract new businesses. Stakeholders clearly identified transportation infrastructure, economic development, and the housing environment as the top priorities for the community.

## Public Workshops

Each of the three public workshops served a unique role in forming the community's vision for the future, with each building upon the prior meeting. The first visioning workshop, held in December, was general in nature, reviewing the project, discussing the general community vision, and reviewing each of the character areas. The second visioning workshop focused on downtown Snellville, orienting both the CPS and group discussions towards the City's Town Center goals. The third meeting, the scenario workshop, combined the efforts and results of the

first two workshops by focusing on future development options and their implications.  Due to the high priority of transportation issues, a special session at the scenario workshop was dedicated to these issues.

### *December Visioning Workshop*

The first of two visioning workshops occurred on December 5, 2006 between 6:30 pm and 8:30 pm at the Snellville City Center.  A total of 28 people signed in at the workshop, including a variety of citizens, elected officials, and other community members.

The goal of this visioning workshop was to educate the public regarding the planning process and to begin discussions on the future of the City by addressing issues and opportunities that have potential to impact quality of life.  To achieve these goals, a variety of interactive methods were

| Preserve | Create |
|---|---|
| • Communities<br>• Parks<br>• Trees<br>• History<br>• Single family neighborhoods<br>• Churches<br>• Safe place to play<br>• "Small Town" atmosphere<br>• Places to play<br>• Quality of life<br>• Low density<br>• Infrastructure maintenance<br>• Snellville's charm<br><br>*Group discussion comments from first visioning workshop. | • More sidewalks<br>• Increased property values<br>• Trees and more greenspace<br>• Professional jobs<br>• Safe atmosphere<br>• Walkability – connectivity<br>• Bike paths<br>• Cultural arts<br>• Maintenance codes<br><br>* Group discussion comments from the first visioning workshop. |

incorporated throughout the meeting.  The meeting began with a Community Preference Survey (CPS) and was followed by a presentation on the planning process and discussion group sessions on the 12 character areas identified in the Community Assessment.

A great deal of valuable information was disseminated and collected during each segment of the workshop.  The data collected from the character area discussions is incorporated in the Future Development Map discussion.  Full notes from the meeting are available in the Appendix.  The community preference survey results were combined with the results from the second visioning workshop and are summarized below.

Overall, the participants identified the need for the community to grow in a sustainable nature by developing its culture, further engaging its citizens, growing with integrity, and accommodating a diverse group of residents.  All of these attributes reflect a proactive leadership role that Snellville wishes to embrace.  **Figure 3-2** represents general vision statements in relation to each character area that began to formulate at the Visioning Workshop.  More complete and cohesive visions for each character area developed as the public input process ensued.

**Figure 3-2: Visioning Summaries form Break Out Groups**

| Character Area | Vision |
|---|---|
| Brookwood District | A place to relax after a hard day's work: neighborhood parks, more streetscaping with trees and buffers, child-friendly, school as focal point |
| Scenic Highway North | A mixed-use area, with office/professional atmosphere that is senior-oriented: redevelopment of commercial areas |
| Hwy 78 Corridor East | An area with a cohesive focal point: continuous patterns, quality building materials, trees, streetscaping, passive park |
| Summit Chase | A neighborhood community that has retained its history with renovated and maintained homes |
| North Road | A pleasant area that joins commercial with older neighborhoods in a positive environment: shared access, residential buffers, commercial policing |
| SR124 South/ Centerville Hwy | A corridor that acts as a neighborhood center: traffic calming devices, comfortable transitions from high to low density |
| Downtown | A community center that has redeveloped in ways that increase the enjoyment of the community's day-to-day tasks |
| Hwy 78 West Access | A new urbanite area that diverges from historic suburban growth patterns: sidewalks, garages in rear, structures close to street |
| Temple Johnson Road | An urbanized area with rural character that has largely stayed the same: quality development that reflects existing area |
| Britt Elementary Cluster | A stable, single family neighborhood with connections to Briscoe Park: limited business expansion, increased connections |
| No Business Creek | A senior friendly area with sidewalks |
| Lenora Church | A active service center with health care businesses and civic resources |

## January Visioning Workshop

One of Snellville's principal, on-going initiatives is its Town Center district. To this end, it was appropriate that the second visioning workshop was largely centered upon continued redevelopment efforts at the city's core. The second visioning workshop was held on January 30, 2007 from 6:30 pm to 8:00 pm at the community center. Workshop attendance was outstanding, with a total of 105 people registering their presence upon arrival.

Following a brief update and overview of the planning process, City of Snellville staff gave an overview of the Town Center plans, establishing the contextual frame of mind for rest of the meeting. A Community Preference Survey and general discussion of points followed. General discussion notes from the downtown character area are provided below. They are

> **General discussion – Downtown Character Area**
> - Cut through traffic from Loganville is a problem
> - North Road needs to be residential
> - Lights are needed at the intersections of North Road and Pharrs Road, Ridgedale Drive, and Pinehurst Road
> - Widen North Road from Home Depot to Wisteria Drive
> - "Do Not Block Intersection" sign at Oak Road/North Road.
> - Synchronize lights on SR 124
> - Left turn lane needed at North Road southbound and Wisteria
> - Extend Ronald Regan Parkway to 78
> - Dead end Ronald Reagan at SR 124 – Turn right or left only
> - Snellville truck route needed

followed by the Community Preference Survey Results from the first and second visioning workshops.

General discussion of the downtown character area focused on transportation issues. Again this targeted transportation discussion highlights the saliency of transportation concerns for the community.

## Community Preference Survey

### *Methodology*

The Community Preference Survey (CPS) provided an opportunity for the community members to identify design elements that they would like to see in their community. The CPS results have particular value to Snellville as plans for the Town Center are implemented and older areas of the City continue to be redeveloped.

The Snellville CPS was administered in multiple ways to effectively address design possibilities for all areas of the community. At the first meeting, all participants voted on paper forms, selecting the level of appropriateness for the same design elements for all 12 character areas in the City.



*Workshop participants using key pad voting*

At the second meeting, the participants were encouraged to focus their attention on downtown, voting on only its design elements. Participants preferring to vote on character areas other than downtown were given the option to do that concurrently in another room. The Town Center CPS was administered with an electronic voting system, with participants using keypads to select their preferred images for the area. The photos were the same as those used in the first visioning workshop. Voting for other character areas was completed by form, using boards displaying the same images used in the Town Center CPS and the CPS.

### *Results*

Results from the CPS are separated by topic area. Each topic area begins with a general discussion of favored development across all character areas – suggesting a desire for continuity across Snellville. This general discussion followed independent discussions for each character areas. As a reflection of City priorities, the Town Center is discussed in more detail than other character areas.

**City-Wide Results**
**(All Character Areas Combined)**
City-wide results are compiled by development type.


*Transportation - automobile access*

*Transportation Modes*
- Participants overwhelming found the automobile, walking, and school bus areas as integral transportation modes throughout Snellville.
- Whereas participants favored school buses, the commuter bus was seen as extremely inappropriate.
- Horseback was seen as highly inappropriate for the city.

*Streetscapes*
- Sidewalks with a landscaped buffer and small monument-style signs were deemed as highly appropriate.
- On-street parking and sidewalk cafes were generally viewed as inappropriate.


*Housing – Single family residencies*

*Housing*
- Single family homes were highly favored over apartments, mixed-use housing, or condominiums.
- Traditional neighborhood housing and single family homes are appropriate throughout the city.
- Ranch condos and apartments were viewed as inappropriate.

*Gateways*
- Arches, either over a road or over a path, received a negative reaction for all areas of the city.
- Participants favored stone columns, small statutes, and brick or stone entrances as gateways.

*Employment*
- More often than not, a majority (or near majority) of participants did not favor places of employment. That generally suggests that residents view Snellville as having a good resident and employment mix.
- Shopping malls, industrial areas, and large-scale retail were not deemed appropriate in any character area.
- Small scale offices and small scale retail were the only employment area viewed as overwhelmingly appropriate.

*Focal Points*
- A smaller count of people voted on focal points for the city in comparison to other forms discussed here. Of those that voted, the following were favored:
  - A public park/plaza was seen as overwhelming appropriate for all area types

- Neighborhoods were viewed as appropriate throughout, with the exception of the Town Center.
- Religious institutions were deemed very appropriate as focal points. This data suggests that religious institutions are an integral component to the local community and should continue to remain that way.

*Greenspace/Recreation*
- Areas that led themselves to use by all people were seen as very appropriate. Greenway trails and passive parks were the most favored for all areas.
- Swimming pools and ball parks were seen as the least appropriate throughout the city. This suggests that existing facilities are meeting current resident demand for these types of recreation.

*Mixed Use*
- Participants generally did not favor mixed-use development across the city. When considering all character areas together, a majority always found mixed-use as inappropriate for Snellville.
- Mixed-use is considered appropriate for the Town Center in some cases, as further discussed in the following section.
- Mixed-use with townhomes, apartments, or condominiums above retail were overwhelming seen as inappropriate.


**Town Center**
Participants tended to favor unique attributes for the Town Center character area when compared to other areas. For instance, an overwhelming majority preferred sidewalk cafes, on-street parking, and very large sidewalks, which were not seen as appropriate for other areas.

- *Greenspace Recreation* – A large majority saw ball fields, tennis courts, a golf course, and farmland as inappropriate land uses for the Town Center. A large majority found a passive park and greenway trail as appropriate.
- *Transportation* – A combination of automobile, biking, and walking modes was seen as appropriate. Participants were evenly split on commuter rail – half found it appropriate for the Town Center and half found it inappropriate.
- *Streetscapes* – Sidewalks with a landscape buffer and sidewalk cafes were seen as overwhelmingly appropriate. Participants viewed roundabouts are the most inappropriate of all streetscapes. Over two thirds of participants found on-street parking as inappropriate for the Town Center.
- *Housing* – Participants were heavily spilt on the appropriateness of housing types for the Town Center. Ranch condos and apartments were most often viewed as inappropriate. An assisted living facility was seen as most appropriate. Slightly more than a majority favored mixed-use housing.



*Greenspace & Recreation - greenway trail*
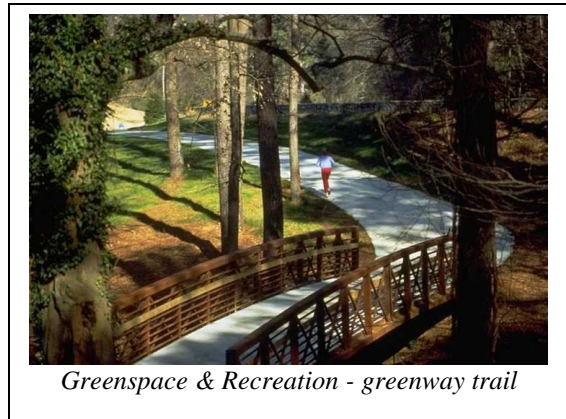
- *Gateways* – A brick entrance was the most favored gateway for the Town Center (followed by a column- with hanging sign - at a much lower approval level). Participants found a brick column as an inappropriate gateway.
- *Focal Points* – An overwhelming majority saw a public park/plaza, shopping promenade, or town center (i.e. civic center building) as appropriate for the Town Center. A grocery store, neighborhood, or school was not viewed as appropriate.
- *Employment* – Small scale development was highly viewed as appropriate – including small scale office buildings and small scale retail. A large majority found other forms of employment facilities, including industrial, shopping mall, and large-scale retail, as inappropriate.
- *Mixed-Use* – Despite mixed-use being largely viewed as inappropriate for the majority of the character areas, a majority viewed some types as appropriate for the Town Center. Condos and office mixed-use and offices above retail were seen as appropriate for over 75 percent of participants. A majority also viewed townhomes above retail and condominiums above retail as appropriate.
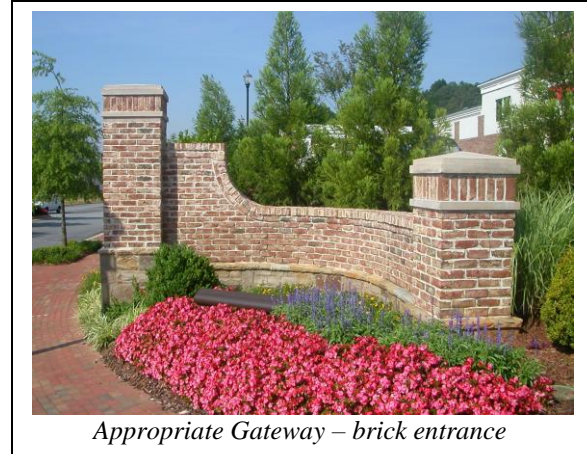


*Appropriate Gateway – brick entrance*
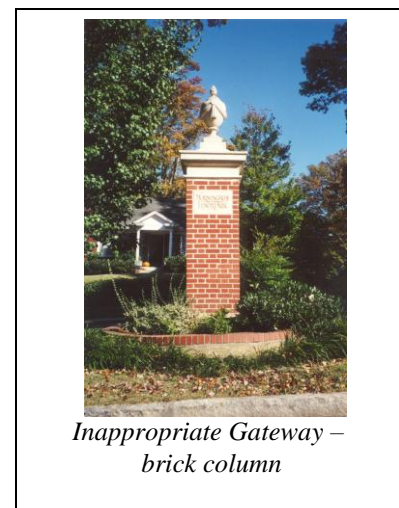


*Inappropriate Gateway – brick column*

**Preferences for Character Areas**
Brief summaries for each character area (aside from the Town Center) are given below. Only the most prominent results are listed.

- *Hwy 78 West Area* – Participants preferred this area to have an automobile focus with walking areas and small monument signs. Single family housing and traditional neighborhood development were seen as appropriate housing options for the area. Passive parks and greenway trails were viewed as suitable green spaces. Religious institutions and grocery stores were considered fitting focal points for this community. Small scale office and small scale retail were determined as appropriate development types. Mixed-use development was supported in the form of offices above retail.



*Mixed –Use – offices above retail*

- *124 South Centerville Highway* – Favored transportation patterns for this area include an automobile focus with walking areas. The preferred streetscape is sidewalks adjacent to highway with a landscape buffer. Single family homes and assisted living facilities were

viewed as appropriate housing types.  No types of green spaces or recreational areas were seen as appropriate for this area.  Some forms of mixed-use were seen as appropriate by some participants.*

- *Lenora Church Road* – The public had mixed feelings on the types of appropriate land uses to be permitted in this area.  There was relatively unanimous support for transportation options including biking, walking, and automobile.

- *Britt Elementary Cluster* – Various transportation options were supported for this area including automobile, biking, walking, and school busses.  Small monument style signs and traditional neighborhoods with single family housing were viewed as fitting.  Brick entrances or columns with hanging signs were seen as appropriate gateways.  Favored green spaces included passive parks and greenway trails.  Surprisingly, a school was not always seen as an appropriate focal point for the area.  All forms of employment and mixed-use development were seen as inappropriate.

- *No Business Creek* – Transportation options including automobiles, biking, and walking were supported.  Generally most land use types were seen as inappropriate, suggesting participants would like the area to remain in its current state.*

- *Temple Johnson Road* – Automobile, biking, and walking were viewed as appropriate transportation options.  The favored streetscape for the area includes sidewalks with a landscaped buffer.  Traditional neighborhood development and single family homes were viewed as the suitable housing options.  Mixed results were recorded for gateways, focal points, and employment options.  Large scale retail, grocery stores, and mixed use development were seen inappropriate for the area.

- *Brookwood District* – The automobile was seen as least appropriate in this character area compared to the city's other areas.  Transportation options that were favored include walking and biking.  The preferred streetscape is sidewalks with landscaped buffers.  Suitable housing options include traditional neighborhoods with single family homes.  Passive parks and greenways were seen as appropriate green spaces.  Participants supported brick and stone entrances as gateways.  Single-family neighborhoods were viewed as appropriate community focal points.  Mixed use development



*Focal Point – single family neighborhood*

and employment forms were viewed as inappropriate in this district
.
- *Hwy 78 East Corridor* – The favored transportation option for the area includes automobiles.  A sidewalk adjacent to a highway is the preferred streetscape option.  There was little to no opinion on the remainder of development forms, suggesting support for the area to remain in its current form.*

- *Summit Chase* – Preferred transportation options for this area include automobiles, biking, and walking. Favored housing options include traditional neighborhoods with single family housing. Many forms of recreational facilities and green spaces were supported in this area including playgrounds, golf courses, tennis courts, greenway trails and passive parks. Appropriate community gateways include brick entrances or columns with hanging sign as gateway. Neighborhood and religious institutions were viewed as ideal focal points. Little support was garnered for employment options and mixed-use buildings in this area.

- *North Road & Pinehurst Road* – Favored transportation modes include the automobile and school bus. Traditional neighborhoods with single family housing were considered appropriate housing types. Farmland was deemed the most appropriate green space. Stone columns and brick entrances were seen as suitable gateways. Single-family neighborhoods or religious institutions were viewed as fitting focal points. Small scale office space was the preferred employment generator. Mixed-use development was not favored for this area.

*\*A small number of people commented on these areas compared to others, suggesting they may not be priority areas.*

## Scenario Workshop

The Snellville Scenario Building Workshop, held February 6, 2007 from 6:30 pm to 8:30 pm, had outstanding participation from the community, with 101 people signing in upon arrival. The workshop began with a project overview and was followed with a discussion of future development options. Following this discussion, two alternating break-out sessions gave participants the opportunity to discuss transportation issues and vote on development preferences. Residents selected their preferred options for economic development, urban form, transportation improvements, recreation, housing, annexation, capital improvements, and redevelopment using a keypad voting system. **Figure 3-3** summarizes these results, which have been incorporated in the remaining sections of the Community Agenda. Results are separated by each breakout group and aggregated to reflect all participants at the workshop.

**Figure 3-3: Results from Future Development Preference Survey**

|  | What is most important for Snellville's future? |  |  |  |
|---|---|---|---|---|
|  |  | Group 1 | Group 2 | All |
| **1** | Maintaining neighborhood stability | 58.3% | 83.9% | 70.1% |
| **2** | Promoting a stronger tax base | 2.8% | 9.7% | 6.0% |
| **3** | Creating a stronger sense of identity and place | 38.9% | 6.5% | 23.9% |
|  | Number of votes | 36 | 31 | 67 |
|  | What is your preferred urban form? |  |  |  |
|  |  | Group 1 | Group 2 | All |
| **1** | Existing suburban form | 16.7% | 24.1% | 20.0% |
| **2** | Multi-nodal | 47.2% | 37.9% | 43.1% |
| **3** | City Center focused | 36.1% | 37.9% | 36.9% |
|  | Number of votes | 36 | 29 | 65 |

| | **What is the biggest transportation issue facing the City?** | | | |
|---|---|---|---|---|
| | | Group 1 | Group 2 | All |
| 1 | Fixing the US 78/SR 124 intersection | 23.5% | 33.3% | 28.1% |
| 2 | Improving mobility around the Ronald Reagan/SR 124 corridor | 20.6% | 16.7% | 18.8% |
| 3 | Improving local streets that serve the downtown | 55.9% | 50.0% | 53.1% |
| | Number of votes | 34 | 30 | 64 |
| | **What should be the primary function of the US 78/SR 124 intersection?** | | | |
| | | Group 1 | Group 2 | All |
| 1 | Move traffic through town quickly and safely | 82.9% | 86.7% | 84.6% |
| 2 | Support local business | 2.9% | 6.7% | 4.6% |
| 3 | Gateway to the City | 14.3% | 6.7% | 10.8% |
| | Number of votes | 35 | 30 | 65 |
| | **In addressing congestion on SR 124, which solution do you feel would be most effective?** | | | |
| | | Group 1 | Group 2 | All |
| 1 | Widen SR 124 to six lanes through the City | 6.7% | 43.3% | 25.0% |
| 2 | Improve alternate routes (e.g. North Road) to accommodate traffic growth | 76.7% | 36.7% | 56.7% |
| 3 | Extend Ronald Reagan Parkway | 16.7% | 20.0% | 18.3% |
| | Number of votes | 30 | 30 | 60 |
| | **What should the primary function be of North Road?** | | | |
| | | Group 1 | Group 2 | All |
| 1 | Back road into downtown with a residential character | 2.9% | 43.3% | 21.9% |
| 2 | Transition between commercial development on SR 124 and surrounding neighborhoods with an office/professional character | 82.4% | 26.7% | 56.3% |
| 3 | Viable local alternative to SR 124 - built to move traffic with park a parkway or boulevard character | 14.7% | 30.0% | 21.9% |
| | Number of votes | 34 | 30 | 64 |

| | **In fixing transportation problems in the City, are you more supportive of?** | | | |
|---|---|---|---|---|
| | | Group 1 | Group 2 | All |
| 1 | Building new roadways | 21.2% | 24.1% | 22.6% |
| 2 | Improving the operation of existing roadways | 54.5% | 55.2% | 54.8% |
| 3 | Reducing local dependence on the automobile, and improving access to transportation options | 24.2% | 20.7% | 22.6% |
| | Number of votes | 33 | 29 | 62 |
| | **In providing more opportunities for recreation, should the City?** | | | |
| | | Group 1 | Group 2 | All |
| 1 | Support more organized sports venues | 3.1% | 3.3% | 3.2% |
| 2 | Support the construction of arts and cultural facilities | 53.1% | 60.0% | 56.5% |
| 3 | Support and construct more passive recreational opportunities | 43.8% | 36.7% | 40.3% |
| | Number of votes | 32 | 30 | 62 |

| | In regulating the construction on new housing, what is more important? | | | |
|---|---|---|---|---|
| | | Group 1 | Group 2 | All |
| 1 | Provide housing options for the aging population | 19.4% | 0.0% | 9.8% |
| 2 | Provide a variety of housing types to support the different life cycle needs | 16.1% | 33.3% | 24.6% |
| 3 | Maintaining and improving existing housing values | 64.5% | 66.7% | 65.6% |
| | Number of votes | 31 | 30 | 61 |
| | **If the City were to develop an economic development plan what should it promote?** | | | |
| | | Group 1 | Group 2 | All |
| 1 | Retail and service opportunities | 0.0% | 3.6% | 1.7% |
| 2 | Office and medical services | 56.7% | 32.1% | 44.8% |
| 3 | Technology and small business focused | 43.3% | 64.3% | 53.4% |
| | Number of votes | 30 | 28 | 58 |
| | **If the City were to consider annexation, which would you support?** | | | |
| | | Group 1 | Group 2 | All |
| 1 | Annexation along major transportation routes to increase tax base and to control gateways to the City | 31.0% | 42.9% | 36.8% |
| 2 | Annexation of surrounding residential areas to control land use and accommodate growth | 44.8% | 35.7% | 40.4% |
| 3 | No - would not support new annexations | 24.1% | 21.4% | 22.8% |
| | Number of votes | 29 | 28 | 57 |
| | **How should the City pay for necessary capital improvements?** | | | |
| | | Group 1 | Group 2 | All |
| 1 | Increase property taxes | 3.4% | 0.0% | 1.8% |
| 2 | Promote local economic development to increase tax base | 48.3% | 46.4% | 47.4% |
| 3 | Continue to rely on sales tax | 48.3% | 53.6% | 50.9% |
| | Number of votes | 29 | 28 | 57 |
| | **How should the City incentivize redevelopment?** | | | |
| | | Group 1 | Group 2 | All |
| 1 | Offer tax breaks | 53.6% | 34.8% | 45.1% |
| 2 | Build supportive infrastructure | 39.3% | 26.1% | 33.3% |
| 3 | Offer density incentives | 7.1% | 39.1% | 21.6% |
| | Number of votes | 28 | 23 | 51 |

## Visioning Survey

The visioning survey provided a wealth of information regarding community priorities. Over 130 people completed the survey, providing key data that is incorporated along with all other information gathered during the visioning process into key issues and opportunities for the City. **Figure 3-4** summarizes the survey results.

The following issues received high priority from the largest percentage of people:

1. Housing - need for stronger code enforcement (65.42 percent);
2. Natural and Cultural Resources – Preservation of Big Haynes Creek watershed (61.11 percent);
3. Community Facilities and Services – Continue the tradition of excellence in local police protection (84.92 percent);
4. Transportation – Explore redesign options for 78/124 (68.03 percent) and Transportation Improvement Plan for the City (64.46 percent); and
5. Land Use – Redevelop aging/vacant strip commercial development (71.90%).

**Figure 3-4: Visioning Survey Results**

| | High Priority | Percent | Medium Priority | Percent | Low Priority | Percent | Total Votes |
|---|---|---|---|---|---|---|---|
| **Population** | | | | | | | |
| Steady Population Growth | 76 | 56.30% | 35 | 25.93% | 24 | 17.78% | 135 |
| Increase in Senior Population | 61 | 45.52% | 57 | 42.54% | 16 | 11.94% | 134 |
| **Economic Development** | | | | | | | |
| Creating a "brand" to promote the City | 21 | 18.58% | 44 | 38.94% | 48 | 42.48% | 113 |
| Develop an Economic Development Strategy | 53 | 46.90% | 44 | 38.94% | 16 | 14.16% | 113 |
| Promote the area's extensive fiber-optic network | 37 | 30.08% | 47 | 38.21% | 39 | 31.71% | 123 |
| Expand the office/professional job market | 60 | 52.63% | 24 | 21.05% | 30 | 26.32% | 114 |
| Increase safety & infrastructure | 70 | 57.38% | 34 | 27.87% | 18 | 14.75% | 122 |
| **Housing** | | | | | | | |
| Need for more senior population housing | 27 | 21.95% | 58 | 47.15% | 38 | 30.89% | 123 |
| Need for more family housing | 7 | 5.15% | 57 | 41.91% | 72 | 52.94% | 136 |
| Encourage sustainable development patterns | 33 | 26.19% | 49 | 38.89% | 44 | 34.92% | 126 |
| Establish design/material standards for new construction | 63 | 58.33% | 28 | 25.93% | 17 | 15.74% | 108 |
| Need for stronger code enforcement | 70 | **65.42%** | 27 | 25.23% | 10 | 9.35% | **107** |
| **Natural & Cultural Resources** | | | | | | | |
| Preservation of Big Haynes Creek watershed | 77 | **61.11%** | 43 | 34.13% | 6 | 4.76% | 126 |
| Poor air quality | 56 | 44.80% | 50 | 40.00% | 19 | 15.20% | 125 |
| No formal program for the protection of groundwater recharge areas | 45 | 36.89% | 58 | 47.54% | 19 | 15.57% | 122 |
| Encourage the use of building materials & design that reflect historic character | 55 | 43.31% | 41 | 32.28% | 31 | 24.41% | 127 |

| | High Priority | Percent | Medium Priority | Percent | Low Priority | Percent | Total Votes |
|---|---|---|---|---|---|---|---|
| **Community Facilities and Services** | | | | | | | |
| Meeting the service demands of population growth | 65 | 56.52% | 45 | 39.13% | 5 | 4.35% | 115 |
| Continue the tradition in excellence in local police protection | 107 | **84.92%** | 19 | 15.08% | 0 | 0.00% | 126 |
| Expand the City's stormwater management program | 55 | 40.74% | 65 | 48.15% | 15 | 11.11% | 135 |
| **Intergovernmental Coordination** | | | | | | | |
| Support regional and state efforts to address transportation issues | 68 | 51.13% | 47 | 35.34% | 18 | 13.53% | 133 |
| Addressing incompatible land uses | 51 | 41.46% | 56 | 45.53% | 16 | 13.01% | 123 |
| Municipal-County coordination | 54 | 50.00% | 40 | 37.04% | 14 | 12.96% | 108 |
| Shared City-County services | 40 | 32.00% | 63 | 50.40% | 22 | 17.60% | 125 |
| Funding of public services | 34 | 27.42% | 66 | 53.23% | 24 | 19.35% | 124 |
| **Transportation** | | | | | | | |
| Improve connectivity between sectors of the City | 54 | 44.26% | 45 | 36.89% | 23 | 18.85% | 122 |
| Use access management techniques on 78/124 | 71 | 55.04% | 45 | 34.88% | 13 | 10.08% | 129 |
| Create new transportation facilities | 68 | 55.28% | 32 | 26.02% | 23 | 18.70% | 123 |
| Explore redesign options for 78/124 | 83 | **68.03%** | 33 | 27.05% | 6 | 4.92% | 122 |
| Transportation improvement plan for the City | 78 | **64.46%** | 34 | 28.10% | 9 | 7.44% | 121 |
| Expand senior transportation options | 25 | 20.66% | 60 | 49.59% | 36 | 29.75% | 121 |
| Express bus transit to regional job centers | 22 | 18.18% | 30 | 24.79% | 69 | 57.02% | 121 |
| Promote more mixed-use development | 14 | 11.48% | 45 | 36.89% | 63 | 51.64% | 122 |
| **Land Use** | | | | | | | |
| Promote new development to set the City apart | 38 | 29.69% | 48 | 37.50% | 42 | 32.81% | 128 |
| Redevelop aging/vacant strip commercial dev. | 87 | **71.90%** | 26 | 21.49% | 8 | 6.61% | 121 |
| Provide adequate space for growth of non-retail employment | 32 | 26.89% | 67 | 56.30% | 20 | 16.81% | 119 |
| Improve gateways into City | 39 | 30.95% | 55 | 43.65% | 32 | 25.40% | 126 |
| Encourage traditional neighborhood development | 57 | 44.19% | 57 | 44.19% | 15 | 11.63% | 129 |
| Promote use of conservation subdivision ordinance and greenway connections | 57 | 48.72% | 38 | 32.48% | 22 | 18.80% | 117 |

## *Summary*

The goal of the Citizen Participation Program was to establish two-way communication between Snellville citizens and their government officials, with the overall goal of better decisions supported by the public. Through the extensive cooperation of the City, citizens, stakeholders, and the Citizen Planning Committee, a wealth of input was gathered through the Visioning Workshops, Scenario Workshop, Stakeholder Interviews, and Visioning Questionnaire and Survey. The Community Agenda is the result of an analysis of the information gathered from this extensive public involvement effort and is reflective of the public's vision for the future.

# 4.   Future Land Use

## *Introduction*

Following are two tools that will be used in guiding future land use and capital investment decisions in the City of Snellville: (1) the Future Development Map, and (2) the Future Land Use Plan. Both maps are based on the community's vision for the future and were developed through the public outreach process. The Future Development Map is a required component of all comprehensive plans under the new "Local Planning Requirements" adopted by the Georgia Department of Community Affairs (DCA) in 2005, and the Future Land Use Plan is a requirement of the City of Snellville Zoning Ordinance.

The focus of the Future Development Map is on defining local character and helping to foster a better sense of community identity and sense of place. The scale of this map is at the neighborhood or local community level. The entire city and surrounding area has been divided into 13 character areas. Some of these character areas also cross over into unincorporated Gwinnett County. Each character area has its own vision, description, policies, and implementation strategies.

The focus of the Future Land Use Plan, on the other hand, is on defining where different land use types should be allowed to develop. The policies associated with this map refer to which land uses should be allowed in each future land use designation. The scale of this map is at the parcel level. Each Future Land Use category ties directly to an appropriate existing or proposed zoning category. In many respects the Future Land Use Plan is a shorter range tool than the Future Development Map. It is intended to guide current rezoning decisions, and as such, it more directly reflects current conditions and constraints on future development, such as the availability of supportive infrastructure like sewer and transportation.

## *Future Development Map*

The Future Development Map illustrates several major features that are intended to help guide rezoning and capital investment decisions. These features include character areas and key development areas. For the sake of geographic orientation, the map also illustrates the location of community facilities, municipal boundaries, major roadways and hydrological features. A description of how the character areas were defined and how they are intended to be used follows, along with a one-page fact sheet for each of the character areas that describes the existing character, predominant land uses, vision for the future, implementation strategies, and Quality Community Objectives to be Pursued in this Character Area. The key development areas are illustrated on the map to point areas where special consideration will likely be made in the future either in terms of land use policy or pubic investment. These areas include the Highway 124 North Redevelopment Corridor, Highway 124 South, and the Hwy 78 Activity Nodes.

## Character Areas

The use of character areas in planning acknowledges the visual and functional differences that exist today among the districts and regions of the community. They help guide future development through policies and implementation strategies that are tailored to each area of the

City.  These character areas can be used to define areas that (1) presently have unique or special characteristics that need to be preserved; (2) have potential to evolve into unique areas; or (3) require special attention because of unique development issues.  In some cases, different character areas are defined by existing land use and future land use in order to highlight appropriate transitions as the community evolves.

The character of developed areas can be explained by looking at several typical characteristics, such as the following:
- Siting and configuration of lots.
- Site design features, such as degree and location of landscaping, parking, driveways, accessory structures, stormwater facilities, and other features.
- Street design.
- Intensity of development.
- Building location, dimensions, and orientation.
- Types and quantities of natural features.
- Location, extent, and type of civic buildings and public spaces.
- Relationship between uses within the area.
- Sensitive or unique environmental resources.

The Future Development Map and its character areas were developed as part of the Comprehensive Plan to:
- Supplement the role of the Future Land Use Map.
- Guide future rezonings, special use, and development applications.
- Serve as a design and physical development guidance tool.
- Encourage and promote quality development and redevelopment.
- Define common themes among area of the City.
- Be used as a tool in securing funding for projects.
- Identify and incorporate available community resources in the implementation of the character area programs.
- Provide a strong link between the community's vision, goals, and land use policy.
- Provide qualitative guidance to the development community.
- Lay the framework for urban design guidelines and changes to development regulations.

The City's character areas are described and defined individually in the following fact sheets and are mapped in **Figure 4-1**.

**City of Snellville 2030 Comprehensive Plan**

*Future Development Map*

Feet
0    2,000    4,000
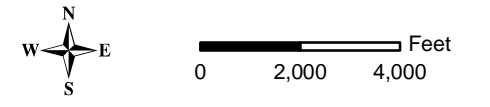
🏛 City Hall
🌲 Park
⚑ School
⚾ Sports Facility
🟩 Parks

**Character Areas**
**Character**
- 124 South/Centerville Highway
- Highway 78 East Corridor
- Britt Elementary Cluster
- Brookwood District
- Downtown
- North Road/Pinehurst Road Stable Neighborhoods
- Highway 78 West Area
- Lenora Church Road
- No Business Creek
- North Road Transitional Corridor
- Scenic Highway North
- Summit Chase
- Temple Johnson Road

**Key Development Areas**
- Hwy 124 South
- Hwy 78 East Activity Nodes
- US State Highway
- Local Roads
- Major Roads
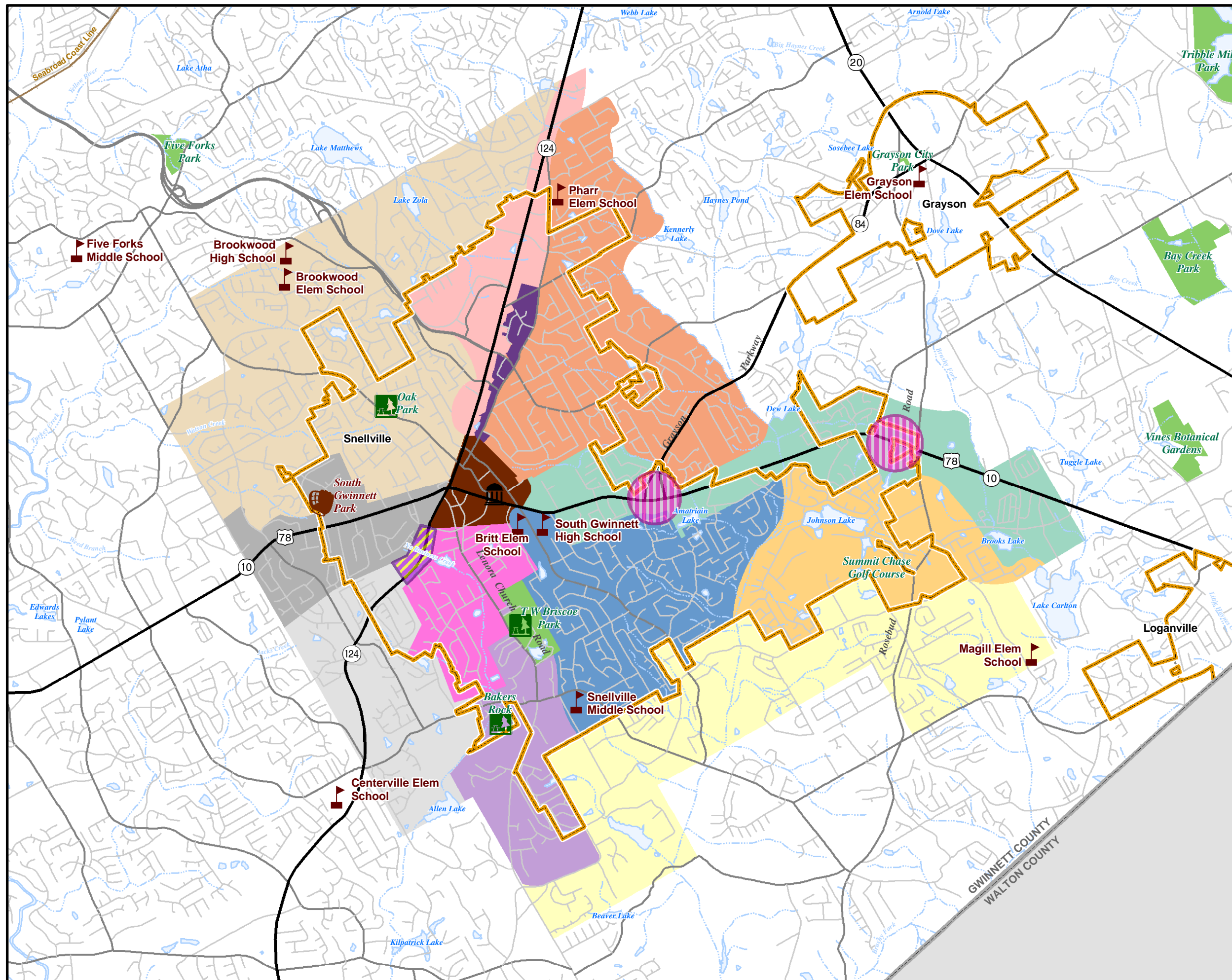- Lake
- City Limits
- County Boundary

JORDAN JONES & GOULDING

**Figure 4-1**

09/26/08  P:\02\02309\003\GIS\FDM_bws_030607.mxd

# 124 South/Centerville Highway



**Existing Character Description:**
The 124 South/Centerville Highway character area predominately consists of low and medium density residential land uses. It spans the city border, with portions in the city and unincorporated county. This character area has experienced significant development in recent years. This trend will likely continue, as there are still large undeveloped parcels in the unincorporated portion. This character area is known to contain a large supply of small starter homes on small lots. SR 124 is the main transportation route through the area and serves as an important gateway to the city.

**Predominant Land Uses:** Low Density Residential, Medium Density Residential

**Vision for the Future:** A vibrant residential community that maintains its value over time and offers a variety of housing options to residents. An aesthetically pleasing gateway into the city, providing a clear boundary between the unincorporated county and city. Small scale offices permitted in the northern section of the character area should maintain a residential character to complement the surrounding neighborhoods.

**Implementation Strategies:**
- Construct a gateway feature adjacent to SR 124 to signify entrance into the City of Snellville.
- To increase housing diversity, require high-quality design elements, including construction materials and landscaping to promote the building of high price-point housing.
- Follow the recommendation of the Service Delivery Strategy and hold regular meetings between the county and city regarding any land use changes within the city's sphere of influence.
- Coordinate land use decisions with Gwinnett County to establish a clear visual boundary between the city and unincorporated portions of the county.
- Permit more office uses in the area to reduce car trips for residents.

**Quality Community Objectives to be Pursued in this Character Area:**
- <u>Sense of Place</u>. The regulation of signage along the corridor, through the city's sign ordinance, should be continued to ensure consistency in size and type.
- <u>Transportation Alternatives</u>. There is an excellent network of sidewalks adjacent to 124. Sidewalks within new developments should continue to be required and connected to existing networks.
- <u>Housing Choices</u>. The city should attempt to increase housing diversity through attracting high price-point housing to the area.
- <u>Traditional Neighborhoods</u>. The city permits the construction of Traditional Neighborhood Development (TND), through its floating Residential Village Overlay District, which can be applied to residentially zoned (RS-150, RS-180) portions of the character area.

# Highway 78 East Corridor





**Existing Character Description:**
This character area is predominantly comprised of undeveloped parcels and isolated retail uses.  Low density single-family subdivisions are predominately found in areas off of the main highway.  This area has experienced recent growth and significant future development is likely here due to the availability of undeveloped parcels.  Unlike some other substantially built-out corridors in town, there is still is an opportunity for this area to develop in a nodal fashion, as opposed to a commercial strip.

**Predominant Land Uses:** Commercial/Retail, Undeveloped Parcels, Low Density Residential, Medium Density Residential

**Vision for the Future:** A corridor with highly developed activity nodes, containing a mixture of uses with a pedestrian scale.  Open green space or low-density residential land uses between the nodes.  Nodes should be located at Grayson Parkway, and Rosebud Road.

**Implementation Strategies:**
- Create new land use and zoning designation for areas within specified activity nodes.  This should permit a mixture of land uses, similar to the Town Center Overlay District, and could require the construction of a street grid system, similar what is specified in the city's Residential Village Overlay District.
- Prohibit retail and encourage residential development in areas located between activity nodes.
- Construct gateway feature along US 78 to signify entrance into the city.
- Control and limit access points to US 78.

**Quality Community Objectives to be Pursued in this Character Area:**
- Sense of Place.  Developing this area as a series of activity nodes, as opposed to strip commercial, will help establish a sense of place and unique identity for the corridor.  This will set it apart from other corridors in the city dominated by strip commercial.
- Sense of Place. The regulation of signage along the corridor, through the city's sign ordinance should be continued to ensure consistency in size and type.
- Transportation Alternatives. There is a sparse network of sidewalks within the 78 East Corridor. The city should take steps to ensure an interconnected network of sidewalks, multi-use trails, and bicycle connections within new developments, activity nodes and along the right-of-way of US 78.
- Open Space Preservation.  The city should continue to promote the conservation of green spaces in new development through the requirements of various zoning districts.

# Britt Elementary Cluster



**Existing Character Description:**
The Britt Elementary Cluster is primarily comprised of stable single-family residential neighborhoods. The area contains a mixture of older ranch homes built in the 1950's and 1960's as well newer subdivisions built in recent decades. The area contains all of Snellville's three schools, South Gwinnett High School, Britt Elementary School, and Snellville Middle School.

**Predominant Land Uses:** Low Density Residential

**Vision for the Future:** A school-focused community with strong social linkages to neighborhood schools. A grouping of residential neighborhoods that maintain their vitality and protect themselves from declining values. An expanded network of sidewalks and multi-use trails so children can walk or bicycle to school safely. Additional parks and greenways.

**Implementation Strategies:**
- Expand sidewalk network along Skyland Drive and in adjacent residential neighborhoods to expand connectivity to neighborhood schools and Briscoe Park.
- Add traffic calming improvements (speed tables, bulb outs, landscaped medians, chicanes, on-street parking) and increase street interconnections to improve walk-ability within neighborhoods.
- Focus on reinforcing neighborhood stability by encouraging more homeownership and maintenance or upgrade of existing properties.
- Strongly enforce "Broken Windows" program of code enforcement.
- Explore options to construct a neighborhood park.
- Improve area infrastructure, including adding curb and gutters for stormwater management.

**Quality Community Objectives to be Pursued in this Character Area:**
- Transportation Alternatives. This area currently contains a fragmented network of sidewalks. Alternatives to the automobile should be provided by expanding sidewalks, particularly along Skyland Drive.
- Open Space Preservation. The city should continue to promote the conservation of green spaces in new development through the requirements of various zoning districts.

# Brookwood District





**Existing Character Description:**
The Brookwood District character area is predominantly comprised of stable single-family residential neighborhoods. Significant parcels of undeveloped land can be found in the unincorporated county portion of the character area. Neighborhoods of older ranch-style homes are found along Oak Road, in addition to newer residential subdivisions throughout the character area. This character area contains some of the highest-priced homes in the city.

**Predominant Land Uses:** Low Density Residential, Undeveloped, Estate Residential

**Vision for the Future:** A vibrant residential community that maintains its value over time. A school-focused community with strong linkages to Brookwood Elementary and High School. A quiet place to relax with an abundance of neighborhood parks.

**Implementation Strategies:**
- Add traffic calming improvements (speed tables, bulb outs, landscaped medians, chicanes, on-street parking) and increase street interconnections to improve walk-ability within neighborhoods.
- Expand sidewalk system or multi-use trails to connect community facilities such as the Brookwood schools and Oak Park to surrounding neighborhoods. Sidewalks are particularly needed on Oak Road, Holly Brook Road, and Highpoint Road.
- Add additional city parks to provide playgrounds for neighborhood children.
- Focus on reinforcing neighborhood stability by encouraging more homeownership and maintenance or upgrade of existing properties.
- Add wayfinding signage system for easy navigation.

**Quality Community Objectives to be Pursued in this Character Area:**
- Transportation Alternatives. Sidewalks should be added along Oak Road, Holly Brook Road, and Highpoint Road to provide options for students to walk and bicycle to school.
- Open Space Preservation. The city should continue to promote the conservation of green spaces in new development through the requirements of various zoning districts.

## Downtown




**Existing Character Description:**
The downtown character area is comprised of a mixture of civic, retail and office uses. The city has taken steps to create a true downtown district in this area containing a mixture of commercial, residential, and entertainment uses. This began with the construction of the new City Hall building and Snellville Senior Center. New mixed-use (retail/residential) buildings are in the beginning stages of construction and it is likely this area will undergo a transformation within the planning period.

**Predominant Land Uses:** Public/Civic, Commercial/Retail, Office/Professional

**Vision for the Future:** A vibrant downtown district that includes residential units, offices, restaurants, small-scale shops, cultural facilities and entertainment venues. An area with multiple housing options for senior citizens and young professionals. Downtown should serve as the focal point of the community and become a destination for dining, shopping, and cultural pursuits. Steps have been made towards this goal including the construction of the new City Hall and Senior Center. Planned developments, such as Wisteria Square and a new public safety building will further contribute to this goal by adding additional civic uses, residential units and street front retail.

**Implementation Strategies:**
- Actively promote redevelopment within the Town Center Overlay District through the activities of the Downtown Development Authority.
- Explore opportunities to add an arts and cultural center within the downtown area to meet the cultural goals of city residents.
- Build upon Wisteria Square's role as a catalyst site, to encourage more mixed-use development in the area.
- Follow architectural guidelines for new buildings and require a pedestrian orientation.
- Construct new public safety building.
- Coordinate redevelopment efforts with the city's LCI plan for the area.

**Quality Community Objectives to be Pursued in this Character Area:**
- Housing Choices. The addition of the Wisteria Square development will provide new housing options for residents, including downtown loft living.
- Urban Form. The Town Center Overlay District encourages development to continue the existing street design of the city and maintain the small setbacks of traditional downtowns.
- Sense of Place. The city's planning efforts in the downtown area should help establish a true vibrant downtown district for the city, providing a sense of place and civic pride in its residents.
- Traditional Neighborhoods. The zoning designation within this area emulates traditional neighborhoods by allowing a mixture of land uses.

# North Road Transitional Corridor



**Existing Character Description:**
The North Road/Pinehurst Road Character Area is predominantly comprised of single-family residential development. This is an older, established area with a housing stock comprised mainly of large lot ranch homes. The area is experiencing significant pressure to consolidate parcels and redevelop areas in close proximity to State Road 124, and a number of homes in the area have been converted to office uses or are now rental properties.

**Predominant Land Uses:** Low-Density Residential

**Vision for the Future:** This southern portion of this area, in close proximity to downtown, has been identified as an area ideal for office expansion. The northern portions of the area are appropriate for the development of low-scale residential style offices and infill residential development to help buffer the stable neighborhoods to the east from the commercial development along Highway 124 to the west. Traffic will be eased in the area through the consolidation of curb cuts and access management standards that will be required terms of redevelopment.

**Implementation Strategies:**
- Develop an overlay district for this area to allow redevelopment and revitalization without encroaching on the stable neighborhoods to the east.
- Encourage unified development through incentivizing the consolidation of parcels.
- Establish a consistent development pattern along the corridor by implementing design guidelines for signage, sidewalks, landscaping, building-type, and location.
- Expand sidewalks to provide safe alternatives to the automobile, particularly along the major routes of North Road, Pinehurst Road and Pharrs Road.
- Permit well-designed small infill developments of medium-density residences to increase neighborhood density and income diversity.
- Explore opportunities to add trails and bicycle connections to downtown.
- Complete intersection improvements at North Road and Pinehurst.

**Quality Community Objectives to be Pursued in this Character Area:**
- Transportation Alternatives. Sidewalks should be provided along the major routes of North Road, Pinehurst Road, and Ridgedale Drive, to offer alternatives to automobile travel. .
- Open Space Preservation. The city should continue to promote the conservation of green spaces in new development through the requirements of various zoning districts.
- Infill Development. The purpose of the proposed overlay district in this area is to incentivize the transition of the area from single-family homes to low intensity office.

# North Road/Pinehurst Road Stable Neighborhoods



**Existing Character Description:**
The North Road/Pinehurst Road Stable Neighborhoods Character Area is predominantly comprised of single-family residential development. This is an older, established area with a housing stock comprised mainly of large lot ranch homes.

**Predominant Land Uses:** Low-Density Residential

**Vision for the Future:** Preserve neighborhood quality and vitality. Increase walkability through sidewalks and traffic calming improvements. Expand recreational opportunities by pursuing the development of a park in this area.

**Implementation Strategies:**
- Expand sidewalks to provide safe alternatives to the automobile, particularly along the major routes of North Road, Pinehurst Road, and Ridgedale Drive.
- Continue the city's "Broken Windows" program of code enforcement to address code violations and guard against neighborhood decline.
- Focus on reinforcing neighborhood stability by encouraging more homeownership and maintenance or upgrade of existing properties.
- Explore opportunities to add trails and bicycle connections to downtown.
- Complete intersection improvements at North Road and Pinehurst.

**Quality Community Objectives to be Pursued in this Character Area:**
- Transportation Alternatives. Sidewalks should be provided along the major routes of North Road, Pinehurst Road, and Ridgedale Drive, to offer alternatives to automobile travel.

# Highway 78 West Corridor

**Existing Character Description:**
This character area is comprised mainly of retail/commercial uses along the 78 corridor, with low-density residential development found off of the main highway. The corridor is characteristic of a commercialized suburban strip and features fast food restaurants and strip malls. There are numerous curb cuts on US 78 and many businesses lack inter-parcel access with each other. Some commercial structures along the corridor are declining or vacant.

**Predominant Land Uses:** Commercial/Retail, Low Density Residential

**Vision for the Future:** A vibrant commercial corridor containing no vacant or underutilized developments. The replacement of aging and out-dated commercial structures, with new developments exhibiting underground utilities, inter-parcel access, improved streetscaping, and unified architectural facades.

**Implementation Strategies:**
- Promote reinvestment in the corridor through the redevelopment of older shopping centers by placing new commercial structures at the street front, taking up a portion of the over-sized parking lots and creating a shopping "square" around a smaller internal parking lot.
- Provide bicycle and pedestrian amenities, including covered walkways, benches, lighting and bike racks.
- Maintain Corridor Overlay District and encourage redevelopment within its boundaries.
- Continue working with the Evermore Community Improvement District to redevelop portions of the corridor and facilitate transportation improvements along 78.
- Add gateway feature to signify entrance into the City of Snellville.
- Strongly enforce "Broken Windows" program of code enforcement.
- Actively promote redevelopment of the area through the activities of the Downtown Development Authority.
- Focus on reinforcing neighborhood stability by encouraging more homeownership and maintenance or upgrade of existing properties.

**Quality Community Objectives to be Pursued in this Character Area:**
- <u>Sense of Place</u>. The purpose of the Corridor Overlay District in this area is to create a sense of place through unified architecture and streetscape design.
- <u>Infill Development</u>. The city in conjunction with the Evermore Community Improvement District is actively working to redevelop a number of old commercial structures in this area.

# Lenora Church Road



**Existing Character Description:**
The Lenora Church Road character area is very unique, containing a diverse mixture of land uses including multi-family, low-density residential, industrial, park/recreation, and civic uses.  It is dominated by Briscoe Park, the crown jewel of the city's park system, offering a multitude of active and passive recreational opportunities.  It contains an agglomeration of civic uses including a police station, tag office, library, recycling center, and fire station.  It is also one of the only areas in the city to contain industrial or multi-family uses.

**Predominant Land Uses:** Multi-Family**,** Park/Recreation, Public/Civic**,** Industrial, Low Density Residential

**Vision for the Future:** A vibrant family oriented community with a civic focus.  Increased pedestrian and bicycle connectivity between neighborhoods and schools, parks, library, and other civic uses. A cultural destination for the city, with community events being held at Briscoe Park.  The construction of an interpretive center at Baker's Rock focusing on its unique environmental qualities.

**Implementation Strategies:**
- Offer incentives for the redevelopment and rehabilitation of existing multi-family housing in the area, especially to develop more housing for seniors.
- Increase connectivity to Briscoe Park by adding pedestrian and bicycle linkages to surrounding neighborhoods.
- Explore opportunities to construct an interpretive center at the Baker's Rock environmental preserve to educate area students about endangered plant species and geologic formations.
- Explore options to expand proposed multi-use trail to downtown.
- Enhance streetscaping with landscaping and a wayfinding signage system.
- Strongly enforce "Broken Windows" program of code enforcement.

**Quality Community Objectives to be Pursued in this Character Area:**
- Open Space Preservation.  The city is actively pursuing assistance to preserve the 30-acre Baker's Rock granite outcropping.
- Employment Options.  This being one of the only areas of the city that contains industrial businesses, it provides much needed diversity to the job base of the city dominated by retail positions.
- Transportation Alternatives.  Increase connectivity to Briscoe Park by adding pedestrian and bicycle linkages to surrounding neighborhoods.

## No Business Creek



**Existing Character Description:**
The No Business Creek character area is comprised of almost exclusively of single-family residences. This established Snellville neighborhood primarily contains well-maintained ranch homes on large lots.

**Predominant Land Uses:** Low-Density Residential

**Vision for the Future:** A stable residential community with high rates of homeownership. A neighborhood with adequate pedestrian and bicycle connections to downtown and adjacent areas. Quiet residential streets with a minimum of cut-through traffic.

**Implementation Strategies:**
- Expand sidewalks within neighborhoods, especially on residential streets with significant traffic, such as Green Valley Rd., Ashworth Lake Rd.
- Tame cut-through traffic with calming devices, such as speed tables, chicanes, and landscaped medians.
- Strongly enforce the city's "Broken Windows" program of code enforcement, to address code violations and guard against neighborhood decline.
- Maintain and protect 50 ft. stream buffers along No Business Creek from development.
- Focus on reinforcing neighborhood stability by encouraging more homeownership and maintenance or upgrade of existing properties.

**Quality Community Objectives to be Pursued in this Character Area:**
- Transportation Alternatives. To offer alternatives to the automobile, sidewalks should be constructed on streets with significant traffic. These should be connected to existing sidewalks in south downtown and along Lenora Church Road.
- Heritage Preservation. Incompatible infill development has yet to become a problem in Snellville, but it may present itself during the planning period. The historic quality of neighborhoods in this area should be maintained. Infill development should complement and preserve the existing character.
- Environmental Protection. Stream buffers should be maintained along No Business Creek to protect water quality and provide green space for residents.

# Scenic Highway North



**Existing Character Description:**
The Scenic Highway North character area is dominated by large-scale commercial uses and the Emory Eastside medical complex. This area contains many national big-box chain retailers, as well as the hospital and its associated agglomeration of medical offices. Street frontages along SR 124 are dominated by expanses of oversized parking lots. Since commercial development in this area is relatively new and occupied at this time they offer few redevelopment options, although this may change throughout the planning period.

**Predominant Land Uses:** Commercial/Retail, Office/Professional

**Vision for the Future:** An impressive gateway corridor into the city containing a mixture of land uses. The redevelopment of existing commercial properties to contain more offices, assisted living facilities and "senior-focused" residences.

**Implementation Strategies:**
- Promote reinvestment in the corridor through the redevelopment of shopping centers by placing new commercial structures at the street front, taking up a portion of the over-sized parking lots and creating a shopping "square" around a smaller internal parking lot.
- Amend zoning regulations to permit the redevelopment of commercial property with assisted living facilities and senior citizen housing.
- Provide adequate buffers between residential neighborhoods and intense commercial development on SR 124.
- Work closely with Gwinnett County regarding land use decisions within the city's sphere of influence that may significantly impact the city, in particular the area of 124 North between the city line and the Avenues at Webb Gin House. This area will likely redevelop and have significant repercussions for the city.
- Construct gateway feature along SR 124 to signify entrance into the City of Snellville.
- Improve inter-parcel access between developments.
- Enhance pedestrian connections between commercial uses and adjacent residential neighborhoods.

**Quality Community Objectives to be Pursued in this Character Area:**
- Infill Development. Expansive parking lots in the corridor provide prime infill development sites for multi-family, retail, office, or mixed-use buildings.
- Regional Cooperation. Per Snellville's Service Delivery Strategy, the city should work closely with the county to ensure land use decisions in the sphere of influence are in the best interests of city and county.
- Sense of Place. The construction of a gateway feature in the corridor would contribute to an enhanced sense of place by providing a clear transition between city and county.

# Summit Chase




**Existing Character Description:**
Summit Chase is a large master planned community containing homes of various ages, styles, and price points. The neighborhood contains a county club and golf course. The focal point of the subdivision, Johnson Lake, can be found at the center of the development. Many areas of Summit Chase have declined and are in need of improved property maintenance and reinvestment.

**Predominant Land Uses:** Low Density Residential, Park/Recreation, Estate Residential

**Vision for the Future:** A neighborhood reinvigorated through property reinvestment and improved upkeep. An enhanced feeling of civic pride and community togetherness. A community in which property values are improved and maintained.

**Implementation Strategies:**
- Strongly enforce the city's "Broken Windows" program of code enforcement to clean-up code violations and improve neighborhood appearance.
- Encourage and strengthen neighborhood watch program.
- Explore opportunities to construct a multi-use trail along Big Haynes Creek.
- Promote the Summit Chase Country Club as an amenity for the entire Snellville community.
- Preserve greenspace and wooded areas.
- Focus on reinforcing neighborhood stability by encouraging more homeownership and maintenance or upgrade of existing properties.

**Quality Community Objectives Pursued in this Character Area:**
- Transportation Alternatives. The construction of a multi-use trail along Big Haynes Creek in this area would provide for transportation and recreational options by linking neighborhoods to proposed activity centers.

# Temple Johnson Road



**Existing Character Description:**
The Temple Johnson Road area is comprised mainly of single-family homes, undeveloped, and agriculture land.  The land area is found entirely outside of the city of Snellville's limits within the sphere of influence. This is one of the few character areas that still exhibit a rural character, which is increasingly being lost through suburban residential development.

**Predominant Land Uses:** Undeveloped**,** Agriculture/Forestry, Estate Residential, Low Density Residential

**Vision for the Future:** Limit suburban growth and maintain rural character in this area.  Protect scenic views of pastures, horse fences, and natural vegetation from roadways.  New commercial developments should exhibit an architectural style evocative of rural environments.

**Implementation Strategies:**
- Maintain rural character by specifically limiting and/or regulating new development.
- Protect existing farmland by requiring very large minimum lot sizes (at least 10 acres).
- Explore opportunities to purchase conservation easements or the development rights of existing farms.
- If developments are permitted, they should follow conservation subdivision design, preserving a portion of land as undeveloped in perpetuity.  Preserving open space, scenic pastures and horse fences along roadways would maintain the agrarian feel of the area.
- Require stub streets in new subdivisions if permitted to link to future development and reduce traffic pressure on major routes.

**Quality Community Objectives Pursued in this Character Area:**
- <u>Sense of Place</u>. Protecting the rural character of the area through large lot zoning, conservation easements, conservation subdivisions, and requiring rural architecture will help maintain the rural identity of Temple Johnson Road.
- <u>Open Space Preservation</u>**.** If new subdivisions are permitted to occur in this area, they should follow the design principles of conservation subdivisions.  The agricultural qualities of the land (pastures, horse fences, tree lines) should be designated for permanent protection.

## *Future Land Use Map*

The recommended future land use plan for the City of Snellville is a parcel specific map that is intended to serve as a guide in making rezoning and capital investment decisions. The map assigns a future land use designation to every parcel in the City, see Figure 4-2. The future land use categories shown on the map are listed and defined in the following table. This definition also describes what zoning districts are appropriated for each future land use category.

| Future Land Use Designation | Description | Associated Zoning Codes |
|---|---|---|
| Low Density Residential | Single-family residential areas less than 4 units per acre | RS-180, RS-150 |
| Medium Density Residential | Single-family residential areas with between 4 to 10 units per acre. | PRC, RG-75, R-HOP, CSO |
| Multi-Family Residential | Multi-family residential areas of 4 to 10 units per acre. | RM, R-TH, RG-75 |
| Commercial Retail | Property where business and trade are conducted. They may be single-use or grouped together in a shopping center. | BN, BG, HSB |
| Office/Professional | Property that accommodates business concerns that do not provide a product directly to customers on the premises, or do not as a primary activity involve the manufacture, storage or distribution | CI, OP |
| Industrial Mixed Use | Property used for warehousing, distribution, trucking and manufacturing, which are primary uses. High-intensity service commercial uses are also appropriate for these areas. | LM, BG, HSB |
| Public/Institutional | Areas housing local government's community facilities, general government, and institutional land uses. Examples include schools, city halls, county courthouses, health facilities*, churches, libraries and police and fire stations. | CI |
| Park/Recreation | Areas that have been developed or are proposed to be developed for park or recreational uses. | Any Zoning District |
| Conservation | Areas of designated and protected open space. | Any Zoning District |
| Transportation/Communication/ Utilities | Areas housing uses such as power generation plants, sewerage and water treatment facilities, railroad facilities, radio towers, public transit stations, telephone switching stations, airports, port facilities, or similar uses. | Any Zoning District |
| Town Center Commercial | A wide variety of retail, civic, banking and multi-family uses are permitted. They are required to be housed in buildings that adhere to specified architectural guidelines. | BN, BG,OP, CI within Town Center Overlay |

| Future Land Use Designation | Description | Associated Zoning Codes |
|---|---|---|
| 78 East Activity Node | A wide variety of uses similar to those permitted in the town center commercial designation.  They include residential, retail, restaurant, and office uses. | BN, BG, CI, OP (New zoning overlay district should be created and applied here) |
| North Road Redevelopment Area | A mixture of low intensity office uses compatible with the residential character of adjacent neighborhoods in the southern portion of the area and a combination of low intensity office uses and infill housing in the northern part of the area. | OP, R-TH A new zoning overlay district should be created and applied to this area. |
| * Health Facilities: A facility or institution, whether public or private, principally engaged in providing services for health maintenance and the treatment of physical or mental conditions.  *Source:  The New Illustrated Book of Development Definitions, Center for Urban Policy Research* |||

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**City of Snellville 2030 Comprehensive Plan**

*Future Land Use*

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Miles

**Snellville Future Land Use Designations**

- Low Density Residential
- Medium Density Residential
- Multi-Family Residential
- Retail
- Office/Professional
- Industrial Mixed Use
- Public/Institutional
- Park/Recreation
- Conservation
- Transportation/Communication/Utilities
- North Road Redevelopment Area
- Town Center Commercial
- 78 East Activity Node

**Additional Gwinnett County Designations**

- Mixed Use Residential
- Rural Residential
- Agriculture
- US/State Highway
- Major Road
- Road
- 50 ft. Stream Buffer
- River/Stream
- Lake/Pond
- Sphere of Influence for Snellville
- City Boundary
- Gwinnett County Boundary
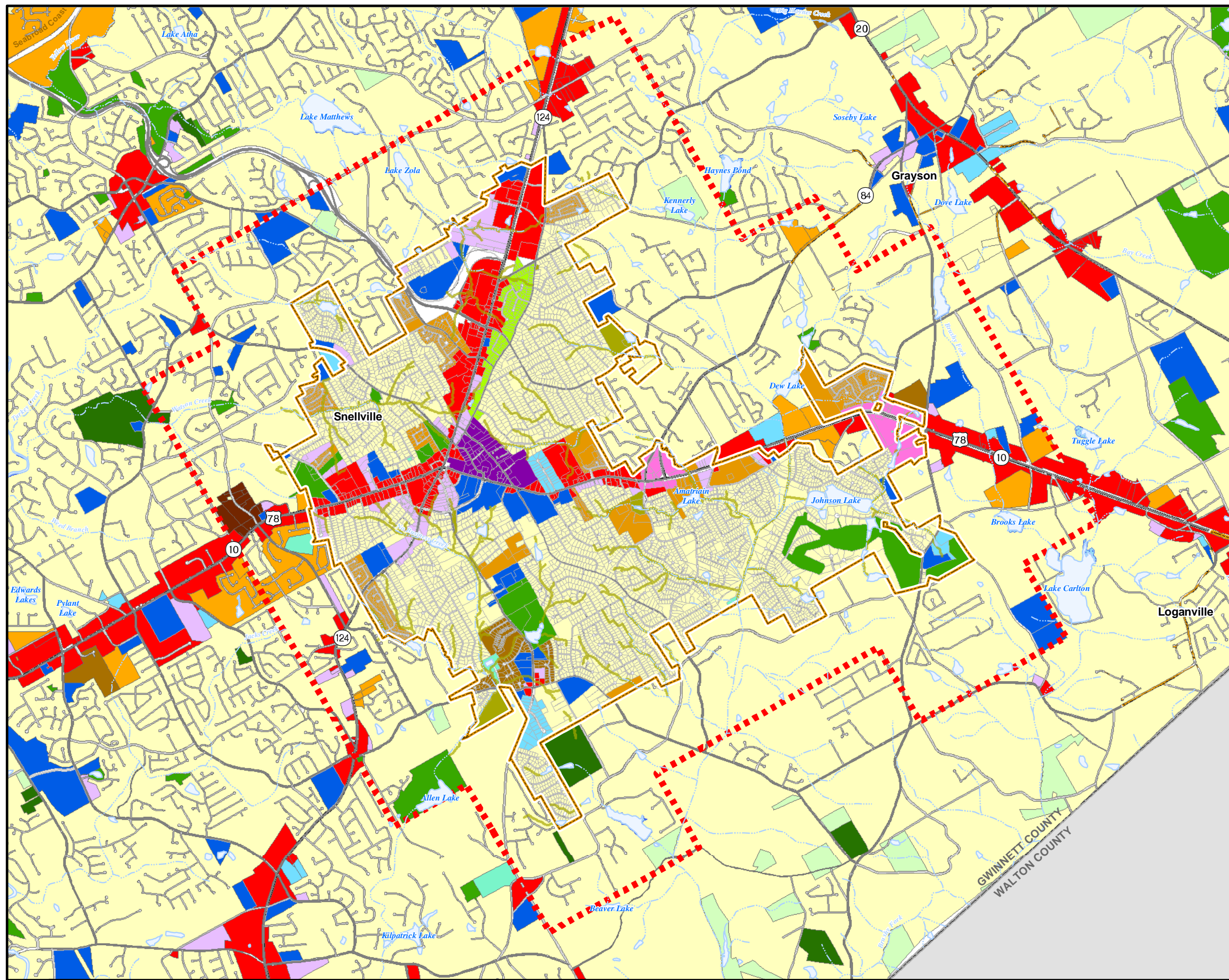- Other County Boundary

**SNELLVILLE, GA** *Striving for the Highest*

**JORDAN JONES & GOULDING**

**Figure 4-2**

# 5.    Translating the Vision into the Plan

## *Introduction*

To translate a future vision for Snellville into an implementation plan first requires goal setting and the identification of the issues and opportunities that will likely be faced in making the plan a reality. The overarching objective is to develop a plan that best manages the anticipated growth (and its related impacts) in the community. These issues and opportunities are divided into seven major elements:

> • Land Use
> • Transportation
> • Economic Development
> • Housing
> • Natural and Cultural Resources
> • Community Facilities and Services
> • Intergovernmental Coordination

A goal statement for each element and a list of issues and opportunities are presented in the following sections of this chapter. The issues and opportunities were first identified in the Community Assessment through data analysis and stakeholder interviews and then confirmed, adjusted, and prioritized with the public in implementing the Community Participation Program. Many of these issues and opportunities have a long-term scope, with continued salience from the last comprehensive plan update. Goals were developed using public input and refined by City officials and consultants.

## *Land Use*

**Land Use Goal – Maintain and enhance the City's unique character and sense of place through the coordination of land development and redevelopment with transportation improvements.**

To accomplish the City's land use vision, a combination of the creation of forward-thinking design and development regulations as well as continued maintenance of existing land is necessary. Due to limited developable land, Snellville faces the challenges of both redevelopment and annexation if it wishes to grow. The redevelopment of downtown and the preservation of neighborhood vitality should be the driving force behind land use changes in the future. The public's high support for a multi-nodal development pattern should also be a consideration. Neighborhood stability was identified as the top issue facing Snellville's future. This priority should be considered with all land use decisions.

## Land Use Issues:

1. **Aging Commercial Corridors.** Due to the movement of commercial centers from US 78 to Scenic Highway, the older commercial areas of the city are in great need for reinvestment and present redevelopment opportunities.
2. **Regional Air Quality and Traffic Problems**. Snellville is located in a region with serious air quality and traffic congestion problems. This issues stems from the high concentration of people and businesses in the highly auto-centric Atlanta Region.
3. **Controlling the amount and type of growth in the Sphere of Influence**. Snellville's planning commission chair works with the County Planning Commission to review rezoning decisions within the City's sphere of influence. The County Planning and Development Department provides information on proposed rezoning in the sphere to the City for review, but greater coordination may be necessary to ensure the quality of surrounding development.
4. **Limited Developable Land.** Only 6 percent of Snellville's land remains undeveloped. As a result, growth is limited to redevelopment efforts and land added to the City through annexation efforts.

## Land Use Opportunities:

1. **Redevelopment Incentives for aging/vacant strip commercial development.** Redeveloping aging/vacant strip commercial development is a priority for Snellville. Creative financing techniques can help revitalize these declining areas in the City. This land use priority should be intertwined with the City's economic development strategy. Tools such as Tax Allocation Districts (TADs) and other incentives can help attract businesses to these areas in need of redevelopment.
2. **New Town Center.** The new Town Center imitative addresses many land use issues through the redevelopment of 260 acres of land near the intersection of Main Street and Scenic Highway. This reformation of the City's center calls for the redevelopment of many of the vacant or underutilized strip malls into a neo-traditional, mixed-use village that combines retail and office space with new residential units, parks and civic space. Some development has already occurred in the Town Center, including the new town hall. One mixed use housing development is already under construction in the area.
3. **Protect natural resources within developments**. Create an incentive to create greenway connections. Currently the City requires most new residential subdivisions to set aside 20 percent of their land for conservation. By continuing this policy and acclimating it to other land uses, Snellville can continue to preserve what remains of its natural resources and related attractions.
4. **Reserve land for industrial and office / professional growth**. Within the Future Land Use Plan, include adequate space for the growth of non-retail employment-related uses. Public input overwhelming supported the addition of an economic development plan that promotes technology and small businesses and office and medical services over retail and service opportunities.
5. **Quality Development** can help differentiate Snellville from nearby communities. By gradually improving streetscapes and building design, the City can develop and redevelop in a fashion that is attractive to both residents and businesses.

6. **Annexation of surrounding land.** The opportunity to add surrounding residential or commercial land to the City is a way to better control access to Snellville. It also provides the ability to increase the tax base and manage growth more coherently. Undesirable growth adjacent to the City can be limited by annexing land.
7. **North Road.** As a popular driving alternative to SR 124, North Road has been experiencing increased pressure to convert from a residential neighborhood to office uses. By soliciting ongoing input from the community and appropriately adjusting community policies, a smooth transition between land uses can occur in the area while accommodating both residents and businesses.

## Land Use Implementation Strategy:

1. **Continued Implementation of Town Center Development** to encourage creative ways to address transportation congestion, meet new housing needs, and create a civic core.
2. **Adoption/strengthening of architectural standards and site design requirements** to support new development and redevelopment that enhances and reflects local character.
3. **Creation of an annexation strategy** to help guide annexation decisions in the future.
4. **Enforcement of ordinances** to eliminate blight and improve property maintenance.

## *Transportation*

## Transportation Goal – Collaboratively address transportation problems and land use decisions to create an environment where traffic flows easily and residents feel safe.

US 78 and SR 124 are the sources of much frustration and discontent within the City. At the core of the community's vision for the future is the redesign of these major corridors in such a way that the City's character is truly strengthened, ameliorating blight and creating a sense of place. Transportation solutions must embrace all major issues including congestion, limited connectivity, lack of alternate modes, and safety.

## Transportation Issues:

1. **Congestion.** Continued congestion throughout the City's road network continues to plague the City, negatively affecting quality of life, amongst other things. As volumes along US 78 through Snellville increase, its intersection with SR 124 will require reconfiguration.
2. **Limited Connectivity.** Residential neighborhoods continue to experience the effects of "cut through" traffic. Connectivity improvements are necessary to allow cross-town movements throughout town, reducing these neighborhood effects.
3. **Alternate Modes.** The residents of Snellville seek greater balance in terms of their transportation system. Their highest priority is to enhance the pedestrian network to make walking for local trips a viable option. Multi-use trails, bike lanes and sidewalks would all improve long term modes of travel.

4. **Safety.** The crash and injury rates on both US 78 and SR 124 are higher than the state of Georgia average for similar facilities.

## Transportation Opportunities:

1. **SR 124 and US 78 Intersection Redesign**: All Snellville-linked major transportation plans have identified the reworking of the US 78 and SR 124 intersection as a major priority. Comprehensive redesign options should be considered not only for the intersection of US 78 and SR 124 and its immediate surroundings, but also for a broader reworking of the entire city network.
2. **Transportation Improvement Plan for the City**. To truly address the City's overall transportation infrastructure, a transportation improvement plan must be a priority. This improvement plan can address all issues including congestion, limited connectivity, and alternate modes in a cohesive manner.
3. **New Transportation Facilities.** The Georgia Department of Transportation has plans to improve US 78 and 124 within the time frame of this plan. This investment in new facilities represents an opportunity to improve traffic conditions in the community.
4. **Senior and Express Bus Transit**: Traditional transit service has had very little local support in Snellville. However, there is a need and some opportunity in working with the County for senior transportation and possibly Express Bus Transit to job centers closer to downtown Atlanta. In 2001, Gwinnett County Transit began running commuter bus service from park and ride lots and regional shopping malls in Gwinnett County to downtown Atlanta. In 2002, the transit authority initiated local bus service. According to the Regional Development Plan, both Bus Rapid Transit and local bus service will be initiated along U.S. 78 through Snellville by 2020. As the County studies and expands these types of transit services, the City should work closely with the County DOT and poll its own citizens to see if it should share in their investment and offerings to their citizens.
5. **Land Use Alternatives**: As the city redevelops its Downtown in keeping with the findings of the LCI, it will be given the opportunity to alter the traditional auto-centric transportation patterns. By promoting more mixed-use development and by creating a live-work-play environment downtown, the City will be reducing the demand for automobile trips and improving the pedestrian environment.

## Transportation Implementation Strategy:

1. **Use access management techniques on US 78/SR 124.**
2. **Street Connectivity Plan** – The City of Snellville should prepare an official map dedicated to street, highway and path connectivity.
3. **Develop strategy that supports quick transfer of traffic** on US 78 and SR 124.
4. **Implement operational improvements**, such as traffic signals, and turn lanes, where capacity adding improvements are not justified.
5. **Improve connectivity** between sectors of the City.
6. **Dedicate a funding source for pedestrian and cyclist infrastructure**, especially for improving sidewalks in high pedestrian areas.

7. **Add traffic calming devices** to ease the tension caused to residents by cut-through traffic.
8. **Improve maintenance of local streets** that serve downtown Snellville.

## *Economic Development*

### Economic Development Goal – Create a broader economic base by expanding the professional job market and cultural amenities under a united economic development strategy.

Historically, Snellville's economic development efforts have been very limited.  This limitation is tied to its desire to remain a bedroom community.  As the population of the Atlanta Region continues to grow, Snellville's economic base must diversify and grow to maintain its quality of life.

### Economic Development Issues:

1. **Resistance to Change:** A dominant theme is to maintain and enhance the City's character as a family oriented bedroom community with a "small town" character.  This desire conflicts with growth demands created by overall growth in the Atlanta Region.  Community members must accept growth and plan accordingly to mitigate its unwanted effects.
2. **Community Identity**:  As a predominantly suburban city, Snellville's identity if often tied directly with Gwinnett County.  The further enhancement of an identity or "brand" for the City could help economic development initiatives and provide a tool for promoting the City as a quality community in which to live and do business within the Atlanta region and beyond.
3. **Commuter Community**: Approximately 82 percent of Snellville residents work outside the City.  In the absence of continuous sidewalk networks, public transportation systems and additional local professional jobs, Snellville residents have little option but to drive to their place of employment outside the City.  As a result of the heavy reliance upon automobiles, the average commute experienced by Snellville residents is 34 minutes.  Snellville should simultaneously pursue greater local employment opportunities and improvements to local multi-modal transportation options.
4. **Economic Development Staff**:  The City has many plans and projects aimed at revitalization and economic development.  To fully meet the needs of these plans and projects, dedicated staff is necessary.

### Economic Development Opportunities:

1. **Economic Development Strategy and Incentives**: Snellville has historically enjoyed a robust economy without the assistance of extensive local economic development programs or incentives.  As Snellville continues to grow, it may be necessary to create a sophisticated economic development strategy including a variety of incentives to recruit new businesses.  Currently, economic growth in Snellville is anticipated to occur in the

service and retail sectors, which are relatively low-paying sectors.  With the help of an economic development strategy and incentives, Snellville may be able to recruit higher-paying employment sectors to the area.

2. **Increasing Safety and Infrastructure**:  The availability of infrastructure and perceived safety of Snellville will play an important role in successful implementation of an economic development strategy.  Proactive law enforcement will positively affect the City's ability to attract more businesses to the community.

3. **Expand the office/professional job market**.  As a member of the Atlanta Region, Snellville lies within close proximity of a number of booming and growing industries.  The City has failed to focus much attention on industries other than health care and retail.  Placing greater energy on growth opportunities in other industries that would help diversify the economy, providing more appropriate and higher paying jobs for residents.  An effort to expand the office/professional job market is highly favored by the resident community.

4. **LCI Implementation**: Stemming from its 2003 LCI Study, the city has many accomplished, ongoing and planned projects related to downtown revitalization and infill.  There is potential for leveraging the recent civic improvements in the Town Center to bring infill and new commercial, office and residential developments.

5. **Traditional Community**: Snellville has a long standing tradition of being a close knit community with a strong quality of life.  Quality of life is a key to fostering a vibrant and sustainable economy.  Maintenance and continued strengthening of the city's amenities and services will help preserve the city's quality and sustain its stable neighborhoods.

6. **Promotion of Downtown**: Snellville's new downtown can help shape the community's identity for itself, visitors, and businesses.  By promoting the city through downtown activities, Snellville can present a central, proactive initiative reflecting the City's future.  Activities could include parades, festivals, and other community events.

7. **Attract Higher Quality Restaurants**.  The city currently has few higher-end restaurants and related services, such as high-end hotels. The city should explore opportunities to attract these types of businesses.  The existence of higher-end restaurants may help attract professional employers to the City, helping accomplish the City's economic development diversification goals.

## Economic Development Implementation Strategy:

1. **Keep the community safe, and expand its parks and conservation areas** to help maintain quality of life and attract new residents and businesses to the city.
2. **Establish tax incentives to attract target industries** including high tech companies, small businesses, and health care sector agencies.
3. **Market available sites**. Continue maintenance of an inventory of vacant sites and buildings that are available for redevelopment and/or infill development.
4. **Realistically consider development of arts and cultural activity center** by completing a comprehensive market analysis for its appropriateness in Snellville.  Consider the possibility of developing an Arts Council to guide this study.
5. **Promote City as a technology center** and by doing so, attract higher paying jobs.
6. **Pursue a multi-dimensional economic development strategy** that includes a mixture of tax breaks, building supportive infrastructure, and consider density incentives.

7. **Continue strengthening the City's health care specialization** by further developing resources and jobs related to the hospital. Leverage the hospital to improve business opportunities.

## *Housing*

### Housing Goal – Preserve the City's existing housing stock and develop new units that are appropriate for an increasingly diverse Snellville.

Snellville's housing stock is in relatively good condition. The vacancy rate is low, and most units are built recently enough to not be considered at risk. Despite this situation, there is great concern over housing dilapidation due to limited upkeep and code enforcement. A top priority for current residents is maintaining single family residences as the predominant type of housing. To maintain this vision while adequately providing for all residents, existing units must be preserved while creating new units that meet the needs of Snellville workers and aging population.

### Housing Issues:

1. **Neighborhood Maintenance.** Although not a dominant problem, property maintenance is an emerging issue. Neighborhood preservation is a critical element to maintaining Snellville's character. The south side of the City, in particular, has recently experienced lower property values.

2. **Workforce Housing.** The range of housing types in Snellville is reflective of the *current* population, but not necessarily its employment base. Commute data in the economic development section show that many of the workers in Snellville come from outside of the city.

3. **Elderly Residences.** The largest growing age cohort in Snellville will continue to be persons above age 60. The availability of affordable housing for the elderly is extremely limited within Snellville. The City must adopt a strategy to accommodate the anticipated increase in the need for affordable housing for the elderly.

### Housing Opportunities:

1. **Stronger Code Enforcement.** To improve the aesthetic appeal of Snellville, stronger code enforcement of existing housing units is necessary. This is the highest ranked opportunity that the community would like to pursue. Improved code enforcement can limit the potential deterioration of housing units that regularly accompanies housing life cycles in a community.

2. **Establishment of Design Standards**. The addition of a large quantity of new housing units, which will accompany Snellville's growing population, can affect the community's character. Regulating the quality, type, and style for new residential construction in the City can help maintain Snellville's existing character.

3. **Diversification of Housing.** The home ownership ratio is well above both the state and regional levels. This is due to an overall older population in Snellville and the low number of available rental units. Strategic housing development can help address the community's commuter nature and strained environment.
4. **New Town Center.** At projected price points housing units in the Wisteria Square development will provide housing for wealthier individuals. Steps should be taken to promote or require affordable workforce housing in this area to help reduce commuting traffic into the City.

## Housing Implementation Strategy:

1. **Provide for an aging population through better healthcare, additional senior services, and housing alternatives.** The Baby Boomer generation is beginning to retire, resulting in one of the nation's greatest demographic shifts. Many of these wealthier, active seniors are looking for alternatives to larger lot single family dwellings – neighborhoods with sidewalks, access to transit, and the ability to walk to shops, restaurants, and recreation areas.
2. **Provide enough work force housing to meet demand.** The mismatch between jobs and housing could lead to a decline in services. Housing for all economic levels will provide a base for attracting businesses. Workforce housing supports local teachers, fire fighters, and other elemental persons to the local service delivery.
3. **Establish design/material standards for new construction** through the development of character area ordinances and other relevant design tools.
4. **Coordinate housing and redevelopment plans** to maximize existing space while meeting the housing needs of the growing and aging population. Encouraging development that meets live, work, play ideals can maximize the limited space in Snellville by creating a multi-use environment where appropriate and beneficial to the community's residents.
5. **Utilize the Signature Community Program designation** as a solid starting point for the successful implementation of the City's senior housing initiative. As one of five communities in Georgia to receive this designation, the City can maximize special funding and support provided by the State to ensure the housing initiative is built on a solid foundation.

## *Natural and Cultural Resources*

**Natural and Cultural Resources Goal: Proactively protect limited natural resources and remaining cultural assets as redevelopment increases, while working to ameliorate existing environmental concerns.**

Preserving and maintaining Snellville's natural and cultural resources is an on-going priority for the City. Snellville's vision includes a desire to sustain what remains of its small town charm and residential atmosphere. To differentiate itself from issues that confront larger cities, ongoing efforts to improve and protect the environment are essential. These efforts must include bigger issues such as protecting wetlands as well as seemingly less pressing, yet equally important issues, such as creating an inventory of and actively preserving remaining historical structures.

As redevelopment ensues in Snellville, proactive planning will play an integral role is preserving cultural resources.

## Natural and Cultural Resource Issues:

1. **Poor Air Quality.** Due to congestion, limited alternative transportation modes, and its location in the Atlanta Region's non-attainment zone, Snellville grapples with poor air quality. Until major changes are made to reduce trips, air quality will continue to decline as the population grows and the area becomes more congested.
2. **Water Quality**. All four of Snellville's primary streams currently suffer from fecal coliform bacteria contamination and are thus in noncompliance with the Clean Water Act. With urban runoff identified as the likely cause of the contamination, Snellville should consider strategies for reducing future pollution to the area's streams. This strategy should be coordinated with the city's Stormwater management efforts.
3. **Development Threats**: The City's rapid development pace, puts both historic and archaeology sites in danger.
4. **Baker's Rock Park**: Snellville is home to several endangered plant species that are unique to the region. Most of these plants are located near Baker's Rock. Snellville should work towards creating a passive park around the Baker's Rock area. Such an initiative would not only further protect endangered species, but would also contribute to the community's greenspace.

**Figure 5-1 State-listed Impaired Waterways**

| Stream Name | Use | Criterion Violated | Potential Causes |
|---|---|---|---|
| Big Haynes Creek | Fishing/ Drinking Water | Fecal Coliform Bacteria | Urban Runoff |
| No Business Creek | Fishing | Fecal Coliform Bacteria | Urban Runoff |
| Turkey Creek | Fishing | Fecal Coliform Bacteria | Urban Runoff |
| Watson Creek | Fishing | Fecal Coliform Bacteria | Urban Runoff |

Source: Georgia Department of Natural Resources, Environmental Protection Division

## Natural and Cultural Resource Opportunities:

1. **Preservation of Big Haynes Creek watershed.** The largest concentration of wetlands in Snellville is along Big Haynes Creek. By doubling as a water supply for Snellville, this watershed plays an integral role in the City's livelihood. Preservation efforts should be a central priority in order to preserve residents' drinking water.
2. **Recharge Protection**: Snellville currently has no formal program for the protection of water recharge areas. With significant recharge areas to the north and west of Snellville, it is vital that the City prevent contamination to these sites. Snellville should also work with neighboring communities to protect the integrity of water recharge areas.
3. **Snellville Historical Society**: The Snellville Historical Society is in the process of compiling detailed histories on buildings and sites within the City. The Society has long term plans to develop an inventory of cultural resources, both existing and lost. The

Society also has plans to create a central location for the general public to research the history of the City of Snellville, its community and buildings.

4. **Resource Inventory**: An inventory of existing structures should be compiled using state guidelines and copies of the inventory should be housed both at the Snellville Historical Society and at the Georgia Department of Natural Resources – Historic Preservation Division's files.

5. **Snellville Center for the Arts.** The City has the opportunity to develop an arts center. This potential development could encourage development of local cultural assets and act as an attraction for outside economic development dollars. The Arts Center could also limit trips out of the city to communities with such resources.

## Natural and Cultural Resources Implementation Strategy:

1. **Protect local water quality** through effective watershed protection efforts and stormwater management.

2. **Support Atlanta regional efforts to improve air quality** through effective land use controls and transportation planning.

3. **Support local historic preservation efforts.**

4. **Ordinances**: Provisions could be added to the City of Snellville code to protect archaeological sites through the development review process. The exact location and condition of sites can aid this process.

5. **Traditional Building Materials**: Encourage the use of granite in new buildings as a tribute to the historic building material of the community.

## *Community Facilities and Services*

## Community Facilities and Services Goal: To maintain reputation as a safe community with a family-friendly environment.

Population growth in Snellville is inevitable. A key concern surrounding this issue is that services may decline as the population diversifies and growth occurs. To assure that community facilities and service needs are met and upheld, continued monitoring, coordination, and evaluation of service levels are essential.

## Community Facilities and Services Issues:

1. **Increasing Demand for Services**: Meeting the service demands of a growing and changing population is challenging. The City has more than doubled in size since 1980, and with that growth has come increasing demands for public services. Careful planning and coordination with the County regarding the services it provides to Snellville is required to ensure adequate services are available over the next 20 years. Special attention to should be given to the growth of family households and corresponding single-family housing development. They are among the most costly development types for the city in terms of requirements for infrastructure and services.

2. **Safety.** The growing population and success of the City's commercial areas may require more vigilant pubic safety efforts. This issue will gain even greater saliency should annexation of surrounding commercial areas occur. A cost benefit analysis of annexing nearby land should consider the costs of all associated service needs.
3. **Growing Need for Open Space and Recreational Opportunities.** As the City encourages the maximum and best use of its remaining undeveloped land (only 6.4 percent of the City's total land remains undeveloped), and with its growing population, the need for open space and recreational opportunities will be growing.
4. **Stormwater Management.** Snellville has not joined the County's Stormwater Utility and does not have a designated source of funds for a local stormwater management program. A reliable source of funds must be identified to pay for the expected cots of maintaining and monitoring the City's stormwater infrastructure.

## Community Facilities and Services Opportunities:

1. **Continued Police Presence.** Snellville has an ongoing reputation of excellent police protection. As the population growth occurs, this infrastructure should be maintained and developed. Alterations to police services and policies should coincide with concurrent changes in the community make-up.
2. **Expand the City's stormwater management program.** The community feels an inadequate stormwater management system will be a threat to its water sources. By expanding the program, the public will gain new assurance that their vital water sources are protected for the foreseeable future.
3. **Town Center Construction:** The construction of the new City Hall and Senior Center has provided much needed government and community space in the city as well as fostered the development of a discernable city center. There is the opportunity to relocate the Police Department into this area which would provide greater visibility for this community service.
4. **Oak Road Property:** The city is currently implementing plans for a 4.5 acre passive park located in Oak Road's residential corridor. The city is coordinating efforts related to this park with its implementation of DCA's Signature Community Program. The location of the park within a neighborhood and the process through which the City is involving citizens in the park's development is an example of its strong commitment to quality of life.

   

   *Senior Center at Snellville Town Center*

5. **Briscoe Park Master Plan:** The city has begun implementation of its 2003 Recreation Master Plan which includes many improvements to the city's signature park. The Recreation Department is using SPLOST to

fund current implementation phases but will need $5.5 million in additional funding, which could include the next (2008) SPLOST, to complete the park improvements.

6. **Expansion of Passive Park Network.** Mobility is a top concern in Snellville. To better connect areas, increase mobility, and provide recreational diversity, expansion of the city's greenway path system is highly desirable. The City currently requires that most new residential developments set aside a minimum of 20 percent of land for protected greenspace. By creating further incentives for developers, greenway trails can be encouraged to be created in these remaining acres of land, where appropriate.

## Community Facilities and Services Implementation Strategy:

1. **Identify additional revenue sources** to continue the current high level of service delivery in the community. Additional revenue sources considered should include impact fees, state and federal funds and grants, and users fees, as well as creative economic development strategies such as tax allocation districts.
2. **Regularly monitor and project local demographic trends** to determine the future needs for public services. This includes efforts to regularly update the Capital Improvements Element of the Comprehensive Plan.
3. **Encourage greenspace development** with housing and commercial growth and the development of a city greenway.
4. **Increase safety** by ensuring basic services and maintenance needs are met. Supply enough lights for streets and sidewalks. Provide adequate trash depositories to limit street blight.
5. **Actively increase police presence** by augmenting existing equipment and staff for the Police Department.
6. **Identify areas where construction of a City Greenway** would be both possible and appropriate.
7. **Facilitate open lines of communication** between City Hall, citizens, staff, and leaders to effectively develop creative solutions to the City's issues.
8. **Actively accept input** from residents to assure that needs are being met for community facilities, services, and resources.
9. **Evaluate the cost effectiveness of existing and potential services** and adjust them, as appropriate, to create the best balance between the City's budget and the community's needs.
10. **Develop stronger connections between schools and community** in an effort to maintain the school quality.
11. **Coordinate park and recreation facilities** under park master plan.

## *Intergovernmental Coordination*

**Intergovernmental Coordination Goal – Strengthen relationships with the County, Atlanta Region, and State to meet service needs, especially as they relate to transportation.**

As a member of the Atlanta Region, Snellville's hopes and concerns largely reflect those of surrounding areas. To resolve issues such as adequate school provision, roads, and fire service, strong relationships are necessary with both at all levels of intergovernmental coordination. To achieve Snellville's vision of cohesive city with a sense of place, coordination will be a rudimentary component.

## Intergovernmental Coordination Issues:

1. **Regional transportation planning**. To ensure proper coordination and execution of much needed transportation improvements, City officials need to continue to be actively involved in transportation planning activities at the Atlanta Regional Commission, Georgia Regional Transportation Authority, and Georgia Department of Transportation.
2. **Land use conflicts that result from annexation**. The City needs to continue to work closely with the County Board of Commissioners and the County Planning and Development Department to avoid potential land use conflicts within its Sphere of Influence.
3. **Special Purpose Local Option Sales Tax Renewal:** City officials need to work closely with the County to help ensure that this important source of capital improvements funding is used effectively. Efforts should also ensure that actions are taken to renew this funding source as its sunset period approaches.
4. **Education**. With the changing demographics in the community and the sheer magnitude of growth, maintaining the adequate provision of quality educational opportunities to local citizens is an issue on many citizens' minds. This issue, however, is the responsibility of the Gwinnett County Board of Education, and the City has only limited influence on how the BOE addressing it. It is important that the City and its local citizens take an active role in sharing information and coordinating efforts with the BOE.
5. **Consistency with Service Delivery Strategy:** As Snellville, Gwinnett County and the other cities in Gwinnett work through the process of updating their Comprehensive Plans, needed changes in service delivery will certainly be identified. Open communication and dialogue with the County will have to be maintained throughout this planning process. Additionally, the cities' Service Delivery Strategy will need to be updated following the Comprehensive Plan process to accurately reflect necessary changes in service delivery agreements. Some areas that have been identified for further study include police protection, transportation and parks and recreation.

## Intergovernmental Coordination Opportunities:

1. **Actively participate in local regional planning efforts**. Both Gwinnett County and the Atlanta Regional Commission are continually undertaking new planning efforts that can and will have an impact on the future of the City. The City needs to stay in touch with these efforts and actively participate in them. Particular attention and support should be given to regional and state of Georgia efforts to address transportation issues.
2. **Intergovernmental agreements**. The City relies upon the County for many of its services. As the City continues to grow and state and federal regulations change, the City needs to ensure that proper agreements are in place with other local jurisdictions and the

regional and state governments to ensure adequate delivery of public services to its citizens.

3. **Create an Annexation Policy:** Snellville needs a clear annexation policy to define when annexation is or is not in its best interest and to define its expectations for prospective developers. Work closely with surrounding jurisdictions and state and regional planning agencies to ensure that new community facilities and services built within this sphere of influence support the needs of local residents and businesses and are compatible with the provisions of this plan.

## Intergovernmental Coordination Implementation Strategy:

1. **Continue to work closely with the local school board** in the planning of new school facilities and in support of county land use decisions.
2. **Work closely with the Gwinnett County** in the provision of and planning for public services. Support the consolidation of services were it is deemed appropriate. The County currently has an innovative Service Delivery Strategy that offers and precludes services for incorporated and unincorporated areas as appropriate.
3. **Actively participate in regional conversations** related to regional concerns such as emergency management, water quality, and transportation.
4. **Regularly review the Service Delivery Strategy** to assure it is best meeting the City's needs.

# 6.    General Policies

General policies are designed and adopted to reflect and represent the community's vision and priorities, confirmed during the planning process.  These general policies are constructed to reflect the values of Snellville residents and other contributors to the community's vitality.  They provide a basis for making decisions in implementing the Community Vision and addressing the Community's Issues and Opportunities.  These policies will guide day-to-day decisions of City officials and are intended to be general in nature, reflecting city-wide needs.  The general policies will be referenced in staff reports and will play a guiding role in permitting decisions, rezoning, and budget preparation.  Geographic-based policies are included in Section 4 as a part of the description of the Future Development Map and Future Land Use Map.

Similar to the Issues and Opportunities section, the following policies are organized around the seven major elements of the plan:

- Land Use
- Transportation
- Economic Development
- Housing
- Natural and Cultural Resources
- Community Facilities and Services
- Intergovernmental Coordination

## *Land Use*

LU-1:    Provide a healthy, culturally satisfying, and aesthetically pleasing environment for all residents through the conservation and protection of natural resources, including the proper utilization and management of  land, air and water resources, and also, through the maintenance of planned and orderly growth.

LU-2:    Retain and conserve the residential character of the city.  The city should encourage its residents and merchants to build upon the existing character and vitality of our city as future growth occurs.

LU-3:    Allocate an adequate amount of land to meet projected land use demands.  The plan's future land use map and recommendations should be viewed as a flexible statement of city policy that should be reviewed periodically as changes in local conditions warrant.

LU-4:    Support intergovernmental coordination and cooperation with the County and surrounding cities in a "Sphere of Influence" concept that will identify unincorporated areas affecting the city.  Through this process, the city will be notified of proposed land use changes within the sphere.

LU-5:    Strive for a balanced distribution of land uses within the city by encouraging compatible uses and the utilization of transitional zones and buffers between residential and non-residential development.  Within its zoning ordinances and other

land development regulations, the city should provide for buffer areas or other types of transition between incompatible land uses.

LU-6:   Pursue the annexation of surrounding properties when appropriate, with the goal of ensuring that the City controls the growth that adjoins the city and impacts the quality of life and value of property within the current and future city limits.

LU-7:   Encourage mixed-use development when appropriate in effort to create more functional land use.

LU-8:   Work towards eliminating and preventing incompatible land uses.

LU-9:   Commit to creating walkable, safe, and attractive neighborhoods throughout our community that facilitate movement through our area without the use of a car.

LU-10:  Assure that all corridor changes and gateways create and promote a welcoming entrance to our City and evoke a sense of place, especially as they relate to US 78 and SR 124.

LU 11:  Synchronize LCI plans with existing homes and stores to assure that community character is maintained.

## *Transportation*

TR-1:   Ensure that intergovernmental coordination with the Gwinnett County Department of Transportation, the Atlanta Regional Commission (ARC), and the Georgia Department of Transportation (GDOT) occurs at regular intervals as part of our effort to excel in transportation planning to improve our quality of life.

TR-2:   Provide a network of pedestrian pathways, greenway trails, bike paths and possible transit services to allow for the efficient and pleasurable movement of people and goods throughout the City.

TR-3:   Promote transportation measures that result in efficiency improvements on existing roadways and increase auto occupancy rates.

TR-4:   Maintain a comprehensive system of transportation that provides a safe and convenient circulation through and around the city and to ease congestion at the intersection of US 78 and SR124.

TR-5:   Coordinate transportation plans with county, state and federal transportation plans that will be included in the Transportation Improvement Program so improvements can be considered for state and federal funding.

TR-6:   Promote connectivity of our road network without interfering with the quality of life in our residential neighborhoods.

TR-7:   Implement traffic calming schemes, such as narrow travel lanes, on-street parking, and street trees to slow traffic and increase both pedestrian safety and encourage greater pedestrian participation in the community's street life.

TR-8:   Continually support the City's effort to expand the greenway trail system.

TR-9: Make high visibility crosswalks on central community corridors a top priority for improving pedestrian movement in our city.

TR-10: Facilitate improved multi-nodal connectivity between related sites, including downtown and residential areas and schools and parks.


## *Economic Development*

ED-1: Encourage economic development opportunities that are supportive of the residential, family-friendly atmosphere desired by our residents.

ED-2: Diversify economic development activities to better incorporate economic sectors that reflect the educational and training backgrounds as well as employment needs of current residents.

ED-3: Encourage continued expansion of our medical services cluster.

ED-4: Facilitate development patterns that are cohesive with our redeveloping city center, yet facilitate a multi-nodal community.

ED-5: Provide tax incentives to encourage re-designation and redevelopment of deteriorating commercial property into more viable office or institutional uses.

ED-6: Seek a healthy balance of jobs and housing that reflect the needs of both our residents and workforce.

ED-7: Work to mitigate any potentially adverse effects of economic development on our existing natural and cultural resources.

ED-8: Support new land uses that contribute to open space and the overall protection of our environment, maintaining the city's attractiveness as a place to live, work, and play.

ED-9: Support technology and small business initiatives as an economic development priority.

ED-10: Encourage efforts to establish an on-going citizen's committee to review the City's progress on objectives relating to economic development.

ED-11: Develop a functional and working economic development plan and review regularly.

ED-12: Support mixed-use development efforts that work towards better connecting work and residential locations.


## *Housing*

H-1: Preserve existing residential neighborhoods throughout the city by enforcing existing ordinances and vigorously pursuing creation of new ordinances to enhance the character and quality of all existing and future neighborhoods in the city.

H-2: Preserve our residential neighborhoods by encouraging the upkeep of newer housing and the revitalization of aging neighborhoods.

H-3:    Eliminate any attempts to regulate housing with the express purpose of establishing specific economic, racial or ethnic mixtures within the community.

H-4:    Encourage the development of bike and pedestrian access from all areas of the city to downtown, schools, park areas, and the library through the provision of sidewalks and bike paths in all parts of the city, especially as they relate to the housing subdivisions and other places of residences.

H-5:    Provide recreational greenspace areas within easy access of as many subdivisions as possible.  Pedestrian access should be included in all instances where new housing and parklands are developed.

H-6:    Support dispersion of assisted housing throughout the community in order to diversify neighborhoods and prevent the development of pockets of poverty. [1]

H-7:    Create an attractive regulatory environment that encourages further development of senior-appropriate housing.

H-8:    Actively support the creation of appropriate mixed-use developments the incorporate housing elements as a part of our city's effort to creatively address congestion problems through progressive land use decisions.

H-9:    Develop programs that encourage the continued upkeep of newer housing and the revitalization of older neighborhoods.

## Natural and Cultural Resources

NCR-1:  Continue to encourage good land management practices to prevent negative environmental impacts.

NCR-2:  Carry on efforts to improve the protection of natural resources as part of the City's land development review and permitting process. We should address existing concerns as well as ensure that future development activities are compatible with the protection of floodplains, steep slopes, and sensitive plant and animal habitats.

NCR-3:  Support the protection of sensitive plant and animal habitats where development would pose a threat to rare or endangered species.

NCR-4:  Promote and protect recreational areas and open space where appropriate.

NCR-5:  Promote the identification and protection of the community's significant historic, archaeological and cultural resources and the establishment of appropriate rules, regulations and ordinances to enhance and preserve these resources.

NCR-6:  Support efforts to educate and garner support amongst the public for preserving remaining cultural resources, especially as coordinated by the Snellville Historical Society.

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[1] Assisted Housing:  Housing that is available to low and moderate income households for rent or purchase where part of the housing cost is subsidized through a sponsored program or outside funding source. *Source: National Resource Center on Supportive Housing & Home Modification.*

NCR-7:   Maintain open communication channels with the public to assure that growth does not interfere with either our natural and built heritage.

NCR-8:   Pursue storm water management that benefits our environment and protects the drinking water for our city.

NCR-9:   Promote the protection and integration of green space and recreation areas in all new development, such as passive parks that include biker and pedestrian paths.

NCR-10:  Continually improve and enhance our solid waste reduction and recycling initiatives.

NCR-11:  Assure that new developments preserve trees whenever possible and are backed by proper regulations.

## Community Facilities and Services

CFS-1:   Actively plan and adjust water and sewer service to meet the needs of growth areas of the city and developed areas of the city where septic system use is aging or likely to fail.

CFS-2:   Maintain intergovernmental coordination efforts with the Gwinnett County Department of Public Utilities to identify areas within the city that should be considered for connection to the county sewer system.

CFS-3:   Actively plan for the expansion and improvement of our police department and continue intergovernmental coordination with Gwinnett County to ensure that adequate fire and EMS facilities and manpower are provided for our residents.

CFS-4:   Continue on-going assessment of solid waste collection and disposal practices.

CFS-5:   Plan and program existing recreational facility improvements as well as the development of new facilities and programs in accordance with community needs and preferences.

CFS-6:   Continue implementation of strict landscape guidelines and tree protection ordinances, and pursue the involvement of residents, merchants and civic organizations in beautifying the community.

CFS-8:   Provide access to the arts by actively pursuing programs and activities that have a market demand in our community.

CFS-9:   Actively encourage the development of programs, activities, and facilities that serve and meet the demands of our aging population.

CFS-10:  Work with the local school board to assure that our school system expands appropriately with our City's overall growth.

## Intergovernmental Coordination

IC-1:    Guarantee continued intergovernmental coordination between Snellville and Gwinnett County to ensure the construction of fire and EMS stations within proximity to the city.

IC-2:    Participate in regional activities and initiatives to address and improve regional concerns, including air and water quality.

IC-3:    Actively contribute to regional efforts to mitigate traffic congestion and resolve related transportation issues in the Atlanta Region.

IC-4:    Consult with other public entities in our areas when our decisions will likely impact them.

IC-5:    Regularly update the school board on development plans, particularly as they relate to housing construction, to help guide the appropriate location and quantity of schools.

IC-6:    Facilitate active partnership between Downtown Development Authority and the City to guarantee changes downtown reflect the community's overall vision.

IC-7:    Support County-wide efforts to provide ample library facilities for both Snellville and County residents.

# 7.  Implementation Program

## *Introduction*

The following Implementation Program addresses the issues and opportunities for the City of Snellville, raised in Section 5.  Implementation strategies and their corresponding action items are identified, along with responsible parties and a projected timeframe for implementation.  This timeframe is expressed either as Ongoing, Short-Range (1 to 5 years), or Long-Range (5+ years).  Strategies are categorized by major elements of the plan, then by the specific issue or opportunity addressed.  Area specific implementation strategies are addressed in Section 4 of the Agenda, Future Land Use.

To best maximize area resources, implementation strategies include a mixture of approaches, including public investments, civic initiatives, and public private partnerships.  Below is a list of responsible parties and partners in this plan.  Implementation strategies follow.

| Parties or Partners | Acronym or Abbreviation |
|---|---|
| Atlanta Regional Commission | ARC |
| Clean Air Campaign | CAC |
| Emory Eastside Medical Center | EEMC |
| Evermore Community Improvement District | ECID |
| Federal Highway Administration | FHA |
| Georgia Conservancy | GC |
| Georgia Cities Foundation | GCF |
| Georgia Department of Adult and Technical Education | GDATE |
| Georgia Department of Community Affairs | GDCA |
| Georgia Department of Economic Development | GDEcD |
| Georgia Department of Natural Resources | GDNR |
| Georgia Department of Labor | GDOL |
| Georgia Department of Transportation | GDOT |
| Georgia Environmental Protection Division | GEPD |
| Georgia Historic Preservation Division | GHPD |
| Georgia Regional Transportation Authority | GRTA |
| Gwinnett County Board of Commissioners | GCBC |
| Gwinnett County Board of Education | GCBE |
| Gwinnett County Chamber of Commerce | GCCC |
| Gwinnett County Development Authority | GCDA |
| Gwinnett County Department of Transportation | GCDOT |
| Gwinnett County Finance Department | GCFD |
| Gwinnett County Health Department | GCHD |
| Gwinnet County Parks and Recreation Department | GCPRD |
| Gwinnett County Public Safety Department | GCPSD |

| Parties or Partners | Acronym or Abbreviation |
|---|---|
| Gwinnett County Planning and Development Department | **GCPDDD** |
| Gwinnett County Stormwater Management Department | **GCSMD** |
| Gwinnett County Transit Department | **GCTD** |
| Metropolitan Atlanta Regional Transportation Authority | **MARTA** |
| Metropolitan North Georgia Water Planning District | **MNGWPD** |
| Path Foundation | **Path** |
| Snellville Administration | **SA** |
| Snellville Arts Alliance | **SAA** |
| Snellville City Council | **SCC** |
| Snellville Downtown Development Authority | **SDDA** |
| Snellville Historical Society | **SHS** |
| Snellville Planning and Development Department | **SPDD** |
| Snellville Parks and Recreation Department | **SPRD** |
| Snellville Parks and Recreation Advisory Board | **SPRAB** |
| Snellville Planning Commission | **SPC** |
| Snellville Police Department | **SPD** |
| Snellville Public Works Department | **SPWD** |
| The Nature Conservancy | **TNC** |
| **Trust for Public Land** | **TPL** |

## *Land Use Strategies*

**How do we attract reinvestment to aging commercial corridors?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Consider developing an ordinance to guide the redevelopment of vacant commercial centers, offering incentives as well as guidelines for redevelopment. | SCC | SPDD | Short-Range |
| Consider crafting local legislation to allow for the creation of a Tax Allocation District to help revitalize areas of the City with persistent lack of investment. | SCC | ARC SPDD | Short-Range |
| Carryout recommendations made in the LCI study. | SCC | | Ongoing |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Leverage the New Town Center and ongoing investment in the City as an attractive quality for redevelopment investment in declining areas. | SPDD | SDDA | Ongoing |
| Allow for the rezoning of property to mixed-use in areas where appropriate, following the zoning permitted in the new downtown. | SCC | SDDA | Ongoing |

**How can we help collaboratively address regional air quality and traffic problems?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Promote interconnectivity between lots by encouraging shared and interconnected parking lots, eliminating the need for unnecessary driving. | SPDD | SCC | Ongoing |
| Allow for the rezoning of property to mixed-use in areas where appropriate, following the zoning permitted in the new downtown. | SCC | SDDA | Ongoing |
| Plan for and implement a connecting City greenway/pedestrian network that would connect existing sidewalks within the City and provide connections to the County's proposed greenway system. | SPRD | SPWD | Ongoing |
| Develop incentives for developers to incorporate pathway connections on newly developed or redeveloped property when possible. | SPDD | SPRD | Short-Range |
| Coordinate the location of new schools with new subdivisions, especially in new areas annexed by the City. | SPDD GCBE | | Ongoing |

**How can we improve coordination with the County to control the amount and type of growth?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Provide input to the Gwinnett County Planning Commission and Board of Commissioners regarding policy decisions that will affect the City's resources and land use. | SPDD SCC | GCPDD | Ongoing |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Regularly meet with the County Board of Education to coordinate land use decisions with capital investments in the school system. | SPDD | GCBE | Ongoing |

**How can we adequately prepare for growth with limited developable land and prepare for potential annexation opportunities?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Annually update the Future Land Use Plan to reflect changing needs and demands within the City to help guide zoning and capital investment decisions. | SPDD | SCC SPC | Ongoing |
| Complete an analysis of potential annexation areas that includes the identification of potential land use conflicts. | SPC SCC SPPD | GCPDD | Short-Range |
| Complete a feasibility study for the City to acquire available land for public uses and convert that land to new parks and greenspace to accommodate the anticipated population growth of the City. | SPRD | SPRAB TPL | Short-Range |

**How can we continue to promote the development of our New Town Center?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Develop incentives for developers to locate downtown rather than in areas adjacent to the City boundaries. | SDDA | SPDD SCC | Short-Range |
| Recruit businesses to the area that promote a sustainable and unique market and living environment. | SPDD | GCCC | Ongoing |
| Consider applying for the Revolving Loan Fund program with the Georgia Cities Foundation to help fund capital projects for downtown that cannot be financed through regular revenue streams. | SDDA | GCF | Short-Range |

**How can we continue to protect natural resources within all types of development?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Update the City's landscape, buffer, and tree ordinances, as appropriate, to meet changing natural resource needs in the community. | SPDD | | Ongoing |
| Promote the use of the conservation subdivision ordinance and consider applying conservation requirements to other types of development | SPDD | SCC SPC | Ongoing |
| Develop incentives for developers to incorporate pathway connections on newly developed or redeveloped property when possible. | SPDD | SPRD | Short-Range |

**How can we set aside land for industrial and office/professional growth?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Use the Future Land Use Plan to identify areas that are appropriate for industrial and office/professional space and use it to guide decisions regarding zoning changes. | SPDD | SCC SPC | Ongoing |
| Promote the conversion of residential land to office/professional space on North Road. | SPDD | SCC SPC | Ongoing |
| Develop a new zoning classification for low-density office called office/residential. | SPDD | | Short-Range |

**How can we promote quality development in our community that is attractive to both residents and businesses?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Ensure upkeep sidewalks in major employment and education areas. | SPWD | GCBE GCDOT | Ongoing |
| Adopt architectural standards and site design requirements to support new development and redevelopment that enhances and reflects local character. | SCC | SPC SPDD | Short-Range |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Incorporate cycling paths in areas where appropriate to promote a more diverse transportation network in the City and increase attractiveness of the City as a place of residence. | SPDD | Path GDOT SPRD | Long-Range |
| Review and adjust zoning classifications to reflect the changing needs of the community. | SCC | SPDD SPC | Short-Range |
| Develop a permanent citizens' roundtable to meet regularly to discuss community concerns, implementation of Comprehensive Plan, etc. and bring those concerns to the City's attention. | SCC | | Short-Range |

**How can we ensure that changes to North Road best meet the overall needs of the community?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Promote the conversion from residential to office/professional space on North Road. | SPDD | SCC SPC | Ongoing |
| Utilize the Future Development Map to create development standards that reflect the vision and desires of the community. Utilize these standards to approve development proposals for North Road. | SPDD SPWD | SCC SPC | Short-Range |
| Create an overlay district for North Road that establishes design requirements for new development. Include access management within overlay district. | SPDD | SCC SPC | Short-Range |
| Place a moratorium on permit issuance for North Road until an overlay district is created. | SCC | SPC | Short-Range |
| Develop an overlay district for the western side of North Road to allow residential-style office/professional development and medium-density residential uses to create step-down zoning on the road to ease the transition between professional and commercial uses to the west and residential uses to the east. | SPDD | SPC SCC | Short-Range |

## Transportation Strategies

**How can we work towards ameliorating congestion in the City?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Study the reconfiguration of US 78 and Hwy 124 interchange to improve traffic flow. | GDOT | GCDOT SCC ECID | Short-Range |
| Promote car-pooling options through the Clean Air Campaign. | SA | CAC GCDOT GEPD | Ongoing |
| Widen SR 124 from 4 to 6 lanes from US 78 to Ronald Reagan Parkway. | GDOT | GCDOT SCC | Long-Range |
| Monitor and adjust traffic signals to accommodate changes in traffic flow. | SPWD | GDOT GCDOT | Ongoing |
| Add turn lanes at Oak Rd and SR 124. | GCDOT | GDOT SCC SPWD | Short-Range |
| Complete a needs assessment for cyclist infrastructure. | SPWD | GDOT GCDOT SPDD SCC | Short-Range |

**How can we improve connectivity through the City to limit "cut through" traffic in residential neighborhoods?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Promote the conversion from residential to office/professional space on North Road. | SPDD | SCC SPC | Ongoing |
| Add regulations to require connectivity to main roads in new housing subdivisions. | SCC | SPDD | Short-Range |
| Add traffic calming devices to neighborhoods with heavy traffic flow. | SPWD | GCDOT | Ongoing |

**How can we improve and enhance alternative transportation modes?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Build Park and Ride Lot at US 78 and Grayson Parkway with express bus service to Kensington. | GCDOT | GCTD SCC | Long-Range |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Promote car-pooling options through the Clean Air Campaign. | SPDD | CAC GEPD GDOT SA | Ongoing |
| Maintain and add pedestrian crossings and crosswalks near school areas. | SPWD | GCBE GCDOT | Ongoing |

**How can we improve our transportation network to lower crash and injury rates and increase safety?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Remove reversible lanes on US 78. | GCDOT | GDOT SPDD ECID | Long-Range |
| Add turn lanes at Oak Rd and SR 124 | GCDOT | GDOT SCC SPWD | Short-Range |
| Add turn lanes at US 78 and Rosebud. | GCDOT | GDOT SCC SPWD | Short-Range |
| Monitor nation-wide trends in roadway safety to apply best practices to Snellville as appropriate. | SPDD | GCDOT GDOT FHA | Ongoing |
| Add traffic calming devices to neighborhoods with heavy traffic flow. | SPWD | GCDOT | Ongoing |

**How can we facilitate the redesign of the intersection of SR 124 and US 78?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Conduct a public outreach campaign to inform community members of developments in intersection redesign. | SPDD | SA | Ongoing |
| Create development standards for undeveloped and vacant land near the intersection. | SCC | SPC SPDD | Short-Range |

**How can we make the creation of a Transportation Improvement Plan a priority for the City?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Develop a timeline for completing the Transportation Improvement Plan. | SPDD GCDOT | SCC SA | Short-Range |
| Set aside specific funding for the completion of the transportation plan. | SA | GCDOT | Short-Range |
| Work with the County to coordinate transportation planning efforts. | GCDT SPDD | GCDOT SCC | Ongoing |

**How do we meet the transit needs of our community, especially for our senior population, despite limited support from the community for traditional transit services?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Complete a feasibility study for a senior shuttle service. | SPDD GCDOT | ARC GCTD GRTA | Long-Range |
| Promote car-pooling options through the Clean Air Campaign. | SPDD | CAC GEPD GDOT SA | Ongoing |
| Build Park and Ride Lot at US 78 and Grayson Parkway with express bus service to Kensington. | GCDOT | GCTD SCC | Long-Range |

**How do we encourage land use alternatives to alter traditional auto-centric transportation patterns in the City?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Adapt zoning regulations to more easily permit the construction of mixed-use developments in appropriate areas of the City, as recommended by the Future Development Map. | SCC | SPDD SPC | Short-Range |
| Ensure upkeep sidewalks in major employment and education areas. | SPWD | GCBOE GCDOT | Ongoing |
| Create incentives for redevelopment of existing sites to promote a compact development pattern. | SPDD | SCC SPC | Short-Range |

## *Economic Development Strategies*

**How do we help community members accept the growth that is projected for the community and plan accordingly for that growth?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Develop an outreach campaign to inform community members of positive developments in the City. | SPDD SA | GCCC | Short-Range |
| Create an inventory of new services and programs that can be created with a larger tax base. | SA | | Short-Range |

**How do we create a stronger community identity to promote Snellville as a quality community?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Investigate a community-wide signage system. | SPDD SPWD | SPC | Short-Range |
| Encourage the development of community festivals and events to bring non-Snellville residents into the City. | SA SPDD SPRD | GCCC | Ongoing |
| Develop a partnership with area schools to help communicate activities within the City and occurring at local schools. | SA GCBOE | | Ongoing |
| Complete an assessment of current branding techniques and determine the need for a new branding campaign. | SA | SPDD | Short-Range |

**How can we ameliorate negative factors that contribute to Snellville's orientation as a commuter community?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Add sidewalks to streets near office and residential areas to create a sense of community. | SPWD | GCDOT | Ongoing |
| Adopt zoning overlay districts in character areas to facilitate similar design elements. | SCC | SPDD SPC | Ongoing |
| Complete an economic development plan to attract professional jobs to the City. | SPDD | GCCC GCDA | Short-Range |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Align City ordinances with County ordinances as to not deter economic development efforts. | SCC | GCBC | Short-Range |

**How can we ensure the best utilization of new economic development staff?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Complete an economic development plan to attract professional jobs to the City. | SPDD | GCCC GCDA | Short-Range |
| Develop a partnership with the Gwinnett County Development Authority to promote joint economic development endeavors. | SPDD GCDA | GCCC | Short-Range |
| Compile a list of priority economic development issues within the City, creating a hierarchy of needs and opportunities to pursue. | SPDD SA | GCDA GCCC | Short-Range |

**How do we create a viable and sustainable economic development strategy?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Develop and maintain and Economic Development Master Plan that expands upon the economic development analysis completed in the Community Assessment to develop a complete understanding of the challenges and opportunities within the local economy. | SPDD | GCCC | Short-Range |
| Develop a community business leaders' roundtable to generate recommendations for the plan. | SPDD | GCCC | Short-Range |
| Evaluate labor force training needs as a component of the economic development strategy. | SPDD | GCDOE GDOL GDATE | Short-Range |

**How do we continue to provide a high level of services and quality infrastructure to residents and businesses?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Maintain a priority list of infrastructure needs at existing sites. | SPWD | | Ongoing |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Develop a mechanism for community businesses to submit concerns and requests regarding services and infrastructure. | SA | SPDD SPWD SPD | Short-Range |
| Hire new staff to meet added workload associated with population growth. | SA | | Ongoing |
| Hold annual public input meetings to help identify new service needs. | SA | | Ongoing |

**How can we expand the presence of office/professional jobs in Snellville?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Market available office space in the new downtown to professional organizations in the community. | SDDA | SPDD | Ongoing |
| Identify appropriate areas for larger business complexes, and recruit developers to construct buildings in-line with the community's vision, helping to diversify and expand the City's business mix. | SPDD | GCDA | Short-Range |
| Work with the Emory Eastside Medical Center to identify industry growth areas for Snellville within its medical cluster. | SPDD | EEMC | Long-Range |

**How can we promote the continued implementation of the City's recent LCI study?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Adopt regulations that reflect design recommendations outlined in the LCI study. | SCC | SPDD SPC | Short-Range |
| Create growth standards that coordinate transportation plans with land development. | SCC | SPDD SPC | Short-Range |
| Create tax incentives to encourage redevelopment of vacant greyfield sites. | SCC | SPDD SA | Short-Range |

**How do we maintain Snellville's long-standing tradition of being a close knit community with a strong quality of life?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Add staff to the Police Department in conjunction with population growth to ensure a high level of quality service. | SA | SPD | Ongoing |
| Promote community festivals and events that create a joint sense of place amongst members of the community. | SA | SPDD SPRD | Ongoing |
| Create incentives for creating pocket parks and plazas on new developments to create community gathering places and a public realm. | SPDD SPRD | SCC TPL | Short-Range |

**How can we best promote our downtown?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Regularly inform residents of events and meetings taking place downtown. | SA SPPD | | Ongoing |
| Provide support to special senior-oriented events at the new senior facility. | SA | ARC SPRD | Ongoing |
| Make downtown public facilities available to civic organizations and community-oriented groups. | SA | SPPD | Ongoing |

**How can we attract higher quality restaurants to the community?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Align City ordinances with County ordinances as to not deter economic development efforts. | SCC | GCBC | Short-Range |
| Survey community members to determine the types of restaurants demanded by the population. | SPDD | GCCC | Short-Range |

## *Housing Strategies*

**How do we promote property maintenance and provide stronger code enforcement within neighborhoods to preserve existing housing stock?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Apply for rehabilitation funding from the Atlanta Regional Commission to provide funding for the rehabilitation needs of houses with cost-burdened owners. | SA | SPDD ARC | Short-Range |
| Increase code enforcement efforts by following up on complaints from community members. | SPD | | Ongoing |
| Send an informational flier to City property owners reminding them of code requirements established by the City. | SPD | | Short-Range |

**How can we provide affordable housing options for our workforce?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Consider affordable housing within new multi-family housing development. | SCC | SPDD GDCA | Short-Range |
| Consider incorporating multi-income housing units in new subdivisions. | SCC | | Short-Range |
| Complete a housing needs study to determine the projected share of affordable units that will be necessary in the next 10-15 years. | SPDD | GCPDD GDCA | Short-Range |

**How do we address the need for increased elderly housing?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Develop a panel to identify additional needs of the elderly associated with housing. | SCC | SPDD SPRD SPD | Short-Range |
| Work with local medical agencies to identify projected assisted living facilities necessary to meet needs of their patients. | SPDD | EEMC GCHD | Ongoing |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Amend the Future Land Use Map to guide the development and placement of senior housing facilities in the City, as appropriate | SCC | SPDD SPC | Ongoing |

**How do we establish appropriate design standards to help maintain Snellville's diverse character areas?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Develop overlay districts for areas in need of preservation and/or seeing an undesirable change in character. | SPDD | SCC SPC | Ongoing |
| Maintain and update the landscaping buffers code to preserve the sanctity of divergent land uses where appropriate. | SPDD | SCC SPC | Short-Range |
| Annex land surrounding the City to control land use and accommodate growth, basing annexation decisions on its benefit to the City. | SCC | GCBC | Long-Range |

**How can we promote the diversification of our housing stock as our population grows to accommodate all community members?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Monitor building permits to ensure that development proposals will meet the needs of the community. | SPDD | GCBD | Ongoing |
| Develop an infill development program that maintains the character of the existing neighborhood while encouraging new infill housing and addition of new infrastructure and facilities. | SPDD | SPWD | Short-Range |
| Promote the conversion of declining or vacant strip mall centers into mixed use developments that include housing elements. | SCC | SPDD SPC | Ongoing |

**How do we continue to support downtown developments that include mixed income housing?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Encourage traditional neighborhood development that includes new housing units on a grid-like system. | SCC | SPDD SPC | Ongoing |
| Apply for special funding through the Transportation Enhancement Program that allows for streetscape changes downtown that make the area a more attractive consideration as a living location. | SPDD | GDOT SA | Ongoing |
| Consider applying for the Revolving Loan Fund program with the Georgia Cities Foundation to help fund capital projects for downtown that cannot be financed through regular revenue streams. | SDDA | GCF | Short-Range |

## *Natural and Cultural Resources Strategies*

**How do we improve the air quality in our community?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Promote car-pooling options through the Clean Air Campaign. | SPDD | CAC GEPD GDOT | Ongoing |
| Develop a public outreach campaign to inform members of the community of causes and solution to air pollution. | SPDD | GEPD CAC | Long-Range |
| Review the City's tree ordinance to ensure adequate tree cover per population and developed land. | SPDD | SPC | Short-Range |
| Develop best practices for air quality to use as an evaluation tool for development proposals and transportation projects. | SPDD | CAC GDCA | Short-Range |
| Set aside special funding for parks and greenspace. | SA | SPRD SPRAB | Short-Range |

**How do we improve the water quality in our community and preserve the Big Haynes Creek watershed?**

| Description/Action | Responsible Party | Partners | Time Frame |
| --- | --- | --- | --- |
| Update stormwater management practices and regulations to address run-off into area streams, prioritizing impaired waterways identified by the Georgia Department of Natural Resources. | SPWD SPDD | SCC GDNR GCSMD | Short-Range |
| Reevaluate watershed protection efforts to identify areas for improvement. | SPDD | GEPD MNGWPD GCPDD | Short-Range |

**How de we address development threats to preserve the City's historic and archaeology sites?**

| Description/Action | Responsible Party | Partners | Time Frame |
| --- | --- | --- | --- |
| Complete detailed histories of historical buildings and sites within the City. | SHS | | Short-Range |
| Support the Snellville Historical Society's efforts to identify a central location for public access to cultural resources. | SA | SHS GHPD | Long-Range |
| Adopt historic preservation regulations to protect remaining historic structures in the City. | SCC | GHPD | Short-Range |
| Add provisions to the City of Snellville code to protect archeological sites through the development review process. | SCC | GHPD | Short-Range |

**How can we better preserve and promote Baker's Rock Park as a unique natural resource?**

| Description/Action | Responsible Party | Partners | Time Frame |
| --- | --- | --- | --- |
| Create a passive park around Baker's Rock Park to buffer the area from development and creating awareness of area resources to the public. | SPRD | TNC | Long-Range |
| Retain informational fliers regarding the park and have available at community events. | SPRD | SPRAB GC | Ongoing |
| Promote Baker's Rock Park as a unique attraction to the area, helping add to the City's visitor appeal. | SPRD SA | GDEcD GC | Ongoing |

**How can we support the preservation efforts of the Snellville Historical Society?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Support the Snellville Historical Society's efforts to identify a central location for public access to cultural resources. | SA | SHS GHPD | Long-Range |
| Adopt historic preservation regulations to protect remaining historic structures in the City. | SCC | GHPD SPDD | Short-Range |
| Accept recommendations for the Historical Society regarding ways to incorporate preservation efforts in the ongoing planning and development of the City. | SCC | SHS | Ongoing |
| Encourage the use of granite in new buildings as a tribute to the historic building material of the community. | SPDD | SCC SPC | Ongoing |

**How do we ensure the completion of a historic structures resource inventory?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Adopt a timeline for completion of a historic resource inventory. | SHS | | Short-Range |
| Create a panel to work in collaboration with the Snellville Historical Society to review and oversee the City's completion of the historic structures resource inventory. | SCC | SHS | Short-Range |

**How can we facilitate the development of Snellville Center for the Arts to meet both economic development needs and improve quality of life for residents?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Complete a market feasibility study for a Center for the Arts. | SAA SA | GCDA GCCC | Short-Range |
| Work with the Gwinnett Chamber of Commerce to identify potential funding partners for the creation of the Center. | SA SAA | SPDD GCC | Long-Range |
| Complete a public outreach campaign to determine programs and facilities that would best meet residents' needs for cultural facilities. | SA SAA | SPDD | Short-Range |

**How do we work towards protecting water recharge areas in the community?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Develop regulations to protect water recharge areas, focusing on the areas north and west of the City. | SPDD | GEPD SPWD MNGWPD | Short-Range |
| Complete an informational campaign to add to the public's awareness of the causes of water pollution and potential solutions. | SPWD | GEPD TNC MNGWPD | Short-Range |

## *Community Facilities and Services*

**How can we adequately prepare for an increasing demand for services associated with a growing and changing population?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Communicate regularly with the Gwinnett County School Board to identify shifts in service needs associated with the construction of new schools within or near the City. | SPDD | GCSB | Ongoing |
| Mandate all City departments to develop biannual service plans associated with anticipated growth and link to the permitting process. | SCC | SPDD GCBD SA | Short Range |
| Regularly monitor and project local demographic trends to determine the future need for public services. | SPDD | ARC GCPDD | Ongoing |
| Develop a permanent citizens' roundtable to meet regularly to discuss community concerns, implementation of the Comprehensive Plan, etc. and bring those concerns to the City's attention. | SCC | | Short-Range |

**How do we meet the increased safety concerns and challenges that are correlated with population growth?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Provide an adequate quantity of lights for streets and sidewalks to create a safe walking and driving atmosphere. | SPWD | SPD | Ongoing |
| Actively increase police presence by augmenting existing equipment and staff of the Police Department. | SPD | GCPSD | Ongoing |
| Support safety awareness programs in the local school system. | SPD | GCBE GCPSD | Ongoing |

**How do we address the growing need for open space and recreational opportunities considering the limited developable land in the community?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Create a passive park around Baker's Rock Park to buffer the area from development and creating awareness of area resources to the public. | SPRD | GC TNC | Long-Range |
| Create incentives for creating pocket parks and plazas on new developments to create community gathering places and a public realm. | SPDD | TPL SCC | Short-Range |
| Develop an ordinance to guide the reclamation of brownfield and greyfield sites, including incentives that promote the inclusion of greenspace. | SCC | SPDD SPC | Short-Range |
| Identify areas where continuation of the City's Greenway would be both possible and appropriate. | SPRD | SPRAB Path | Ongoing |

**How can we improve and maintain our stormwater management infrastructure?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Update stormwater management practices and regulations to address run-off into area streams. | SPWD | SCC GCSMD | Short-Range |
| Monitor state policies to ensure that the most-up-date practices are being applied in the community. | SPDD | GEPD GMA | Ongoing |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Continue the City's extensive tree protection efforts through enforcement of existing codes, public education efforts, and modification of ordinances as necessary. | SPDD | SCC<br>SPC | Ongoing |

**How can we further strengthen the New Town Center as a hub for government and community space?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Support the development of properties that encourage a mixed use environment, bringing people to the area at all hours of the day. | SDDA | SPDD<br>SCC | Ongoing |
| Locate new government facilities in the Town Center when possible. | SA | SDDA<br>SCC | Ongoing |

**How do we ensure that the Oak Road Property improves the quality of life for City residents?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Complete and implement plans for the development of 4.5 acre park in the Oak Road residential corridor. | SPRD | GCPRD | On-going |
| Include design elements in the changes to Oak Road to maintain the community's character. | SPWD<br>SPDD | GCDOT | Long-Range |

**How do we implement the Briscoe Park Master Plan, securing its role as the City's signature park?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Ensure that SPLOST funds are allocated properly to allow for improvements to the park. | SA | GCFD<br>SPRD<br>SPRAB | Short-Range |
| Organize volunteer days to increase public investment in the park and help lower the implementation costs of the plan. | SPRD | | Ongoing |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Hold area events in the park to facilitate the maximum use of resources, reserving a percentage of any proceeds from events to go towards park improvements. | SPRD | SPRAB | Ongoing |

**How can we expand the passive park network to increase recreational space and facilitate improved mobility?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Create a passive park around Baker's Rock Park to buffer the area from development and creating awareness of area resources to the public. | SPRD | GC<br>TNC | Long-Range |
| Identify areas where continuation of the City's Greenway would be both possible and appropriate. | SPRD | SPRAB<br>Path | Ongoing |
| Connect existing sidewalks to the greenway system when possible. | SPWD | SPRD<br>SCC | Ongoing |
| Develop incentives for developers to incorporate pathway connections on newly developed or redeveloped property when possible. | SPDD | SPRD<br>SCC<br>SPC | Short-Range |

## *Intergovernmental Coordination Strategies*

**How do we ensure proper coordination and execution of much needed transportation improvements?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Actively attend regional conversations related to regional transportation concerns. | SPDD | ARC<br>GCDOT<br>GRTA<br>MARTA | Ongoing |
| Work with Gwinnett County Transportation Department to identify joint concerns and solutions to transportation issues. | SPDD<br>GCDOT | GCTD | Ongoing |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Coordinate with the Georgia Regional Transportation Authority to identify creative solutions for helping transport the growing elderly population in both Snellville and the greater Metro areas. | SPDD | GRTA GCTD MARTA GCDOT | Long-Range |

**How can we best address land use conflicts that may result from annexation and create a clear annexation policy to help guide annexation decisions?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Complete an analysis of potential annexation areas that includes the identification of potential land use conflicts. | SPDD | GCPDD SCC SPC | Short-Range |
| Use the Future Land Use Map and Future Development Map to help guide land zoning decisions, especially as they relate to new areas of the City. | SCC | SPDD SPC | Ongoing |
| Complete a cost benefit analysis of adding new residents and property to the City, considering annexation decisions based upon their benefit to the City. | SA SCC | | Short-Range |

**How can we work with other County partners to secure the renewal of the Special Purpose Local Option Sales Tax?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Create a County-wide campaign to inform residents of the valuable uses of SPLOST and their potential applicability in the community. | GCFD SA | | Short-Range |
| Participate in area meetings to determine the appropriate allocation of SPLOST funds to localities within the County. | SA | GCFD | Ongoing |

**How can we best support and contribute to education decisions and responsibilities of the Gwinnett County Board of Education?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Share major development decisions with the Gwinnett County Board of Education. | SPDD | GCBE | Ongoing |

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Attend Board of Education meetings when possible to stay abreast of education decisions that will affect the City. | SCC | GCBE | Ongoing |

**How can we work with Gwinnett County and the other cities in Gwinnett to update the Service Delivery Strategy and ensure consistency across jurisdictions?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Annually review and update the Service Delivery Strategy to make appropriate changes to best meet the needs of County residents. | SCC | GCBC | Ongoing |
| Recommend service delivery changes that are appropriate as annexation occurs. | SCC | GCBC | Ongoing |
| Support efforts to share best practices and create open communication networks among like departments across jurisdictions. | SCC | GCBC ARC GDCA | Ongoing |

**How can we solidify our active participation in local and regional planning efforts?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Attend regional conversations related to regional concerns such as emergency management, water quality, and transportation. | SPDD SPD SPWD | GRTA ARC MNGWPD GCPSD | Ongoing |
| Support staff involvement in regional groups related to their work area. | SA | | Ongoing |
| Identify common goals developed from this Plan with those developed by the Gwinnett County Comprehensive Plan, and develop shared approaches to those goals when possible. | SPDD | ARC GCPDD | Short-Range |

**How can we help develop intergovernmental agreements that are mutually beneficial to Snellville and other area communities?**

| Description/Action | Responsible Party | Partners | Time Frame |
|---|---|---|---|
| Include other appropriate area government agencies and departments in City of Snellville decisions that will affect their community. | SCC | GCBC ARC GDCA | Ongoing |
| Identify common goals developed from this Plan and in those developed by the Gwinnett County Comprehensive Plan, and devise shared approaches to those goals when possible. | SPDD | ARC GCPDD | Short-Range |

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# 8.    Short Term Work Program 2008-2012

Following is a list of short-term tasks and projects identified in this plan as needed to achieve community goals and objectives.  Note that on-going tasks or policies, such as the regular updating of this plan, are listed in Chapter VI – Policies and Chapter VII - Implementation Program.  Note:  Cost estimates are for planning purposes only.  Actual costs may vary widely, particularly over time.

Please see the Appendix for an update on the status of items included in the last Short Term Work Program.

| Community  Services and Facilities | | | | |
|---|---|---|---|---|
| Activity/Description | Years | Cost Estimate | Responsible Party | Funding Source |
| Parks and Recreation - Implementation of Park Capital Improvements Program from Master Plan- including trails and restrooms | 2008-2012 | $872,000 | Snellville Parks and Recreation Department | SPLOST |
| Parks and Recreation - Purchase parcels of land adjacent to park and expand accordingly | 2008-2012 | $750,000 | Snellville Parks and Recreation Department, City | Snellville General Fund, SPLOST |
| Parks and Recreation – Master plan for Baker's Rock | 2007-2008 | $10,000 | Snellville Parks and Recreation Department | Snellville General Fund, SPLOST |
| Parks and Recreation - Bunker Rake | 2008 | $12,000 | Snellville Parks and Recreation Department | SPLOST |
| Parks and Recreation - Crew Cab Truck | 2008 | $21,000 | Snellville Parks and Recreation Department | SPLOST |
| Complete public outreach campaign to determine programs and facilities that would best meet residents' needs for cultural facilities. | 2008-2010 | $10,000 - price will vary depending on type of survey | City | Snellville General Fund |
| Storm water detention pond maintenance program to improve water quality | 2008-2012 | $200,000 | City | Snellville General Fund |

| Community Services and Facilities | | | | |
|---|---|---|---|---|
| **Activity/Description** | **Years** | **Cost Estimate** | **Responsible Party** | **Funding Source** |
| Complete a storm sewer as-built system survey and capital improvements program for system maintenance | 2008-2012 | $100,000 | City | Snellville General Fund |
| Public Safety | | | | |
| **Activity/Description** | **Years** | **Cost Estimate** | **Responsible Party** | **Funding Source** |
| Needs Assessment | 2008 | $30,000 | Snellville Police Department | SPLOST |
| Radio Replacement/MDTs | 2008 | $750,000 | Snellville Police Department | SPLOST |
| C.A.D. | 2008 | $350,000 | Snellville Police Department | SPLOST |
| 4 Impalas | 2008 | $108,000 | Snellville Police Department | SPLOST |
| B.A.T. Trailer | 2008 | $28,500 | Snellville Police Department | SPLOST |
| Digital Cameras | 2008 | $10,000 | Snellville Police Department | SPLOST |
| Close in Office Space | 2008 | $7,000 | Snellville Police Department | SPLOST |
| Thermal Imaging Night Vision | 2008 | $10,000 | Snellville Police Department | SPLOST |
| Economic Development | | | | |
| **Activity/Description** | **Years** | **Cost Estimate** | **Responsible Party** | **Funding Source** |
| Continue to develop incentives to encourage re-designation and redevelopment of commercial areas along Hwy 78 | 2008-2012 | TBD | Evermore Community Improvement District, City | Evermore CID, Snellville General Fund |
| Develop ordinance to guide the redevelopment of vacant commercial centers | 2008-2009 | $10,000 | Planning and Development | Snellville General Fund |

| Economic Development | | | | |
|---|---|---|---|---|
| **Activity/Description** | **Years** | **Cost Estimate** | **Responsible Party** | **Funding Source** |
| Consider local legislation to allow for creation of Tax Allocation District | 2008-2010 | $10,000 | Planning and Development, City Council | Snellville General Fund |
| Complete economic development master plan | 2008-2009 | TBD - depends whether done in-house or by consultants | City | Snellville General Fund or staff time |
| Develop mechanism for community businesses to submit concerns and requests | 2008-2012 | $5,000 | City | Snellville General Fund |
| Complete an updated downtown market study | 2008 | $40,000 | DDA | Snellville General Fund, DDA |
| Develop incentives for businesses to locate downtown | 2008-2010 | TBD | DDA | DDA |
| Land Use | | | | |
| **Activity/Description** | **Years** | **Cost Estimate** | **Responsible Party** | **Funding Source** |
| Annexation study | 2008-2012 | $20,000 | Planning and Development | Snellville General Fund |
| Feasibility study for addition of new greenspace to city | 2008-2012 | $35,000 | Parks and Recreation Department | Snellville General Fund |
| Develop new zoning classification for low density office and residential | 2008-2009 | $5,000 | Planning and Development | General Fund |
| Overlay district for North Road | 2008-2009 | $10,000 | Planning and Development | Snellville General Fund |
| Overlay district for Hwy. 78 | 2009-2010 | $20,000 | Planning and Development | Snellville General Fund |
| Transportation | | | | |
| **Activity/Description** | **Years** | **Cost Estimate** | **Responsible Party** | **Funding Source** |
| New interchange on US 78 at SR 124 | 2010-2012 | $11,600,000 | GDOT, GCDOT | GDOT |
| Develop transportation funding plans | 2008 | $15,000,000 | GDOT, Federal | GDOT, ISTEA, LCI |
| Complete a needs assessment for cyclist infrastructure | 2008-2012 | $15,000 | City | Snellville General Fund |
| Add turn lanes at Oak Road and SR 124 | 2008-2012 | $300,000 | GCDOT | GCDOT, GDOT, SPLOST |
| Feasibility study for senior shuttle service | 2009-2010 | $15,000 | City | Snellville General Fund, Potential state and federal grants |

| Transportation | | | | |
|---|---|---|---|---|
| Activity/Description | Years | Cost Estimate | Responsible Party | Funding Source |
| Upkeep to sidewalks | 2008-2012 | $50,000 | Public Works | Snellville General Fund |
| Remove reversible lanes on US 78 with upgraded intersection at Highpoint | 2010 | $15,700,000 | GCDOT | GCDOT |
| Snellville Town Center bicycle and pedestrian transportation improvements (along Oak Rd, Clower St, Wisteria Dr) | 2010 | $2,687,500 | City | Snellville General Fund |
| Sidewalks - Mt. View | 2008 | $100,000 | City | SPLOST |
| Sidewalks - Summit Chase | 2008 | $100,000 | City | SPLOST |
| Connectivity of sidewalks in city - build additional sidewalks | 2009-2012 | $1,800,000 | City | ISTEA SPLOST |
| Timberline Drainage Project | 2008 | $120,000 | Public Works | SPLOST |
| Drainage (Misc. projects) | 2008 | $286,155 | Public Works | SPLOST |
| North and Wisteria Intersection Improvement | 2008 | $50,000 | Public Works | SPLOST |
| LCI Design | 2008 | $533,090 | City | SPLOST, LCI Grant |
| LCI Construction | 2009-2010 | $2,500,000 | City | SPLOST, LCI Grant |
| Housing | | | | |
| Activity/Description | Years | Cost Estimate | Responsible Party | Funding Source |
| Complete housing needs study | 2008-2009 | $25,000 | City | Snellville General Fund, potential US HUD grant |
| Natural and Cultural Resources | | | | |
| Activity/Description | Years | Cost Estimate | Responsible Party | Funding Source |
| Review stormwater management practices and regulations, and identify those needing improvement. Determine adequacy of adopting state or Gwinnett County regulations. | 2008-2009 | $5,000 | City | Snellville General Fund |
| Inventory and assessment of historic resources and sites | 2008-2011 | $5,000 | Planning and Development | Snellville General Fund, Private Funds |
| Preservation recommendations for historic resources and sites | 2008-2012 | Not applicable | City | Not applicable |

# Appendix

## A. Record of Accomplishments (2003-2008 Short Term Work Program)

The following table identifies the status of those items included in the City of Snellville 2003-2008 Short Term Work Program.

| ELEMENT | DESCRIPTION | INITIATION YEAR | COMPLETION YEAR | COST ESTIMATE | FUNDING SOURCE | RESPONSIBLE PARTY | STATUS |
|---|---|---|---|---|---|---|---|
| Community Facilities. | Expand Recycling Center | 2001 | 2003 | $1,250,000 | Local SPLOST | Local | Completed in 2005 |
| Natural Resources | Purchase parcels of land adjacent to park and expand accordingly | 2002 | 2006 | $750,000 | Local | Local | One parcel has been purchased and included in park master plan |
| Land Use | Initiate & submit 10 year comprehensive plan update to RDC six months prior to expiration | 2008 | 2008 | N/A | Local | Local | Underway |
| Community Facilities | Connectivity of sidewalks in city-build additional sidewalks | 2003 | 2008 | $2,000,000 | ISTEA SPLOST | Local | Ongoing |
| Natural Resources | Inventory and assessment of historic resources and sites | 2000 | 2003 | $1000 | Local | Local | Snellville Historical Society doing some preliminary work on this task |
| Community Facilities | Develop Transportation funding plans | 1999 | 2008 | $15,000,000 | GADOT, ISTEA, LCI, | FED, GADOT | Ongoing |
| Natural Resources. | Preservation recommendations for historic resources and sites | 1994 | 2003 | N/A | Local | Local | Not initiated to date |

| ELEMENT | DESCRIPTION | INITIATION YEAR | COMPLETION YEAR | COST ESTIMATE | FUNDING SOURCE | RESPONSIBLE PARTY | STATUS |
|---|---|---|---|---|---|---|---|
| Community Facilities | City Hall relocation project / Establish Town Center | 2002 | 2005 | $6,000,000 | Local SPLOST | Local | City Center completed in 2006/Town Center underway |
| Community Facilities | Park capital improvements program: including trails and restrooms. | 2003 | 2008 | $1,000,000 | Local | Local | Master plan completed; some improvements completed & others programmed with SPLOST funding |
| Natural Resources | Purchase parcel(s) for North Park, North of Hwy 78 | 2003 | 2007 | $1,000,000 | Local SPLOST Gov.Green Space | Local | Parcel acquired on Oak Road; has been master planned through Signature Community program (2006-07) |
| Economic Development | Provide incentives to encourage redesignation and redevelopment of commercial areas along Hwy.78 | 2002 | 2008 | $250,000 | Evermore Corridor Improvement Assoc. Local | Evermore CID, Local | Corridor Overlay district adopted for area; GADOT median project is underway |
| Community Facilities | Adopt incentives for vanpools, carpools, and ridesharing | 2004 | 2008 | $5,000 | Local Gwinnett DOT | Local, GWCO | City has partnered with Clean Air Campaign; GRTA now operating express bus from Snellville |
| Community Facilities | Develop a storm water detention pond maintenance program to improve water quality | 2003 | 2008 | $200,000 | Local | Local | Initial work underway |
| Community Facilities | Complete a storm sewer as-built system survey and capital improvements program for system maintenance | 2003 | 2008 | $100,000 | Local | Local | Initial work underway |

| ELEMENT | DESCRIPTION | INITIATION YEAR | COMPLETION YEAR | COST ESTIMATE | FUNDING SOURCE | RESPONSIBLE PARTY | STATUS |
|---------|-------------|-----------------|-----------------|---------------|----------------|-------------------|--------|
| Economic Development | Complete an updated downtown market study | 2005 | 2005 | $40,000 | Local, DDA | DDA | Not initiated to date |

SNELLVILLE, GA

1923

*Striving for the Highest*

JORDAN
JONES &
GOULDING

MMV
CIRCA MCMXXIII

CITY OF SNELLVILLE

March 12, 2009

Via Email

Mr. Lombard
Atlanta Regional Commission
Land Use Planning Department

RE:    City of Snellville 2030 Comprehensive Plan

Dear Mr. Lombard:

Please see attached The City of Snellville's 2030 Comprehensive Plan as adopted on February 9, 2009. Also see attached a copy of the adoption resolution. If you need anything else please call myself or Jason Thompson at 770-985-3514.

Sincerely,

Harmit Bedi, AICP
Director, Planning and Development

cc:    Jason Thompson, City Planner
       File

HB/jt

**City of Snellville Planning & Development Department**
2342 Oak Road  Snellville, GA  30078   770-985-3514   770-985-3551 Fax   www.snellville.org

# CITY OF SNELLVILLE

# Resolution
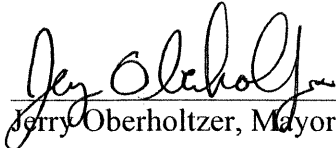
## RES 2009-02

## CENTENNIAL COMPREHENSIVE PLAN 2030

**WHEREAS,** the Georgia Planning Act of 1989 authorizes local governments throughout the State to prepare Comprehensive Plans to be used in guiding their future growth and development; and

**WHEREAS,** the City of Snellville has prepared an update to its existing Comprehensive Plan that covers the period through 2030; and

**WHEREAS,** the Mayor and City Council established a 12 member Citizen's Planning Committee to champion the project within the community; and

**WHEREAS,** the City of Snellville held a visioning workshop on December 5, 2006, at the Snellville City Center; and

**WHEREAS,** during the process community outreach tools were employed such as information on website, survey questionnaires, flyers, press releases, and open house; and

**WHEREAS,** the City of Snellville Planning Commission on June 26, 2007, held a Public Hearing for transmittal of the Community Agenda document to the Atlanta Regional Commission for review; and

**WHEREAS,** the Mayor and City Council on July 9, 2007, held a Public Hearing for transmittal of the Community Agenda document to the Atlanta Regional Commission for review; and

**WHEREAS,** the Mayor and City Council on October 21, 2008, held a Specially Called Work Session to review the Community Agenda document; and

**WHEREAS,** the Mayor and City Council on November 10, 2008, held a Public Hearing to consider the Community Agenda document; and

**WHEREAS,** the Mayor and City Council on January 12, 2009, held a Public Hearing to invite comments from the general public; and

**WHEREAS,** the Mayor and City Council on January 28, 2009, held a Specially Called Work Session to review the Community Agenda document; and

**WHEREAS,** the Mayor and City Council gratefully acknowledges the extensive community input that has been incorporated into the stakeholders, residents, business owners and others that have been involved in the plan preparation process; and

**WHEREAS,** the third and defining element of the Comprehensive Plan entitled the Community Agenda was prepared in accordance with the State Minimum Standards and Procedures for Local Comprehensive Planning; and

**WHEREAS,** the Georgia Department of Community Affairs has reviewed and approved the Community Agenda of the City of Snellville 2030 Comprehensive Plan through their letter dated October 24, 2007.
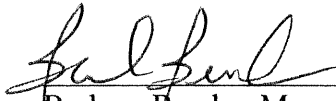
**NOW THEREFORE BE IT RESOLVED** that the Mayor and City Council of the City of Snellville, Georgia hereby approves and adopts the Community Agenda of the City of Snellville Centennial Comprehensive Plan 2030 on February 9, 2009.
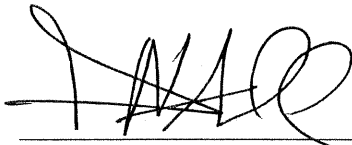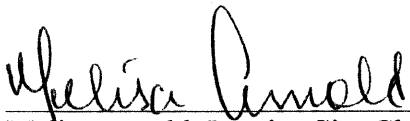
**RESOLVED this** _9_ **day of** _February_ , 2009.
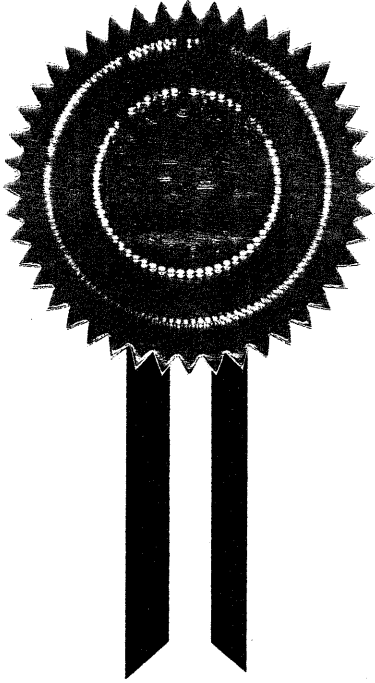
**CITY OF SNELLVILLE, GEORGIA**

Jerry Oberholtzer, Mayor

Barbara Bender, Mayor Pro Tem

Warren Auld, Council Member
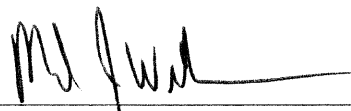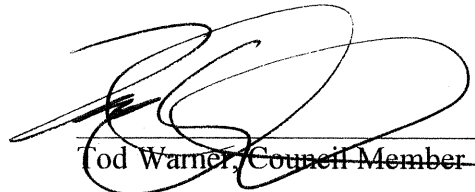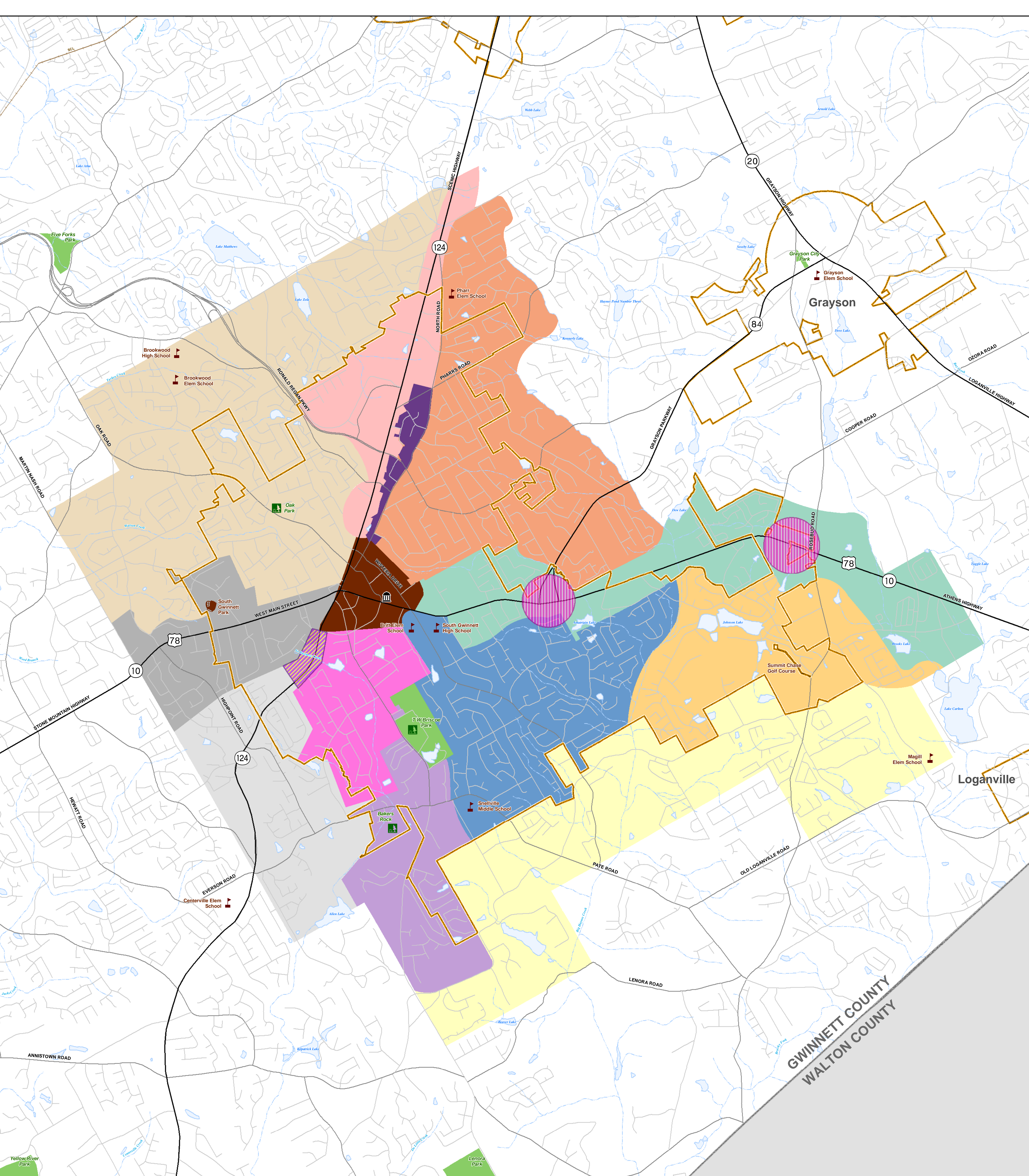
Attest:

Melisa Arnold, Interim City Clerk

Robert Jenkins, Council Member

Kelly Kautz, Council Member

Approved as to Form and Substance:

Michael J. Williams, City Attorney
Fincher, Denmark & Williams, LLC
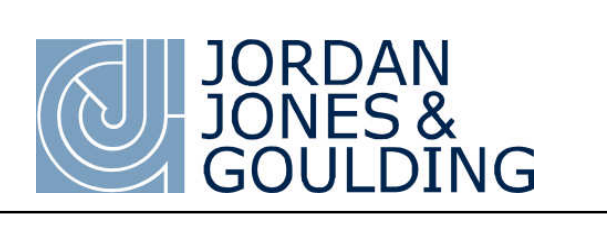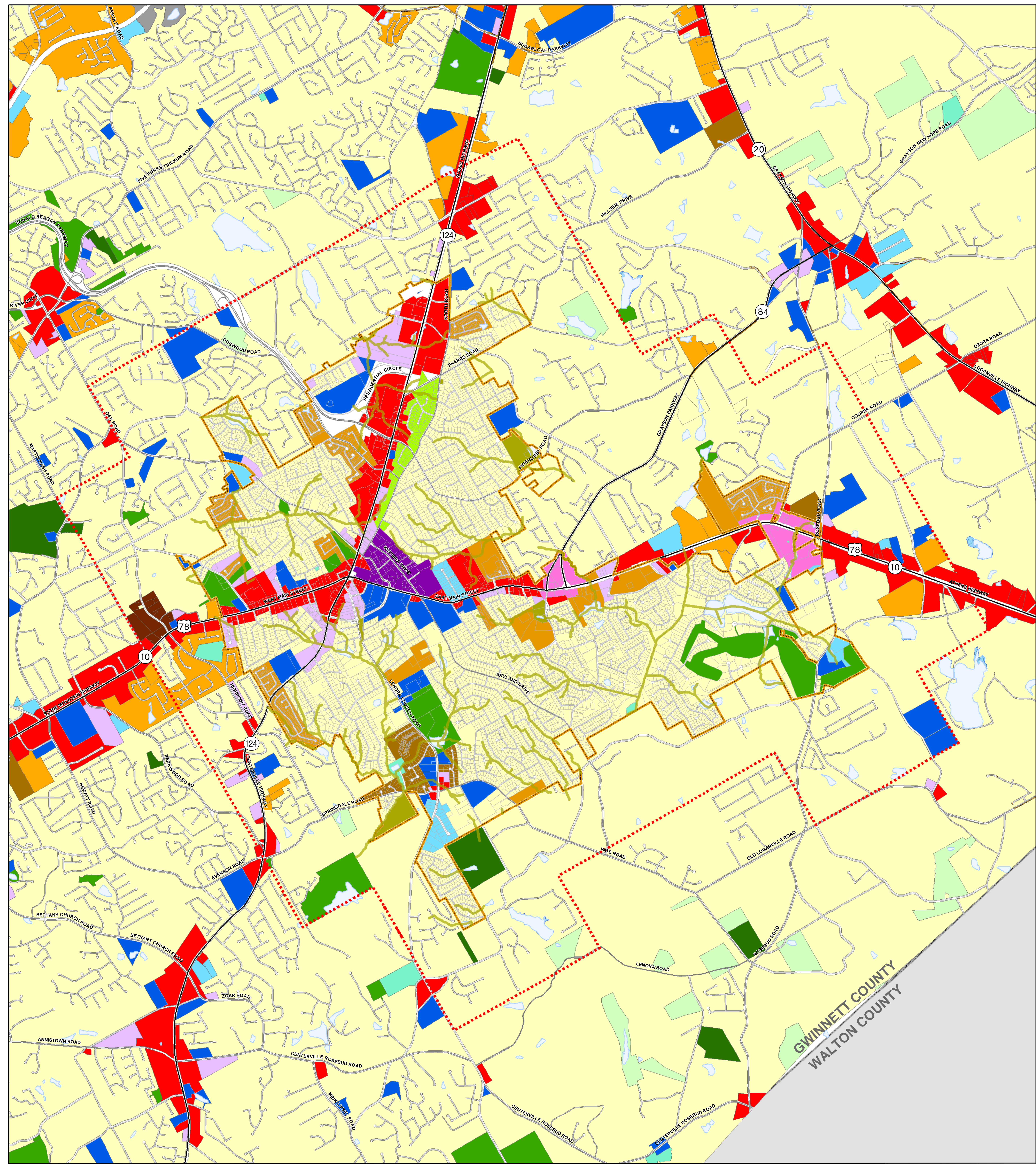
Tod Warner, Council Member

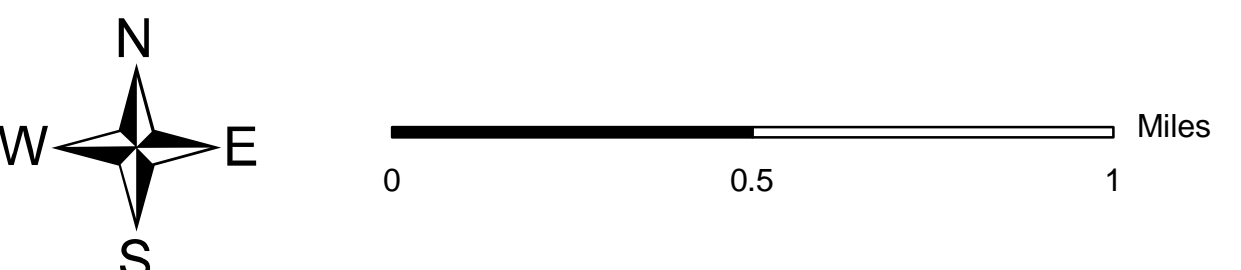# City of Snellville 2030 Comprehensive Plan

*Future Development Map*

N
W — E
S

0    0.5    1    Miles

**Legend**

Symbols:
- City Hall
- Park
- School
- Sports Facility
- Parks

**Character Areas**
- 124 South/Centerville Highway
- Highway 78 East Corridor
- Britt Elementary Cluster
- Brookwood District
- Downtown
- North Road/Pinehurst Road Stable Neighborhoods
- Highway 78 West Area
- Lenora Church Road
- No Business Creek
- North Road Transitional Corridor
- Scenic Highway North
- Summit Chase
- Temple Johnson Road

**Key Development Areas**
- Hwy 124 South
- Hwy 78 East Activity Nodes

- US State Highway
- Local Roads
- Major Roads
- Lake
- City Limits
- County Boundary

SNELLVILLE GA
*Striving for the Highest*

JORDAN JONES & GOULDING

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Map labels:

Grayson

Loganville

GWINNETT COUNTY
WALTON COUNTY

Five Forks Park
Brookwood High School
Brookwood Elem School
Oak Park
South Gwinnett Park
Pharr Elem School
Britt Elem School
South Gwinnett High School
T.W. Briscoe Park
Bakers Rock
Snellville Middle School
Centerville Elem School
Summit Chase Golf Course
Magill Elem School
Grayson Elem School
Grayson City Park
Yellow River Park
Lenora Park

Roads:
SCENIC HIGHWAY
NORTH ROAD
PHARRS ROAD
RONALD REAGAN PKWY
OAK ROAD
MARTIN NASH ROAD
WEST MAIN STREET
HIGHPOINT ROAD
STONE MOUNTAIN HIGHWAY
HEWATT ROAD
EVERSON ROAD
ANNISTOWN ROAD
GRAYSON PARKWAY
ROSEBUD ROAD
ATHENS HIGHWAY
GRAYSON HIGHWAY
COOPER ROAD
LOGANVILLE HIGHWAY
OZORA ROAD
PATE ROAD
OLD LOGANVILLE ROAD
LENORA ROAD

Highways: 20, 84, 124, 78, 10

# City of Snellville 2030 Comprehensive Plan

## Future Land Use

N
W — E
S

0    0.5    1 Miles

### Future Land Use

- Low Density Residential
- Medium Density Residential
- Multi-Family Residential
- Retail
- Office/Professional
- Industrial Mixed Use
- Public/Institutional
- Park/Recreation
- Conservation
- Transportation/Communication/Utilities
- North Rd Redevelopment Area
- Town Center Commercial
- 78 East Activity Node

**Additional Gwinnett County Designations**
- Mixed Use Residential
- Rural Residential
- Agriculture

- US/State Highway
- Major Road
- Road
- Streams
- Lakes & Ponds

- Sphere of Influence for Snellville
- City Boundary
- Gwinnett County Boundary
- Other County Boundary
- 50 ft. Stream Buffer

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