

## 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 is 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 in 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 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 public 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 costs 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.
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



*Senior Center at Snellville Town Center*

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 where 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.