

DATE: October 9, 2023

TO: Mayor Stephen Miller, City of Holly Springs
ATTN TO: Nancy Moon, Community Development Director, City of Holly Springs
FROM: Mike Alexander, COO, Atlanta Regional Commission

The Atlanta Regional Commission (ARC) has received the following proposal and is initiating a regional review to seek comments from potentially impacted jurisdictions and agencies. The ARC requests your comments related to the proposal not addressed by the Commission's regional plans and policies.

Name of Proposal: 2023 City of Holly Springs Comprehensive Plan Update

Description: A regional review of the draft 2023 City of Holly Springs Comprehensive Plan Update.

Submitting Local Government: City of Holly Springs

Action Under Consideration: Approval

Date Opened: October 9, 2023

Deadline for Comments: October 30, 2023

THE FOLLOWING LOCAL GOVERNMENTS AND AGENCIES ARE RECEIVING NOTICE OF THIS REVIEW:

ATLANTA REGIONAL COMMISSION
GEORGIA DEPARTMENT OF TRANSPORTATION
GEORGIA ENVIRONMENTAL FINANCE AUTHORITY
CITY OF CANTON

GEORGIA DEPARTMENT OF NATURAL RESOURCE
GEORGIA REGIONAL TRANSPORTATION AUTHORITY
CITY OF MILTON
CITY OF WOODSTOCK

GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS
GEORGIA SOIL AND WATER CONSERVATION COMMISSION
CITY OF ROSWELL
CHEROKEE COUNTY

Review information is attached.

Please submit comments to dshockey@atlantaregional.org. For questions, please contact ARC Plan Review Manager Donald Shockey at dshockey@atlantaregional.org or 470-378-1531. If no comments are received by **October 30, 2023**, ARC will assume your agency has no input on the subject plan. The ARC review website is located at <https://atlantaregional.org/community-development/comprehensive-planning/plan-reviews/>.

Mayor
Steven W. Miller

Council Members

Kevin Moore
Dee Phillips
Kyle Whitaker
Jeff Wilbur
Michael Roy Zenchuk II



City of Holly Springs

Post Office Box 990
Holly Springs, GA 30142
www.hollyspringsga.us
Office. 770-345-5536 – Fax. 770-345-0209

City Attorney
Robert M. Dyer

City Manager
Robert Logan

City Clerk
Karen Norred

October 5, 2023

Atlanta Regional Commission
229 Peachtree Street, NE, Suite 100
Atlanta, GA 30303

RE: Comprehensive Plan Update Submittal

The City of Holly Springs has completed an update of its comprehensive plan and is submitting it with this letter for review by the Atlanta Regional Commission and the Department of Community Affairs.

I certify that we have held the required public hearings and have involved the public in development of the plan in a manner appropriate to our community's dynamics and resources. Evidence of this has been included with our submittal.

I certify that the appropriate staff and decision-makers have reviewed both the Regional Water Plan covering our area and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) and taken them into consideration in formulating our plan.

If you have any questions concerning our submittal, please contact Nancy Moon, Community Development Director at 770-345-5533 or nmoon@hollyspringsga.us.

Sincerely,

Steven W. Miller, Mayor
City of Holly Springs

Enclosures



City of Holly Springs Comprehensive Plan 2018-2038



Adopted October 15, 2018
Updated October XX, 2023
By the Mayor and City Council of
Holly Springs, Georgia



Steering Committee

Steven W. Miller, *Mayor*

Michael Roy Zenchuk II, *Mayor Pro Tem*

Kevin Moore, *Councilwoman*

Dee Phillips, *Councilwoman*

Kyle Whitaker, *Councilman*

Jeff Wilbur, *Councilman*

Planning & Zoning Commission

Chris Amos Adams

Adrian Dekker, *Chairman*

Mike Grayeski

Eric Huminski

Eric Rein, *Vice Chairman*

Downtown Development Authority

Ollie Evans, *Chairman*

Abbey Gray

Scott Owen

Maggie Grayeski

Ryan Smith

Andrea Johnston

Kyle Whitaker

Robert H. Logan, CPA, CGMA
City Manager

Karen Norred, CMC, CHRMP
City Clerk/HR Director

Denise Lamazares
Finance Director

Nancy Moon, AICP
*Community Development
Director*

Erin Honea, EDFP
*Communications & External
Affairs Director*

Jonathan Page
Chief Building Official

Ron Carter
Facilities & IT Manager

Oma Lou Stewart
Assistant City Clerk

Tommy Keheley
Chief of Police

Greg Clyburn
Deputy Chief of Police

Casey Barton
Captain

Michael Hales
Captain

Jeff Lance
Captain

Donna Sanders
Court Clerk





EXECUTIVE SUMMARY

The *Comprehensive Plan 2018-2038* for the City of Holly Springs is a document steering the development of the City. It is a living document serving to promote the vision and policies of the City. From today through the year 2038, Holly Springs will be a City that aspires to the following:

A Revitalized and Expanded Town Center

A Robust Economy with Parkway Corridors, Employment Areas, and Office-Professional Parks and Corridors

A Diversity of Traditional and Suburban Neighborhoods

A System of Connected Open Spaces and a Sustainable Environment

Future development will be guided by the future development map with the following development character areas: Employment, Parkway Corridor, Neighborhood Center, Traditional Neighborhood, Town Center, Suburban neighborhood, Suburban Growth, and Conservation. Each character area has its own features and design principles.

The City strives to meet the State Quality Community Objectives consisting of the following issues: Economic Prosperity, Resource Management, Efficient Land Use, Local Preparedness, Sense of Place, Regional Cooperation, Housing Options, Transportation Options, Educational Opportunities, and Community Health. In concert with the State Objectives and the City's Goals, established policies within the following areas will guide the growth and development of the City: Land Use, Housing, Economic Development, Natural Resources, Historic Resources, Urban Design, Community Facilities and Services, Transportation, and Intergovernmental Coordination.

The Short-Term Work Program establishes projects for implementation over the next five years. A significant element within the Economic Downtown Development category includes implementation of the Town Center Project. Other notable projects include a master plan for the future 58-acre park (Timothy B. Downing Park) on Stringer Road, construction of future phases of the Pedestrian Network on Holly Street and Palm Street, preliminary engineering and right-of-way acquisition along Hickory Springs Parkway, construction of multi-use trails, and full implementation of a consolidated government management software package to assist with community development, code enforcement, stormwater, building inspections, and alcohol licensing. Expansion of the police department, updated radio equipment in police cars, and updated probation software are also included within the Short-Term Work Program.



**HOLLY SPRINGS COMMUNITY AGENDA
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1.0 INTRODUCTION

Pursuant to the Georgia Planning Act of 1989, requiring all local governments to prepare a comprehensive plan meeting the minimum planning standards and procedures as established by the Georgia Department of Community Affairs (DCA), the City of Holly Springs has developed its Comprehensive Plan outlining the path towards growth and sustainability of the City. This plan, *The Holly Springs Community Agenda 2018-2038*, is an updated version of the plan prepared and adopted in 2008.

1.1 Purposes and Uses of the Comprehensive Plan

The Community Agenda is intended to guide the development and redevelopment of the City by describing how, why, when, and where to build, rebuild, or preserve aspects of the community. Second, the Community Agenda covers a long-range planning horizon of 20 years (i.e., to the year 2038). Third, the Community Agenda comprehensively encompasses all the functions that make a community work and considers the interrelatedness of functions. The Community Agenda is based on the foundation that if the City knows where it wants to go, it possesses better prospects of arriving.

Per the Minimum Standards and Procedures, as established by the Georgia Department of Community Affairs:

A local comprehensive plan is a fact-based resource for local constituents that tracks implementation of community-based policies. Furthermore, local comprehensive planning creates an environment of predictability for business and industry, investors, property owners, tax payers and the general public. In addition, the plan helps local governments to recognize and then implement important economic development and revitalization initiatives. For these reasons, the state finds that well-planned communities are better prepared to attract new growth in a highly competitive global market.

In short, local planning should recognize that:

- Assets can be accentuated and improved;
- Liabilities can be mitigated and changed over time; and
- Potential can be sought after and developed.

The Community Agenda is intended to serve numerous purposes. It provides a primary basis for evaluating all future development proposals, whether they are requests for rezoning, applications for conditional use permits or subdivision plat approvals. The Community Agenda is also intended to provide guidance for operating and capital improvement budgets. Business persons, investors, real estate brokers, and developers can learn from the plan what the future vision of the community is, as well as the overall direction and intensity of new growth and redevelopment. Market analysts and researchers can draw on the wealth of data provided for their own specific needs. Other local governments, regional entities, and state agencies also look at the contents of the Community Agenda as the best available statement of municipal policy and intent.

The ultimate clients, however, for the Community Agenda are the Mayor and City Council of Holly Springs and the Holly Springs Planning Commission. By adopting the Community Agenda, the Mayor and

City Council make an extremely important expression of their consent and support for the vision and the objectives, goals, policies, and strategies contained within in the Community Agenda.

1.2 Amendment and Update of the Plan

As an adopted expression of the City's policy, the Community Agenda must be maintained in a manner that still reflects the desires of the current Mayor and City Council. Developers, the general public, and other agencies have a right to rely on the adopted Comprehensive Plan as an expression of current policy. In cases where it is determined that a particular policy, goal, program, or statement is no longer a valid expression of the City's policy, then the plan needs to be amended. Otherwise, the validity of the plan is weakened, and those who have relied on the Community Agenda when it is not a reflection of current policy have then been, in effect, misled. Local governments are required to update the Short-Term Work Program portion of the Comprehensive Plan every five years, and at that time, they are encouraged to provide major rewrites of the Comprehensive Plan. Regardless, the Comprehensive Plan must be revised every 10 years. Amendments may be considered by the Planning Commission and Mayor and City Council whenever the City finds it necessary to do so. When there is a significant change in policy by the Mayor and City Council, for instance a decision to drop a major capital improvement project that is described in the adopted plan, the plan should be amended. Throughout the amendment process, the existing plan was considered to be a good plan; however, due to economic and market changes, annexations, changes in surrounding jurisdictional development, and a growing population (county-wide), amendments were needed to be not only reactive but proactive in creating a plan that provided responsible and sustainable growth.

1.3 Overview of Process

Davidson and Dolnick (2004) describe planning as:

“The decision-making process in which goals and objectives are established, existing resources and conditions analyzed, strategies developed, and controls enacted to achieve the goals and objectives as they relate to cities and communities in order to further the welfare of people and communities by creating convenient, equitable, healthful, efficient, and attractive environments for present and future generations. (p.111).¹

This plan seeks to accomplish this process. The comprehensive planning process in Holly Springs follows the state requirements and includes community involvement and community assessment. The development of the Plan began with a “kick-off” public hearing. During the public hearing, attendees were presented an overview of the process, the core components of the plan, an opportunity to discuss current and future issues (strengths, weaknesses, opportunities, threats), land use was evaluated, and the attendees were given the opportunity to complete a survey concerning the City. This survey was also published on the City's website, the City's Facebook page, and in the City's newsletter. Other specific tasks undertaken during the preparation of this report included the following: assessment of the existing plan; future needs assessment; evaluation of the consistency with the DCA's Quality Community Objectives; and evaluation and update of the Short-Term Work Program. The update of the City's LCI plan was also completed concurrently with this plan. Throughout the process, the City's Steering Committee met numerous times to review components of the plan and evaluate citizen comments. In

¹ Davidson, M. and Dolnick, F. (2004). *A Planners Dictionary*. Chicago, IL: American Planning Association, Planning Advisory Service, p.111.

addition, the plan was presented at two public hearings for further review and comments, as well as, for approval by the City Council for submission to the State.

The five-year update to this plan followed a similar process with the kickoff public hearing, strengths-weaknesses-opportunities-threats analysis, numerous open work sessions with city staff and the Planning Commission, a public hearing with the Planning Commission for the presentation of the update, as well as, a public presentation at a City Council Work Session prior to the official vote at the City Council Regular Session to transmit the plan to the Atlanta Regional Commission.

2.0 OVERVIEW OF THE CITY



Holly Springs' early development as a community was closely linked with the railroad track that ran through the heart of town. The railroad line came through Holly Springs in 1879. This was around the same time that the marble quarry began operation. Five years later the "small settlement" boasted a population of 70 with three stores, a cotton gin, sawmill, grist-mill, church, schoolhouse, and a blacksmith shop. Holly Springs was originally incorporated in 1906 with a circular configuration centered on the railroad line and Hickory Road in the

city's historic downtown. Today, Holly Springs has taken on new shape, with major annexations in all directions from the original corporate limits except to the north and northwest, where expansion is confined by the corporate limits of the City of Canton. Large tracts of land have been added to the city's corporate boundaries, and the City continues to annex additional land as this Community Agenda document is prepared and adopted.

The City of Holly Springs, in Cherokee County, is located south and east of the City of Canton and north of the City of Woodstock and encompasses approximately 7.38 square miles. The majority of the City's land area is located on the east side of Interstate 575, which bisects the city on a northeast-southwest axis. The City's geography includes two interchanges on Interstate 575, one in the southwestern portion of the city at Sixes Road (Exit 11), and another at the Holly Springs Parkway (Exit 14). The City's primary access is Holly Springs Parkway, also known as old Georgia State Route 5, which traverses Holly Springs on a north-south axis just east of I-575 (no longer part of the state highway system). Other major routes include Hickory Road, which serves as a major collector from the city's downtown area in an easterly direction, and Hickory Flat Highway (Georgia State Route 140) at the northeast city limits.

Holly Springs underwent the period of economic success that was experienced by much of the country as the 2008 Community Agenda was written and approved. This was followed swiftly by the economic downturn, also indicative of the nation at that time. Holly Springs began rebounding out of this recession and in 2018 was experiencing record growth like much of Cherokee County and metropolitan Atlanta. This continued through 2021 and much like other areas of the country, the growth rate last year and this year is significantly less.

3.0 CITYWIDE VISION

From today through the year 2038, Holly Springs will be a City that aspires to the following:

A Revitalized and Expanded Town Center

The City's Town Center, for which a Livable Centers Initiative (LCI) study has been completed and an updated plan adopted, will be the cornerstone for preserving Holly Springs' small-town feel. Future development within the City's designated Town Center will be sensitive to, and complement, the small-town, historic character of downtown Holly Springs.



Within the Town Center, Holly Springs will embrace mixed-use development and principles of new urbanism. The City will implement downtown redevelopment plans to energize downtown business and realize its revitalization objectives. To leverage private investment, the City will install streetscapes and sidewalks that are connected to existing and future developments, parking improvements, and it will facilitate revitalization and redevelopment efforts.

A Robust Economy with Parkway Corridors, Employment Areas, and Office-Professional Parks and Corridors

In addition to development in the Town Center, Holly Springs' economy will include development within its designated Parkway Corridors and employment areas, and through the addition of office-professional parks and corridors.



Along designated portions of Holly Springs Parkway (old Highway 5) and at interchanges with Interstate 575, Holly Springs will receive high-quality commercial development. New development may consist of limited big-box stores, subject to architectural requirements, size limitations, and site and design guidelines. In order to avoid a strip-suburban commercial appearance and achieve a true “parkway” appearance for Holly Springs Parkway, auto dealerships and automobile repair will be limited.

Designated employment areas, which consist of industrial parks and schools and other institutional uses, will continue to prosper and will expand within defined limits according to campus-style planning and quality growth principles. Holly Springs will seek high-quality office-professional parks and developments in transitional areas adjacent to the Town Center and in other designated locations. Such office-professional developments will provide an appropriate land use transition from the Town Center and Parkway Corridors to the City's traditional and suburban residential neighborhoods.

A Diversity of Traditional and Suburban Neighborhoods

Holly Springs' residential areas will consist of both traditional neighborhoods and suburban subdivisions.

The City will ensure that its in-town, traditional residential neighborhoods will remain viable, quiet, and peaceful places with high quality of life, connected by sidewalks to the Town Center and Parkway Corridors. Traditional neighborhoods will be predominantly detached, single-family residential neighborhoods. Retail stores, services, civic-institutional uses and recreational open space areas may be included in traditional neighborhoods, all accessible by foot travel. In addition to preserving in-town residential neighborhoods, the City will also promote and ensure that some new residential neighborhoods follow principles of traditional neighborhood development.



Conventional, suburban development will comprise a significant amount of the City's land area. Such areas will remain exclusively developed with detached and attached, single-family dwellings at suburban, not urban, densities. In order to expand the diversity, multi-family may be allowed in limited areas.

Holly Springs will increase its geographic area over time through requests by property owners and nonresidential lands. Residential developments annexed into the city will consist of the development of a variety of master-planned

subdivisions, developed according to traditional neighborhood development principles and conventional suburban characteristics.

A System of Connected Open Spaces and a Sustainable Environment



J. B. Owens Park

The City will be proactive in identifying future parks, recreation, open space, and conservation areas. Holly Springs will ensure that civic spaces, parks, recreation areas, soft-surface trails and greenways are added to the City, collectively comprising a connected network, as development occurs. Holly Springs will protect its environment as new development occurs, through enforcement of environmental and land use regulations.

4.0 OVERVIEW OF LAND USE FRAMEWORK

Maps and regulatory provisions establish the overall framework for land use policy and regulation in the City of Holly Springs. It is important that the citizens and developers understand clearly the role that each component plays in the City's land use framework.

4.1 Existing Land Use

Existing land use shows how land is used currently inside the city limits. It does not in itself suggest policy or regulate land use. It is used to provide a basis for character area delineation and land use planning efforts. Existing land use was inventoried by the City. Due to annexations and increasing development, the existing land use was evaluated numerous times throughout the planning process. After evaluating annexations that occurred away from the city center, as well as working with Cherokee County staff and reviewing the County's future development map, it was determined that an additional residential category, Suburban Growth, as well as, revisions to some of the categories is warranted. For the 5-year update, additional amendments include the addition a new category, Wildcat Mixed-Use, to align the development of an area that could be developed within Cherokee County, Holly Springs, and/or Woodstock and a revision to the Neighborhood Center category to allow for reduced impact to the Georgia State Highway 140 area.

4.2 Character Areas

Based on the existing Future Development Map and in accordance with the state's local planning requirements as a part of the existing plans assessment, the Character Areas were analyzed based on previous, current, and projected development. Character Areas are determined by analyzing how the city could grow based on "character" rather than specifying single-function land use districts. The original Character Areas included the following: Town Center, Traditional Neighborhoods, Suburban Neighborhoods, Neighborhood Center, Employment, Parkway Corridor, and Conservation. For reasons stated above, Suburban Growth, was added to the character area designations, as well as, Wildcat Mixed-Use.

4.3 Future Development Map

This map provides broad-brush policy guidance and is required by the state's administrative rules for local planning. Consistent with the intent of the state planning rules, the Holly Springs Community Agenda contains a map of character areas, Future Development Map, which has been revised to take into account public input received during implementation of the community participation program, input from Planning and Zoning Commission members, City Council, Committee Members, Cherokee County Commissioners, Cherokee County staff, and City staff. The Future Development Map emphasizes character and design, as opposed to recommendations for specific land uses and will be the document that will be used as a guide by the Planning and Zoning Commission and Mayor and City Council in making rezoning and other relevant land use decisions.

4.4 Zoning Districts on the Official Zoning Map

The official zoning map is regulatory in nature – that is, it designates each parcel within a zoning district and therefore limits the uses to which each parcel can be used. Zoning districts in Holly Springs include single-family residential districts of varying lot sizes, high density residential districts, planned development districts, office-institutional districts, neighborhood and general commercial districts, agricultural, governmental, and light industrial districts. The official zoning map can be amended either upon successful application by a property owner (after review by the Planning Commission at a public

hearing and approval by the Mayor and City Council), or by the Mayor and City Council utilizing the same process.

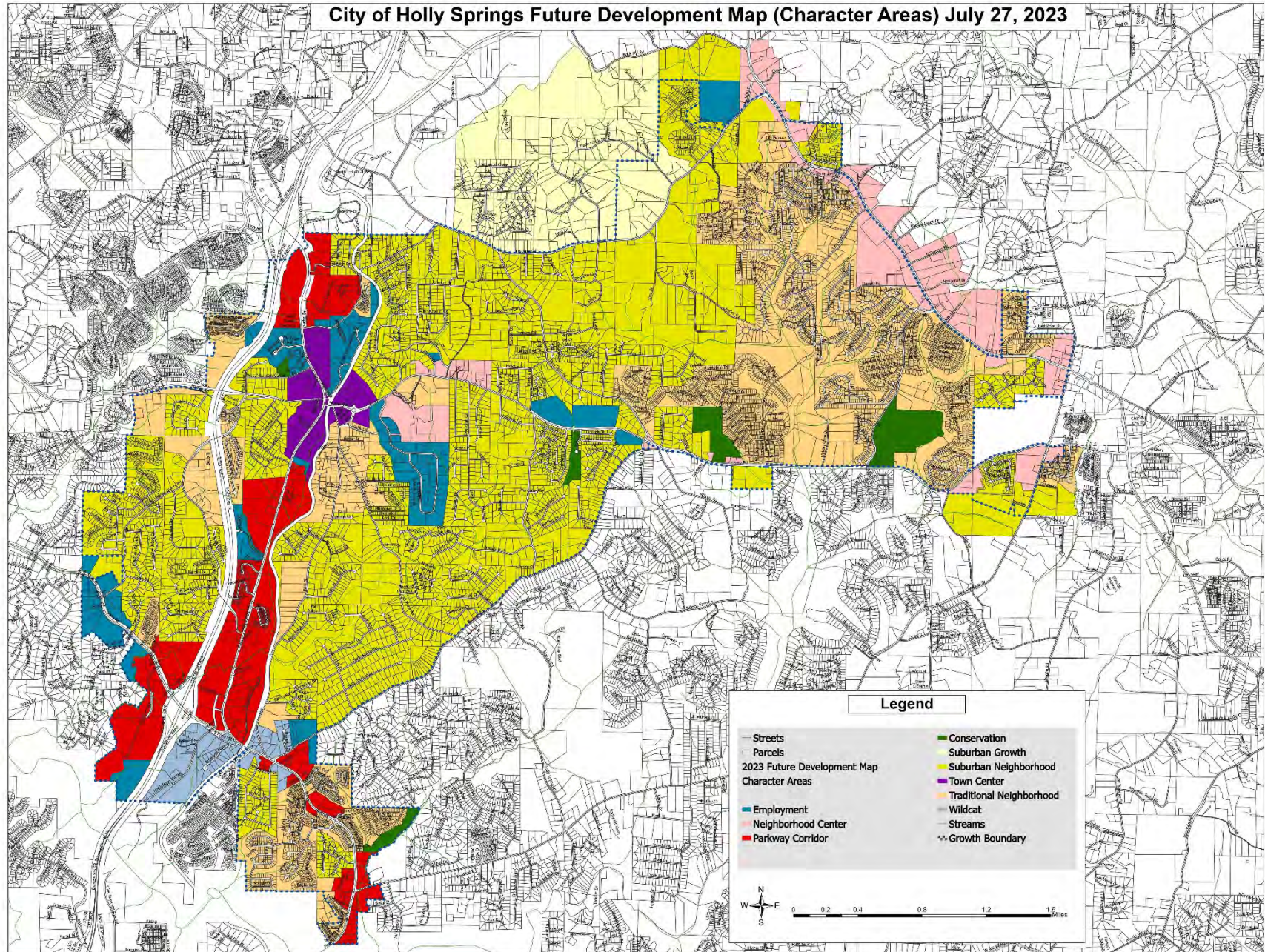
4.5 Overlay Districts

Holly Springs utilizes two types of overlay districts in the zoning ordinance: “Model” zoning districts provide guidelines for overall design and architecture and have been designated in the Holly Springs Zoning Ordinance for the following areas: Town Center, Holly Springs Parkway District; Hickory Road District; East Residential District; West Residential District, and Harmony on the Lakes Neighborhood Preservation District (see map at Section 10). In addition to the model zoning district overlays, there are two types of mixed use overlay districts: MXD-1 (Urban Mixed-Use Development District) and MXD-2 (Planned Mixed-Use Development District). Overlay districts do not change the underlying zoning district regulations but rather, supplement them with additional requirements and/or review procedures. Many of the provisions of the Holly Springs overlay districts are couched as “guidelines” but they also provide detailed site planning standards and procedures that in most cases are mandatory and are applied during review of development permit applications.

5.0 FUTURE DEVELOPMENT MAP AND CHARACTER AREAS

The Future Development Map on the following page depicting the character areas serves as a guide for the future development of the City. Following are descriptions of the categories shown on the Future Development Map. Further descriptions regarding primary function, mobility and access, open space, and development intensity are provided in Table 1.

Map No. 1



5.1 Town Center

Intent and Characteristics: This character area consists of a compact area corresponding with the City's downtown. Acceptable uses include residences, businesses, offices, civic buildings and uses, entertainment space, institutional, and mixed-use developments. In addition, this character area is proposed to incorporate redevelopment and revitalization objectives of a compact, pedestrian-friendly downtown. Within this character area, participation of other agencies such as the Downtown Development Authority, and/or the Planning and Zoning Commission will be required in terms of development planning.

Application: Holly Springs Town Center

Primary Future Land Uses: Mix of uses including commercial, office, government, residential, and park.

Zoning Districts: PD-C, NC, GC, OI, GV, MXD-1, MXD-2

DESIGN PRINCIPLES

Density/Intensity: High density residential uses up to 16 units/acre in mixed use center

Transportation: High vehicular and pedestrian/cycle connectivity

Infrastructure: Public water and sewer

Greenspace: Formal landscaping, open space, neighborhood community parks



5.2 Traditional Neighborhoods

Intent and Characteristics: This character area corresponds with residential blocks within the originally settled area of Holly Springs, surrounding the town center, and within portions of newly created communities designed under a neotraditional or mixed-use framework. Acceptable uses are primarily single-family residences (stick-built, excluding manufactured homes) and some civic-institutional uses such as churches. Some other forms of housing such as duplexes and accessory apartments and townhouses may be permitted. Furthermore, neighborhood-serving retail and service uses may also be approved.

Application: Existing and new single-family residential neighborhoods with or without a mixed-use component.

Primary Future Land Uses: Single-family residential with neighborhood commercial, office, and government uses, and parks, recreation, greenways, and trails.

Zoning Districts: PD-R, TND, NC, OI, GV, MXD-1, MXD-2

DESIGN PRINCIPLES

Density/Intensity: Moderate density single family residential uses up to 8 units/acre.

Transportation: Moderate to high vehicular and pedestrian/cycle connectivity with sidewalks, pedestrian paths, and curvilinear streets. Grid system of streets if topography allows.

Infrastructure: Public water and sewer

Greenspace: Formal landscaping, open space, neighborhood community parks



Harmony on the Lakes, Holly Springs Plan for Traditional Neighborhood



Typical Traditional Neighborhood



5.3 Neighborhood Center

Intent and Characteristics: The areas shown as “Neighborhood Center” on the future development map are very similar to traditional neighborhoods. One noteworthy distinction between traditional neighborhoods and neighborhood center is that “neighborhood centers” are likely to have higher compositions of nonresidential (civic, office, neighborhood-serving retail) uses than “traditional neighborhoods.” Included within this character area is the area along Highway 140 at the eastern border of the city. This area may have reduced densities to more closely align with the recommendations for property located within unincorporated Cherokee County. For those parcels west of Hwy 140, residential density may be approved up to six (6) units per acre while development of the area on the east side of Hwy 140 follows the procedure as identified in the Growth Boundary (GB) Agreement with Cherokee County:

If a proposed development project is located on a parcel abutting the GB on the east side of Hickory Flat Highway, between East Cherokee Drive and Owen Drive, for office or neighborhood commercial use only, and is consistent with the County Future Development Map, it shall be considered as if it were within the GB, and shall follow protocols stated in this resolution.

Application: Existing and new single-family residential neighborhoods with a mixed-use component.

Primary Future Land Uses: Neighborhood commercial, office, and government uses, and parks, recreation, greenways, and trails included as part of a traditional neighborhood.

Zoning Districts: PD-R, TND, NC, OI, GV, MXD-1, MXD-2

DESIGN PRINCIPLES

Density/Intensity: Moderate density single family residential uses up to 8 units/acre. West of Hwy 140- up to 6 units/acre. East of Hwy 140- follow Growth Boundary Agreement.

Greenspace: Formal landscaping, open space, neighborhood community parks

Transportation: Moderate to high vehicular and pedestrian/cycle connectivity with sidewalks, pedestrian paths, and curvilinear streets. Grid system of streets if topography allows.

Infrastructure: Public water and sewer



5.4 Suburban Neighborhoods

Intent and Characteristics: This character area corresponds with conventional suburban subdivisions with approximately 1/3 acre to 1-acre lots that have curvilinear streets. Houses are set back from the road, and lots are spacious. Streets are built to a relatively wide standard when compared with traditional neighborhoods. Connectivity is not necessarily provided, although an objective of this character area is to provide for pedestrian activity and connections among subdivisions to provide more of a true “neighborhood” feel, as opposed to each tract being developed without consideration of connecting to abutting properties.

Another key objective for this character area is the provision of connected open spaces that are permanently protected. With such protected open space, it is possible for this character area to preserve a more rural, open-space feel if conservation lands are set aside and scenic view analyses are incorporated into development plans. Acceptable uses include single-family residences, stick-built (excluding manufactured homes), along with supportive civic, institutional, and recreational uses. These areas are served by public water supply but not necessarily sanitary sewer service.

Application: Existing and new single-family residential neighborhoods.

Primary Future Land Uses: Single-family detached residential

Zoning Districts: R-40, R-30, R-20, PD-R, TND

DESIGN PRINCIPLES

Density/Intensity: Moderate density single family residential uses up to 3 units/acre.

Greenspace: Formal landscaping, open space, neighborhood community parks.

Transportation: Moderate to high vehicular and pedestrian/cycle connectivity with sidewalks, pedestrian paths, and curvilinear streets.

Infrastructure: Public water and sewer and/or septic tanks.



5.5 Suburban Growth

Intent and Characteristics: This character area corresponds with larger-lot conventional suburban subdivisions with approximately 1-acre lots or larger that have curvilinear streets. Houses are setback from the road, and lots are spacious. Like, the Suburban Neighborhood category, streets are built to a relatively wide standard when compared with traditional neighborhoods. Connectivity is not necessarily provided, although an objective of this character area is to provide for pedestrian activity and connections among subdivisions to provide more of a true “neighborhood” feel, as opposed to each tract being developed without consideration of connecting to abutting properties.

Connected open spaces will be permanently protected to preserve a more rural, open-space feel if conservation lands are set aside and scenic view analyses are incorporated into development plans. Acceptable uses include single-family residences, stick-built (excluding manufactured homes), along with supportive civic, institutional, and recreational uses. These areas are served by public water supply but not necessarily sanitary sewer service.

Application: Existing and new single-family residential neighborhoods.

Primary Future Land Uses: Single-family detached residential

Zoning Districts: AG, R-40

DESIGN PRINCIPLES

Density/Intensity: Low density single-family residential units up to 1 unit/acre.

Greenspace: Formal landscaping, open space.

Transportation: Low to moderate vehicular and pedestrian/cycle connectivity.

Infrastructure: Public water and sewer and/or septic tanks.



5.6 Employment

Intent and Characteristics: This character area corresponds with the institutional properties such as county schools, as well as office parks, business/industrial parks, and government properties. Within these areas, truck traffic is frequent, and individual institutional or light industrial establishments are not necessarily connected with one another. In addition, light industrial businesses such as warehousing, wholesale trade, manufacturing, and other similar uses may be appropriate.

Application: Existing and new industrial and office parks, government, and institutional properties

Primary Future Land Uses: office, industrial, institutional, commercial

Zoning Districts: PD-C, PD-I, OI, LI, GV

DESIGN PRINCIPLES

Density/Intensity: High intensity of use

Greenspace: Formal landscaping, open space, neighborhood community parks, appropriate buffers between adjacent residential uses

Transportation: High vehicular pedestrian/cycle connectivity.

Infrastructure: Public water and sewer.



5.7 Parkway Corridor

Intent and Characteristics: This character area follows Holly Springs Parkway and also encompasses land around interchanges of I-575. The Parkway Corridor is intended to provide primarily a commercial service function, i.e. retail sales, services, and offices, while maintaining quality development standards and sensitive transition to the Holly Springs Town Center. It also includes a high density multi-family residential component.

Application: Existing and new commercial and high density multi-family residential

Primary Future Land Uses: office, retail, service, high density multi-family residential

Zoning Districts: HDMFR, PD-C, NC, GC, OI, GV

DESIGN PRINCIPLES

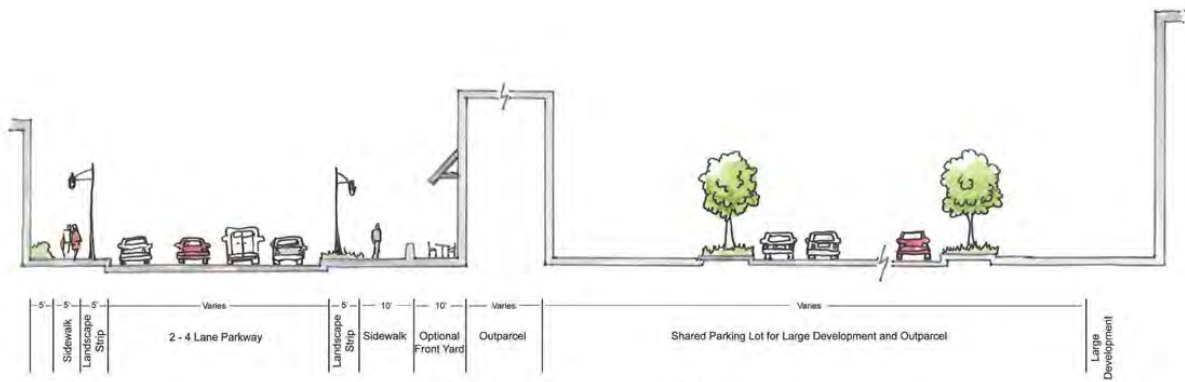
Density/Intensity: Moderate to High intensity of use.

Greenspace: Formal landscaping with appropriate buffers between adjacent residential uses

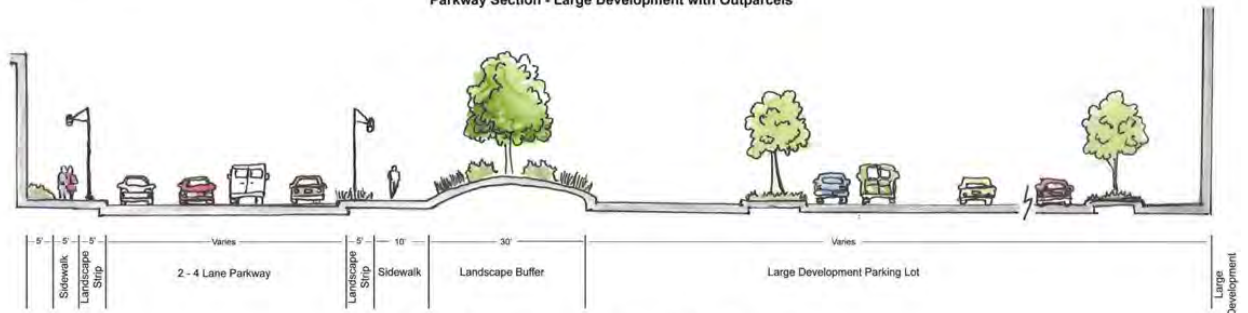
Transportation: High vehicular pedestrian/cycle connectivity; access management to facilitate traffic flow (i.e., shared drives, inter-parcel access.)

Infrastructure: Public water and sewer.





Parkway Section - Large Development with Outparcels



Parkway Section - Large Development with Landscape Buffer

5.8 Wildcat Mixed-Use

This character area corresponds to property located near the Sixes Road/I-575 Interchange. It is planned to be a major employment area, including professional and corporate offices, regional offices, and medical complexes. Mixed use and multi-family are secondary uses integrated into or complementary to employment centers. Greenspaces and civic spaces that connect workplaces together are integral, as well.

Application: Existing and new professional and medical office complexes with secondary mixed use and multi-family

Primary Future Land Uses: office, retail, service, high density multi-family residential, townhomes included with mixed use

Zoning Districts: GC, NC, OI, PD-C, PD-O, PD-I, GV, MXD-1

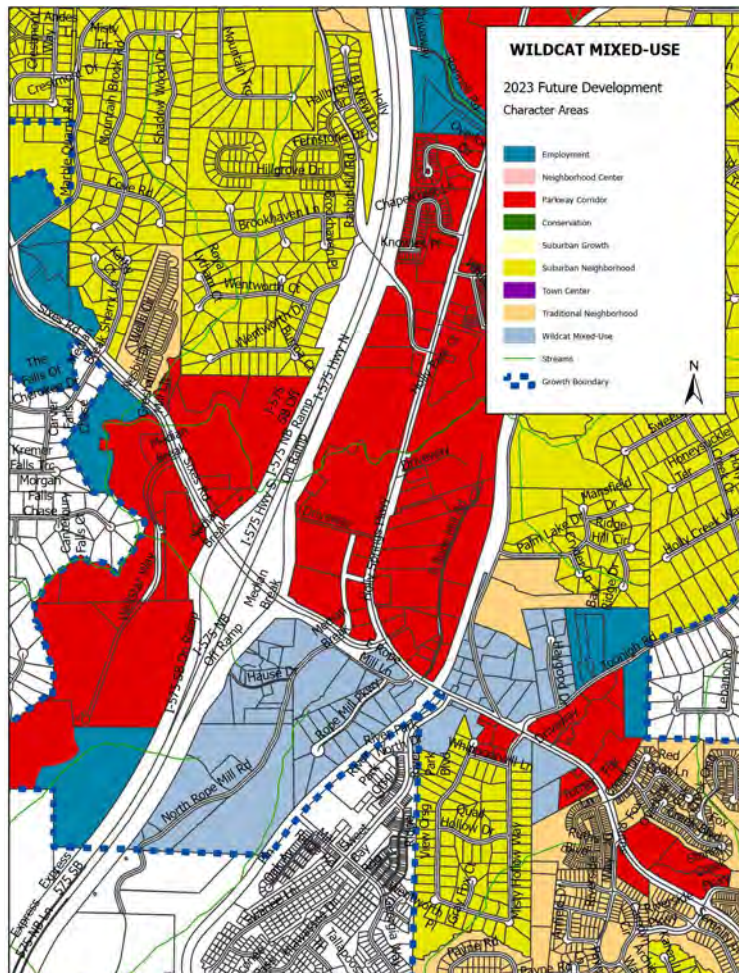
DESIGN PRINCIPLES

Density/Intensity: Moderate to High intensity of use

Greenspace: Formal landscaping with appropriate buffers between adjacent residential uses

Transportation: High vehicular pedestrian/cycle connectivity; access management to facilitate traffic flow (i.e., shared drives, inter-parcel access)

Infrastructure: Public water and sewer



5.9 Conservation/Parks

This character area corresponds to lands that are agricultural, parks, and are or should be set aside for greenspace, or which will have very limited low-density residential use.

Application: Existing and new parks, agricultural uses, and areas to be preserved

Primary Future Land Uses: parks, agriculture, preservation

Zoning Districts: AG, GV, R-40

DESIGN PRINCIPLES

Density/Intensity: Low intensity of use.

Greenspace: Natural landscape/trails, informal landscaping

Transportation: Low to moderate vehicular and pedestrian/cycle connectivity.

Infrastructure: Extension of public water and sewer.



Table 1
Summary Description of Character Areas

Character Area	Predominant Function	Mobility and Access	Open Space Provided	Measure(s) of Development Intensity
Town Center	Mixed-use	Pedestrian-friendly	Plazas and small urban pocket parks	Floor-area ratio
Traditional Neighborhoods and Neighborhood Center	Residences and civic uses/ buildings; some retail/service possible	Pedestrian-friendly	Greens, plazas, and pocket parks	Maximum building coverage; residential density limitations
Suburban Neighborhoods	Predominantly residences	Accommodates pedestrians but mostly automobile dependent	Swim and tennis centers, community buildings, greenways, greenspace	Minimum lot size, minimum lot width, maximum building coverage
Suburban Growth	Predominantly residences	Accommodates pedestrians but mostly automobile dependent	Community buildings, greenways, greenspace	Minimum lot size, minimum lot width, maximum building coverage
Employment	Single-function industry	Automobile dependent	No formal open space except for use by employees	Maximum building coverage
Parkway Corridor	Predominantly commercial	Accommodates pedestrians but mostly automobile dependent	Landscaping and streetscape enhancement within corridor	Maximum building coverage; open space ratio
Wildcat Mixed-Use	Predominately commercial/office	Accommodates pedestrians but mostly automobile dependent	Landscaping and streetscape enhancement	Maximum building coverage; open space ratio
Conservation	Natural resources protection; parkland	Access is limited to conservation-compatible activities	Passive recreation opportunities may be provided	Impervious surface ratio

5.10 Uses Permitted Within Character Areas

Table 8 shows land uses and whether they are appropriate within a given character area. If the use is a primary use found (and/or appropriate) within a given character area, it is assigned an “XX.” If the use may exist or be appropriate under certain conditions, it is assigned an “X.”

Table 2
Land Uses Permitted Within Character Areas
XX = primary use | X = may exist

Land Uses	Town Center	Traditional Neighborhoods & Neighborhood Centers	Suburban Neighborhoods	Suburban Growth	Employment	Parkway Corridor	Wildcat Mixed-Use	Conservation
Single-Family Residential	X	XX	XX	XX		X		
Duplex	X	XX	X			X		
Townhouses	X	XX	X			X	X	
Multi-Family Residential	X	X				XX	X	
Manufactured Home Park						X		
Public-Institutional	XX	X	X		XX	XX	XX	X
Office-Professional	XX	X			XX	XX	XX	
Industrial					XX		X	
Commercial	XX	X			X	XX	XX	
Mixed Use	XX	X				XX	X	
Park/Recreation/Conservation	X	X	X	X	X	X		XX

5.11 Quality Community Objectives

The State of Georgia recommends localities consider 10 “Quality Community Objectives”. The Quality Community Objectives are described below, and the degree to which they are implemented by the Character Areas in Holly Springs is shown in Table 3. In the table, an “XX” is used to show that the Quality Community Objective is a primary objective realized by that Character Area. If the Quality Community Objective is only secondarily or partially realized by the Character Area, an “X” is designated.

1. Economic Prosperity

Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; or prospects for creating job opportunities that meet the needs of a diverse local workforce.

2. Resource Management

Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable

energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.

3. Efficient Land Use

Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.

4. Local Preparedness

Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

5. Sense of Place

Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.

6. Regional Cooperation

Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional issues such as protection of shared natural resources, development of the transportation network, or creation of a tourism plan.

7. Housing Options

Promote an adequate range of safe, affordable, inclusive, and resource efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socio-economic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.

8. Transportation Options

Address the transportation needs, challenges and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.

9. Educational Opportunities

Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and improving local educational institutions or programs; providing access to other institutions in the region; instituting programs to improve local graduation rates; expanding vocational education programs; or coordinating with local economic development programs to ensure an adequately trained and skilled workforce.

10. Community Health

Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community.

Table 3
Quality Community Objectives Implemented by Character Areas
XX = primary objective realized | X = secondary objective

Quality Community Objective	Town Center	Traditional Neighborhoods and Neighborhood Center	Suburban Neighborhoods	Suburban Growth	Employment	Parkway Corridor/ Wildcat Mixed-Use	Conservation
Economic Prosperity	XX	X			XX	XX	
Resource Management	X	X	X	X	X	X	XX
Efficient Land Use	XX	XX	XX	XX	XX	XX	XX
Local Preparedness	XX	XX	XX	XX	XX	XX	XX
Sense of Place	XX	X				X	
Regional Cooperation						X	X
Housing Options	XX	XX	XX	XX		X	
Transportation Options	XX	XX	X	X	X	XX	XX
Educational Opportunities	X				XX	X	
Community Health	XX	XX	X	X	XX	X	X

5.12 Physical Improvements in Character Areas

Table 4 shows the various design and improvement characteristics, as well as responsibilities for providing infrastructure, in the various character areas.

Table 4
Physical Improvements Recommended Within Character Areas

Character Area	Blocks and Lots	Street Characteristics	Pedestrian Walkway Type	Infrastructure Responsibilities
Town Center	Grid block pattern	Narrow streets with sidewalks and street trees	Distinctive materials (e.g., stamped concrete) with variable widths	Public and private partnership; urban redevelopment agency sponsorship
Traditional Neighborhoods and Neighborhood Center	Grid block pattern	Narrow streets with sidewalks and street trees	Concrete sidewalks with planter islands	Public and private partnership; urban redevelopment agency sponsorship
Suburban Neighborhoods	Curvilinear	Wider streets with sidewalks	Accommodated within road, concrete, 5' wide or trails, 10' wide in natural areas	Private developer installs all improvements
Suburban Growth	Curvilinear	Wider streets with or without sidewalks	Accommodated within road, concrete, 5' wide or trails, 10' wide in natural areas	Private developer installs all improvements
Employment	Designed for trucks	Disconnected; serving only one use	Generally, not provided	Private developer installs all improvements
Parkway Corridor/ Mixed-Use	Linear	Access controls to permit through traffic	Sidewalks, 10' wide desirable	Public and private partnership
Conservation	Restricted	Minimal impervious surface necessary	Trails, 10' wide in natural areas	Improvements are limited to essential infrastructure

6.0 ZONING DISTRICTS AND THE OFFICIAL ZONING MAP

A key to the implementation of the City's Future Development Map is the consistency of zoning districts with such designations. If zoning districts are consistent or compatible, they implement the City's comprehensive plan. If they are inconsistent, they fail to implement the plan.

Table 5 shows zoning categories and their alignment (or inconsistency) with the character areas.

Table 5
Zoning Districts and Their Consistency with Character Areas

Zoning District	Character Areas on the Future Development Map							
	TC	TN/NC	SN	SG	E	PC	WC	C
AG-Agricultural				X				X
R-40 Single-Family Estate			X	X				
R-30 Single-Family Estate			X					
R-20 Single-Family Res.			X					
HDMFR-High Density Residential Multi-Family						X	X	
PD-R Planned Development Residential		X	X					
TND Traditional Neighborhood Development		X	X					
PD-C Planned Development Commercial	X	X			X	X	X	
PD-I Planned Development Industrial					X			
NC Neighborhood Commercial	X	X				X	X	
GC General Commercial	X					X	X	
OI Office Institutional	X	X			X	X	X	
LI Light Industrial					X			
GV Governmental	X	X			X	X	X	
MXD-1 Urban Mixed Use (Overlay)	X	X				X	X	
MXD-2 Planned Mixed Use (Overlay)	X	X				X		

Abbreviations Legend:

TC=Town Center

TN=Traditional Neighborhood

NC=Neighborhood Center

SN=Suburban Neighborhood

SG=Suburban Growth

E=Employment

PC=Parkway Corridor

WC=Wildcat Mixed-Use

C=Conservation

Table 6
Range of Intensities Consistent with Character Areas¹

Intensity Specification or Measure	Town Center	Traditional Neighborhoods and Neighborhood Center	Suburban Neighborhoods	Suburban Growth	Employment	Parkway Corridor	Wildcat Mixed-Use	Conservation
Residential Units Per Acre Maximum, Detached	8	3-8	1-3	<1			8	
Minimum Residential Lot Size (Square Feet)		5,000	14,520 to 40,000	1 acre and larger				
Residential Units Per Acre Maximum, Attached (new)	16	8				8	16	
Residential Units Per Acre Maximum, Attached ((less than 2 miles from interstate interchange)		8				12		
Residential Units Per Acre Maximum, Attached (less than 1 mile from interstate interchange	16	8				16	16	

1: Per adopted redevelopment plan

¹ This table is only intended as a general guide. Please see the Official Zoning Ordinance.

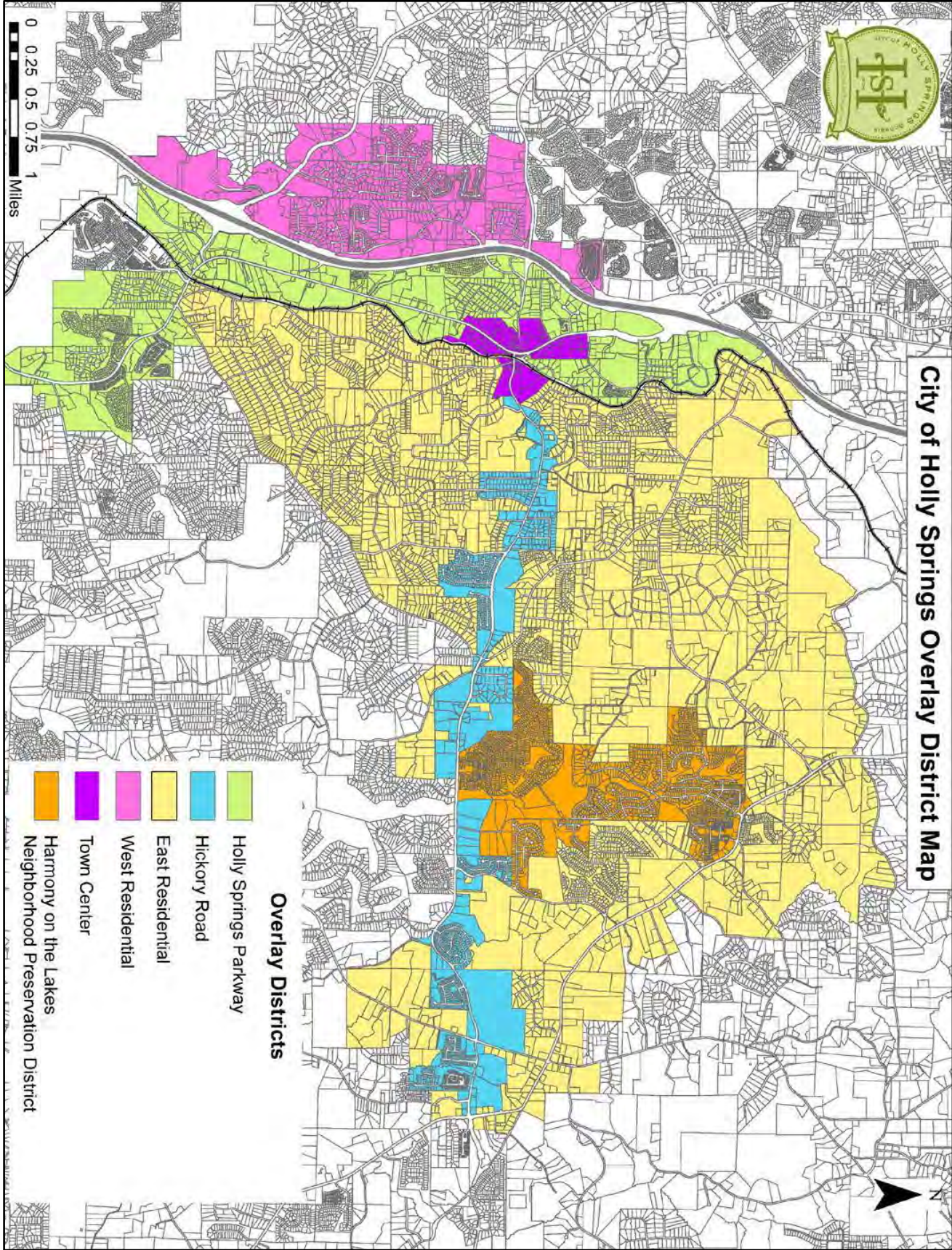
7.0 DESIGN OVERLAY DISTRICTS

As noted earlier in this document, the Holly Springs Zoning Ordinance establishes overlay districts (see map), within which recommendations are made for design of sites and buildings. Table 15 provides a comparability assessment of how these different overlay districts, based on geographic location within the city, compare with the Character Areas shown on the Future Development Map. Since the 2008 plan, an overlay district was added for the preservation of the Harmony on the Lakes subdivision due to the economic downturn in order to protect the design standards already in place and manage infill in an appropriate manner. In addition, the Historic District was amended to be the Town Center District to coincide with the Town Center Character Area.

Table 7
Design Overlay Districts Comparison with Character Areas
XX = primary applicability | X = may be applicable

Design Overlay District	Town Center	Traditional Neighborhoods	Suburban Neighborhoods	Suburban Growth	Employment	Parkway Corridor	Wildcat Mixed-Use	Conservation
Town Center District	XX	X			X	X		
Holly Springs Parkway District						XX	XX	
Hickory Road District		X	XX		X			
East Residential District		XX	XX	X	X	X	X	
West Residential District		XX	XX		X			
Harmony on the Lakes Neighborhood Preservation District		XX	XX					

Map 2



8.0 POLICIES BY FUNCTIONAL AREA

8.1 Land Use

1. **Commercial Uses.** Use the character areas and the Future Development Map (FDM) to guide commercial growth and expansion for office/institutional, general commercial, and industrial opportunities.
2. **Commercial-Less Intense Uses.** Encourage the expansion of neighborhood commercial and office/institutional development containing compatible and complimentary uses that do not detract from the city's established residential areas.
3. **Residential Uses.** Use the character areas and the Future Development Map (FDM) to guide residential growth, steering appropriate densities to suitable locations.
4. **Traditional Neighborhood Development.** Promote traditional neighborhood and mixed-use developments in appropriate areas, which could include commercial, multi-family, and single-family sections within the same project area.
5. **Master Planned Communities.** Encourage the development of master planned communities, providing quality uniform construction, various housing opportunities, open spaces, buffers, premium amenities, walkability, interconnectivity, restrictive covenants, professional management, and convenient neighborhood commercial uses and services, when appropriate.
6. **Smart Growth Principles.** Promote smart growth principles for new developments, including, but not limited to: have a unique sense of community and place; preserve and enhance valuable natural and cultural resources; equitably distribute the costs and benefits of development; expand the range of transportation, employment and housing choices in a fiscally responsible manner; value long-range, regional considerations of sustainability over short-term incremental geographically isolated actions; and promote public health and healthy communities. Compact, transit accessible, pedestrian-oriented, mixed use development patterns and land reuse epitomize the application of the principles of smart growth.
7. **Community Health.** Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community. (Quality Community Objective, #10)
8. **Density.** Consider increased residential densities for property adjacent to arterials and urban collectors. As properties are distanced further from arterials, urban collectors, and more intense uses, residential densities should decrease.
9. **Annexation.** Consider municipal boundary expansion opportunities as unincorporated property owners petition for annexation.

10. **Expansion Areas.** Extend character areas and future land uses logically beyond adopted maps, as the city grows through annexation.
11. **Architectural Requirements.** Utilize the adopted architectural requirements for the various character areas of the city, seeking to refine and enhance these requirements, as needed. Consistently enforce architectural regulations to promote a uniform and harmonious quality of development within respective character areas.
12. **Incompatibility.** Protect the city's established residential areas from encroachment by incompatible land uses.
13. **Conditional Uses.** Continue to regulate the designated conditional uses, to protect the health, safety, welfare, natural environment, and character of the City of Holly Springs. Revise and expand conditional uses in the future as determined by Mayor and Council.
14. **Sewerage.** Coordinate with the Cherokee County Water and Sewerage Authority to expand sewerage services, promoting increased opportunities for all types of development.
15. **Environmentally Sensitive Areas.** Encourage development to use environmentally sensitive areas as buffers between differing land uses where appropriate.
16. **Physical Limitations.** Ensure, through the administration of the city's zoning ordinance and development review process, that development proposals are compatible with the physical limitations of the land.
17. **Development Standards.** Amend and revise commercial development standards and zoning regulations, as needed, to minimize impacts on adjacent land uses and to ensure the highest quality of development, protection of the natural environment, and solid integrity and longevity of public infrastructure.
18. **Zoning Regulations.** Ensure that the city's zoning ordinance and other development regulations contain performance standards and other development criteria to promote the highest quality of development.
19. **Cooperative Planning.** Seek and participate in cooperative efforts between Cherokee County and its cities to jointly plan land uses, which contributes to the overall future development and quality of life throughout the county, region, and state.
20. **Professional Services.** Seek professional planning, engineering, architectural, and other consulting services, when required, to provide an enhanced level of expertise and assistance to the City Council, Planning and Zoning Commission, and other municipal decision-making bodies.
21. **Efficient Land Use.** Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses. (Quality Community Objective, #3)

22. **Land Use Decisions.** Use the Future Development Map (FDM) as a guide when making land use decisions (map amendment requests) and reviewing other development proposals.

8.2 Housing

1. **Housing Options.** Promote an adequate range of safe, affordable, inclusive, and resource efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socio-economic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community. (Quality Community Objective, #7, Regional Strategic Plan Goal-Housing).
2. **Mixed Income Housing.** Encourage the development of mixed income housing communities within mixed-use developments and along the Holly Springs Parkway corridor.
3. **Seniors and Group Quarters Housing.** Attached housing for seniors and group quarters housing are encouraged to be located within mixed-use developments and along the Holly Springs Parkway corridor.
4. **Life Cycle and Mixed Generation Communities.** Encourage “life cycle” or “mixed generation” communities that provide for persons of different age groups (including seniors) to live in the same community as they age.
5. **Design of Senior and Disabled Housing.** Houses should be made available for seniors and disabled persons that contain a single-level with no-step entrances and wide doorways (Aging in Place, Best Housing Practice, and Regional Development Plan Guidebook).
6. **House Sizes.** House sizes should be for the intended market such as smaller units appropriate for seniors.
7. **Variances for Affordable Housing.** Consider allowing for deviations from land development improvement standards, for projects that demonstrate consistency with affordable housing objectives.
8. **Avoid Regulatory Barriers.** In amending the city’s zoning and development regulations, the city should consider the potential impact of such amendments on housing affordability, in order to possibly avoid creating or sustaining “regulatory barriers.”
9. **Housing for Persons with Disabilities.** Avoid practices that would discourage the provision of housing for persons with disabilities.
10. **Nonprofit Housing Organizations.** Encourage the creation of, and cooperate with, community-based housing organizations in the pursuit of more affordable workforce housing.
11. **Housing and Property Standards Codes.** Enforce housing and property standards codes (housing maintenance, yards, etc.)

12. **State and Federal Housing Programs.** Continue active use of federal and state financial assistance programs to improve areas of substandard housing.

8.3 Economic Development

1. **Economic Prosperity.** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; or prospects for creating job opportunities that meet the needs of a diverse local workforce. (Quality Community Objective, #1).
2. **Desirable Businesses.** Encourage the location of additional service-oriented businesses, such as doctors, accountants, attorneys and other small practitioners, especially in the town center.
3. **Range of Jobs Available.** A range of job types should be provided in each community to meet the diverse needs of the local workforce.
4. **Tax Allocation District.** Continue to promote the Town Center through the use of the Tax Allocation District (TAD).
5. **Community Improvement District.** Implement Community Improvement Districts (CID) where appropriate.
6. **Expedite Redevelopment Projects.** Consider, and if appropriate implement, ways to expedite the process of reviewing and approving redevelopment projects that are consistent with adopted redevelopment policies, objectives, and plans.
7. **Improvement of Industrial Sites.** Improve development sites to attract quality light industrial businesses. Implement design guidelines for the improvement of existing industrial sites.
8. **Heritage Tourism.** Promote heritage tourism in Holly Springs as a way to educate citizens and visitors of Holly Springs' history and cultural identity and to enhance the local economic base.
9. **Small Businesses.** Promote the development of small businesses in the City.
10. **Home Occupations.** Home occupations, when compatible with the neighborhood, are recognized as part of the overall City economic development strategy and are encouraged, subject to compliance with applicable zoning laws.
11. **Positive Business Climate.** Create and maintain a positive climate for business in the City through the expansion of economic development programs.
12. **Balanced Regulation.** Balance the need to regulate the design and appearance of commercial properties with a positive regulatory environment that is sensitive to the need for businesses to be competitive in the marketplace.
13. **Educational Opportunities.** Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and improving

local educational institutions or programs; providing access to other institutions in the region; instituting programs to improve local graduation rates; expanding vocational education programs; or coordinating with local economic development programs to ensure an adequately trained and skilled workforce. (Quality Community Objective, #9).

14. **Educational Partnerships.** Work with Cherokee County School District (CCSD) and Chattahoochee Technical College to foster programs to develop a trained and skilled workforce.
15. **Commercial Expansion.** Through land use and annexation policies increase opportunities for all commercial uses, including but not limited to: general commercial, office/institutional, neighborhood commercial, and industrial.
16. **Partnerships.** Partner with private industry and/or other agencies (county, cities, Downtown Development Authority (DDA), Cherokee Office of Economic Development (COED), etc.) to promote economic development opportunities that will benefit the City of Holly Springs, the region, and the State of Georgia.
17. **Promotion and Recruitment.** The City of Holly Springs should actively and effectively promote the City to business interests worldwide, recruiting industry and commerce.

8.4 Natural Resources

The natural environment should be preserved as much as possible. Preserving natural features helps maintain air and water quality, as well as provides visual and recreational amenities for local citizens.

1. **Environmentally Sensitive Areas.** Prevent development from occurring in, or significantly encroaching upon environmentally sensitive areas, such as floodplains, wetlands, and groundwater recharge areas, by preparing and adopting additional regulations as necessary to protect environmentally sensitive areas. At a minimum, this includes development regulations to meet or exceed Georgia Department of Natural Resources' Part V Environmental Planning Criteria.
2. **Resource Management.** Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves. (Quality Community Objective, #2)
3. **Metropolitan North Georgia Water Protection District (WNGWPD).** Comply with the policies (through adoption if necessary) of the WNGWPD Water Resource Management Plan.
4. **Innovative Land Practices that Preserve the Environment.** Encourage innovative land development practices that focus on preserving environmentally sensitive land areas and open space.
5. **Minimize Water Quality Impacts.** The location and intensity of development should be sited so as to minimize the negative effects of that development on water quality, both during and after

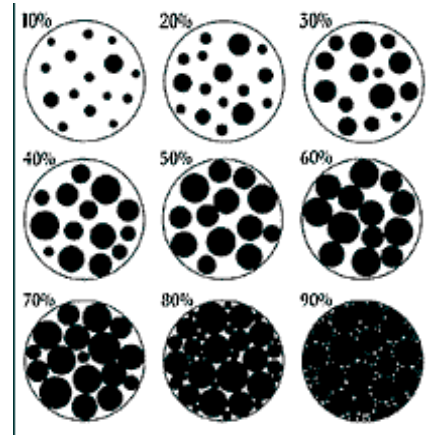
construction and to ensure the quality and availability of existing and future drinking water supplies, in-stream aquatic health, recreational opportunities and availability of wastewater assimilative capacity (MNGWPD Water Resource Management Plan, Planning Principles). Major considerations concerning water quality should include: organic pollution from infiltration and surface runoff; erosion and sedimentation; water temperature elevation; nutrients such as nitrogen and phosphorous; and toxic materials.

6. **Wetlands.** Preserve wetlands where they exist, or as a last resort if they cannot be preserved on-site, mitigate wetland loss by increasing ecologically equivalent wetlands on other appropriate sites (i.e., wetland mitigation through wetland banking).
7. **Floodways and Floodplains.** Prohibit development within floodways and restrict or prohibit development in flood plains. If development within flood plains is allowed, flood plain storage should not be decreased from its present state. In no event shall development be permitted that inhibits the flow of floodwaters.
8. **National Flood Insurance Program.** Continue to participate in the National Flood Insurance Program. Periodically amend the flood damage prevention/floodplain management ordinance to comply with changes to ordinances specified by the Federal Emergency Management Agency (FEMA).
9. **Best Management Practices.** Implement best practices for water pollution control and stormwater management, including but not limited to: biofilters (vegetated swales/strips), wet ponds, and constructed wetlands.
10. **Municipal Practices.** Ensure that the City, in its own activities, follows the same environmental policies as required of private developers.
11. **Acquire Conservation Lands.** Seek out opportunities to acquire conservation lands and park spaces.
12. **Permeable Surfaces.** Use permeable surfaces for parking lots in non-residential developments, if appropriate.
13. **Street Trees.** Encourage or require the planting of approved street trees in subdivisions and new land developments.

14. **Tree Protection and Tree Canopy Preservation.** Restrict the cutting of trees, require the replacement of trees, and preserve and enhance tree canopy, by adopting, amending, and enforcing a tree preservation ordinance.

15. **Tree Canopy Guidelines.** Unless more restrictive requirements are adopted by ordinance, use the following goals, for preserving the tree canopy, as a guide in development planning:

- 30 percent tree canopy in single-family residential areas
- 15 percent tree canopy in business districts



16. **Sustainability and Energy Efficiency.** Promote sustainable and energy-efficient development

17. **Green Infrastructure.** Adopt regulations and promote the use of Green Infrastructure where feasible and sensible.

8.5 Historic Resources

1. **Compatible Character.** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character
2. **Protect Historic Resources.** Provide strategies to preserve and enhance historic resources. Retaining community character through the preservation, protection and retention of Holly Springs' historic resources is a primary goal of the local preservation program.
3. **Increase Community Support.** Strive to increase community support for historic preservation and expand upon programs and activities that will instill an appreciation and pride in Holly Springs' past.
4. **National Register Listings.** Add eligible properties to the National Register of Historic Places.
5. **Historic Districts and Landmarks.** Add to locally designated historic districts and landmarks or create new one(s), as appropriate.
6. **Incentives.** Provide incentives to protect and preserve historic resources.
7. **Reuse of Historic Buildings.** The reuse of historic buildings is encouraged, provided the architectural character of the building is retained.
8. **Co-sponsorship of Programs.** Encourage the co-sponsorship by other entities and organizations of preservation and heritage education programs.

8.6 Urban Design

Urban design within Holly Springs is dictated by both the Commercial Corridor Design Overlay District Guidelines and Article 19 of the Zoning Ordinance. From those documents, the following policies are summarized as policy for the city:

1. **Pedestrian Facilities.** Create a safe and accessible pedestrian network throughout the City of Holly Springs. Sidewalks of required widths, well-marked crosswalks, to include Rectangular Rapid Flashing Beacons (RRFB), and approved pedestrian-scaled lighting should be installed to create an inviting and well-used pedestrian system. All new construction and redevelopment within the City should include a combination of these facilities. All new facilities must meet American with Disabilities Act (ADA) standards. Additional funding will be sought to create and improve pedestrian facilities within existing areas of the City, but when development occurs it will be the responsibility of developers to improve facilities along their public street frontages.
2. **Streetscape Improvements.** Aesthetically appealing transportation routes are desired and will be created throughout Holly Springs. Street trees should be installed, and will be required, to create shaded sidewalks for pedestrians and improve the visual quality of local streets and state routes. Street furniture zones and landscape strips will be established along sidewalks within the Town Center and Holly Springs Parkway District. These zones will consist of brick pavers or landscape strips in conjunction with concrete sidewalks to provide space for the street trees, decorative pedestrian lights, bike racks and planters of ornamental vegetation. All streetscape improvements will be coordinated with Georgia Department of Transportation when working along state routes or making use of grant funding.
3. **Town Center.** Development in the town center should include mixed uses, following the overlay district guidelines to insure appropriate scales, setbacks, materials, and signage are achieved.
4. **Corridor Design Overlay.** The Commercial Corridor Design Overlay District Guidelines provide a framework for site design, building design and streetscape design and within the overlay district. These guidelines should be met by all projects within the district.
5. **Parking.** Adequate parking will be provided within the City. Parking should be situated so that the parking is located at the rear or side of each building. If circumstances require front parking areas, proper screening from the roadway will be provided. On-street parking will be considered in the Town Center District.
6. **Streetscape Improvement Standards.** Pedestrian lighting and street furniture shall be consistent throughout the City. A standard for each element has been selected by the City. City staff will review plans to ensure that the standards are followed on all new projects.
7. **Connectivity of Open Spaces.** Creation of new open space and connection to existing or planned open spaces are priorities for Holly Springs and will be sought in the review of development proposals, as appropriate. The requirement of open spaces, and their designs, will be considered on a case-by-case basis, taking into account the city's objectives of creating pedestrian-friendly, mixed-use places and destinations in the town center and accessible linkages to them. Improving accessibility to parks and creating pedestrian links between the open spaces and the public park(s) in the town center will greatly strengthen the urban core of the City and will therefore be a key guiding principle when reviewing open space proposals.

8.7 Community Facilities and Services

1. **Level of Service Standards.** Establish and maintain level-of-service and/or performance standards for all community facilities and services provided by the City.
2. **Local Preparedness.** Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response. (Quality Community Objective, #4)
3. **Police Protection.** Ensure that the police department has adequate personnel, equipment, and training. Maintain a target officer to population ratio of at least 2 officers per 1,000 population, or as otherwise determined appropriate by the Police Chief. Strive to uphold an average 3 to 5-minute incident response time for police calls, 90 percent or more of the time.
4. **Fire Hydrants and Fire Flow.** Ensure fire hydrants are installed along new public water lines every 1,000 feet in residential areas and every 500 feet in commercial areas. Test fire hydrants regularly and institute prompt repairs where necessary. Ensure that water service providers maintain a target water flow standard of 1,500 gallons per minute for firefighting commercial structures, with between 2,000 and 2,500 gallons per minute considered optimum, and a minimum water target of 1,000 gallons per minute for fighting a residential fire with up to 1,500 gallons per minute considered optimum.
5. **Fire Protection.** Coordinate with Cherokee County Fire and Emergency Services to ensure all new developments have adequate fire protection.
6. **Municipal Parks and Recreation Department.** Create a new parks/recreation department to supplement service by Cherokee County Recreation and Parks Agency.
7. **Parkland Designation.** Designate lands for future parks, recreation, open space, and conservation, including unincorporated areas in the Future Development Map (FDM).
8. **Multi-use Trails.** Continue pursuing opportunities to construct multi-use trails or greenways throughout the city providing interconnectivity to trails in other jurisdictions.
9. **Municipal Library.** Maintain partnership with the Sequoyah Regional Library System.
10. **Solid Waste Management.** Continue following the City's comprehensive solid waste management plan.
11. **Location Policy 1.** While abiding by principles of efficiency in terms of optimal geographic locations for City facilities and services, the City should use its investment in civic buildings (e.g., new city hall) to strategically leverage and enhance private reinvestment in redevelopment areas.
12. **Location Policy 2.** The City should consider locating public facilities within vacant commercial spaces, if economical and appropriate.

13. **Public-Private Co-Delivery.** Identify, and capitalize on, opportunities for innovative public-private ventures in the arrangement, provision, and delivery of various City facilities and services.

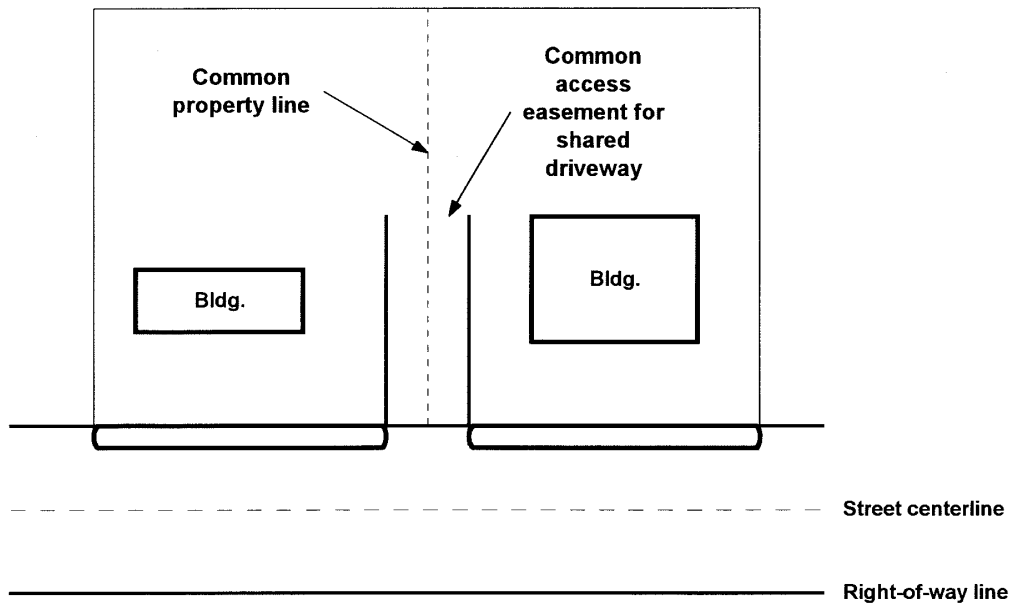
8.8 Transportation

1. **Local Street Improvements.** Improve geometrics of local street intersections where they pose traffic safety problems.
2. **Transportation Options.** Address the transportation needs, challenges and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community. (Quality Community Objective, #8)
3. **Downtown Public Parking.** Ensure adequate off-street and on-street parking facilities are provided in the downtown, including public parking.
4. **Context-Sensitive Design.** Provide for street designs that pay appropriate attention to concepts of compatibility, livability, sense of place, and urban design, in addition to conventional traffic engineering considerations. Utilize context-sensitive roadway design to promote streets that are built appropriately to fit the land uses surrounding them. For example, a downtown main street should be built with narrower lanes, wider sidewalks, and streetscape elements in its design, in order to encourage lower speeds and accommodate pedestrians.
5. **Pedestrian/Sidewalk System.** Improve the network of pedestrian facilities (sidewalks) in the city; implement the long-range plan in the City of Holly Springs Sidewalk Plan.
6. **Bike Paths and Bikeways.** Provide bike paths and bikeways in appropriate locations in the city. Bicycle lanes are proposed along the following routes:
 - Hickory Road from the Cedar Valley Drive to Hickory Springs Parkway
 - Holly Street from Holly Springs Parkway to western City Limits
 - Hickory Springs Parkway

Multi-use trails should be developed along each of these corridors.

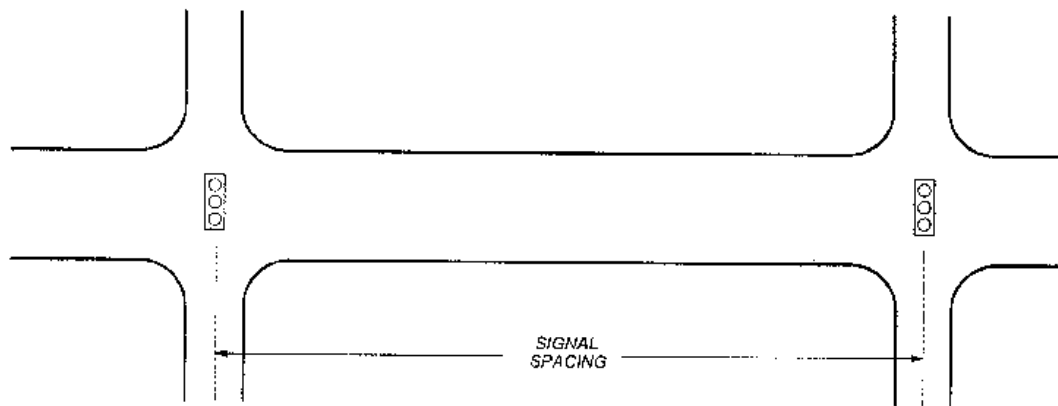
7. **Traffic Calming.** Consider future needs for traffic calming (raised speed humps, raised tables, traffic circles where appropriate, etc.) to slow speeding and/or discourage cut-through traffic.
8. **No Truck Routes.** Designate routes for truck prohibition where needed. New designations should occur when the new Hickory Springs Parkway is constructed.
9. **Public Transportation.** Efforts should be made to tie into regional public transportation programs, where and when they are available. A parking lot to provide access to the Atlanta Transit Link (ATL), including the Georgia Regional Transportation Authority (GRTA), transportation system, should be developed.

10. **Connectivity.** During site plan and development permit review, measures should be made to connect streets to provide a local street network that serves as an alternative to the arterial and collector street system. This includes promotion of a grid-street pattern in all places where such design is feasible and practical. It also means discouraging, limiting, or prohibiting cul-de-sacs in some cases, and providing for stub connections at property lines to tie into future compatible development on adjoining properties.
11. **Inter-parcel Access.** Encourage or require inter-parcel vehicle access points between contiguous and compatible commercial and office developments.



**Common Access Easement and
Shared Driveway**

12. **Access Management.** Apply state and local standards for access management along arterial and collector streets, including but not limited to specifications for curb cut location and separation, traffic signal spacing, and deceleration lanes.



13. **Railroad and Road Grade Separation.** Maintain safe railroad crossings for drivers, bicyclists, and pedestrians, and consider opportunities and where feasible to implement projects that separate at-grade road and railroad intersections.
14. **Traffic Impact Studies.** When a development proposal would be expected to generate 1,000 vehicle trips or more, or 100 or more vehicle trips during any a.m. or p.m. peak hour, a traffic study should be required. For developments along major roadways, i.e. Holly Springs Parkway, Hickory Road, Holly Street, traffic studies may also be required. In other cases, at the discretion of the City Engineer a traffic impact study may be required.

8.9 Intergovernmental Coordination

1. **Regional Cooperation.** Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional issues such as protection of shared natural resources, development of the transportation network, or creation of a tourism plan. (Quality Community Objective, #6)
2. **Intergovernmental Agreements.** Periodically assess existing intergovernmental agreements and develop new agreements as appropriate.
3. **Information Sharing.** Share resources and information with all government entities.
4. **Conflict Resolution.** Resolve conflicts with other local governments through established mediation processes or other informal or formal means.
5. **Interagency Economic Development.** Promote intergovernmental and interagency coordination in economic development activities.
6. **Water District.** Adopt, and amend as necessary, plans and regulations to be consistent with the mandates and requirements of the Metropolitan North Georgia Water Planning District. The city will coordinate with the appropriate government agencies in implementing plans of the District.

7. **Water and Sewer.** Coordinate with the Cherokee County Water and Sewerage Authority (CCWSA) to plan and implement extension of water service and sanitary sewer service where it is cost effective.
8. **Water Conservation.** Participate in water conservation planning by the Cherokee County Water and Sewerage Authority (CCWSA) and the region.
9. **Emergency Preparedness.** Periodically review and revise the disaster preparedness and emergency management plans in conjunction with Cherokee County Emergency Management Agency (EMA).
10. **Transportation Standards and Facilities.** Coordinate with the Georgia Department of Transportation regarding the design of improvements on federally funded transportation projects or projects impacting state routes. Also, work with private groups and non-profits such as the PATH Foundation and Pedestrians Educating Drivers on Safety (PEDS) in the provision of safe and convenient bike/pedestrian facilities and to encourage implementation of Safe Routes to School Programs. The City has development regulations set forth that either meet or exceed the Georgia Department of Transportation (GDOT) specifications and standards.

9.0 POLICIES BY CHARACTER AREA

9.1 Town Center

1. Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as a focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character. (Quality Community Objective, #5).
2. Redevelop and revitalize the Holly Springs downtown.
3. Provide opportunities to live in the town center by promoting diverse dwelling opportunities, including detached dwellings on smaller lots, townhouses, condominiums, lofts/apartments, and accessory dwelling units.
4. Promote the most compact development in Holly Springs to be built in the central core of downtown, in order to limit traffic created by sprawling development, and to allow pedestrians to walk from place to place without getting in and out of a car.
5. Be sensitive to and include existing historic resources into future designs and development of the town center. Any new development or redevelopment should be implemented in a manner that is compatible with the character, scale, massing and design of any existing historic resources.
6. Automobile-related facilities and services are not appropriate in the Holly Springs Town Center because they do not facilitate pedestrian friendly design, and thus, new highway business uses are discouraged in that area.
7. New development should incorporate internal roads and create a network of local roads that distribute the vehicular traffic.
8. New development should incorporate open space features such as plazas, parks, etc., which are accessible for public use.
9. Ensure that the appropriate infrastructure and services are developed in the downtown to support desired growth patterns.
10. Design parking facilities guided by the completed parking study and the updated LCI study.
11. Permit the Downtown Development Authority to review and issue Certificates of Appropriateness to protect the integrity of the Town Center.

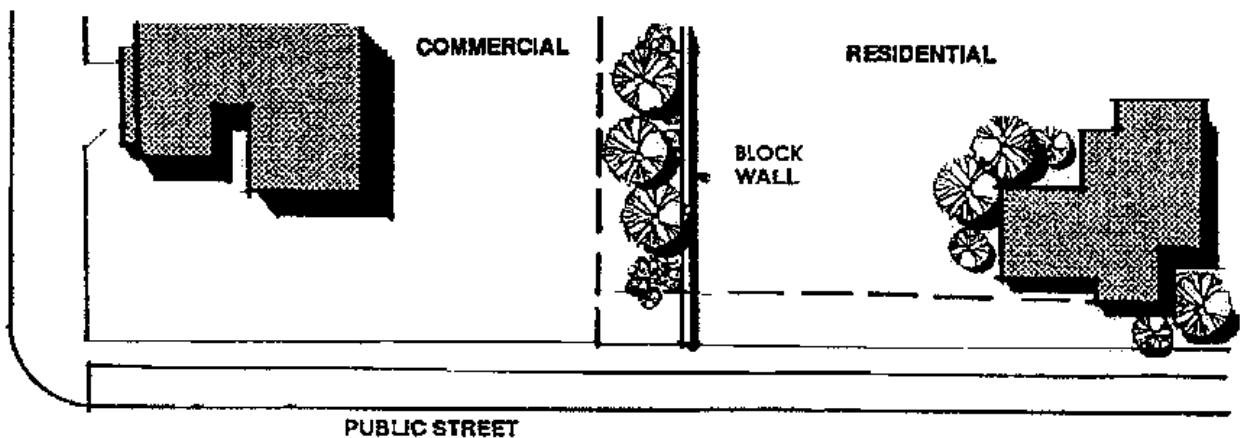
9.2 Traditional Neighborhoods

1. Traditional neighborhood development patterns should be encouraged to reflect on maintaining the existing neighborhood environment, including the use of more human scale development, mixing of uses within easy walking distance of one another, facilitating pedestrian activity, and managing densities.

2. Preserve the integrity of existing neighborhoods by maintaining densities similar to those of surrounding or nearby existing neighborhoods.
3. Residential infill development should “learn” from its neighbors with regard to size, bulk, scale, mass, and rhythm. Dwellings should either be similar in size and height, or if larger, be articulated and subdivided proportionally to the mass and scale of other residential buildings in the existing residential area. Infill residential development should maintain the rhythm created by the repetition of facades in the established residential area, including the sizing and frequency of windows.
4. Residential infill development traditional neighborhoods should maintain the existing dwelling setback pattern in relation to the street. If existing residences are close to the street with shallow front yards, so too should be the residential infill development. If the character of the existing residential neighborhood is one where dwellings have deep front yards, the residential infill development should also observe that average setback established by existing dwellings or otherwise appropriate to its context. When rezoning is involved, a “build-to” line may be established as a condition of zoning.
5. New traditional neighborhood development should incorporate internal roads and create a network of local roads that distribute the vehicular traffic.

9.3 Suburban Growth/Suburban Neighborhoods

1. Protect the character and integrity of existing neighborhoods, while also meeting the needs of communities (2006 Regional Development Plan Policy #7).
2. Preserve the integrity of existing neighborhoods by maintaining densities similar to those of surrounding or nearby existing neighborhoods.
3. Minimize intrusion of light, sound, traffic and night-time activity between non-residential uses and single-family neighborhoods by approving higher density residential uses between non-residential and single-family land uses. If non-residential uses are approved, establish increased distances and vegetative screening through conditions of zoning or special use permit approval.



4. Encourage vehicular access between residential areas, reducing the number of cul-de-sacs. Vehicular ingress/egress from non-residential uses onto residential streets is discouraged, unless it is a part of a master-planned development.

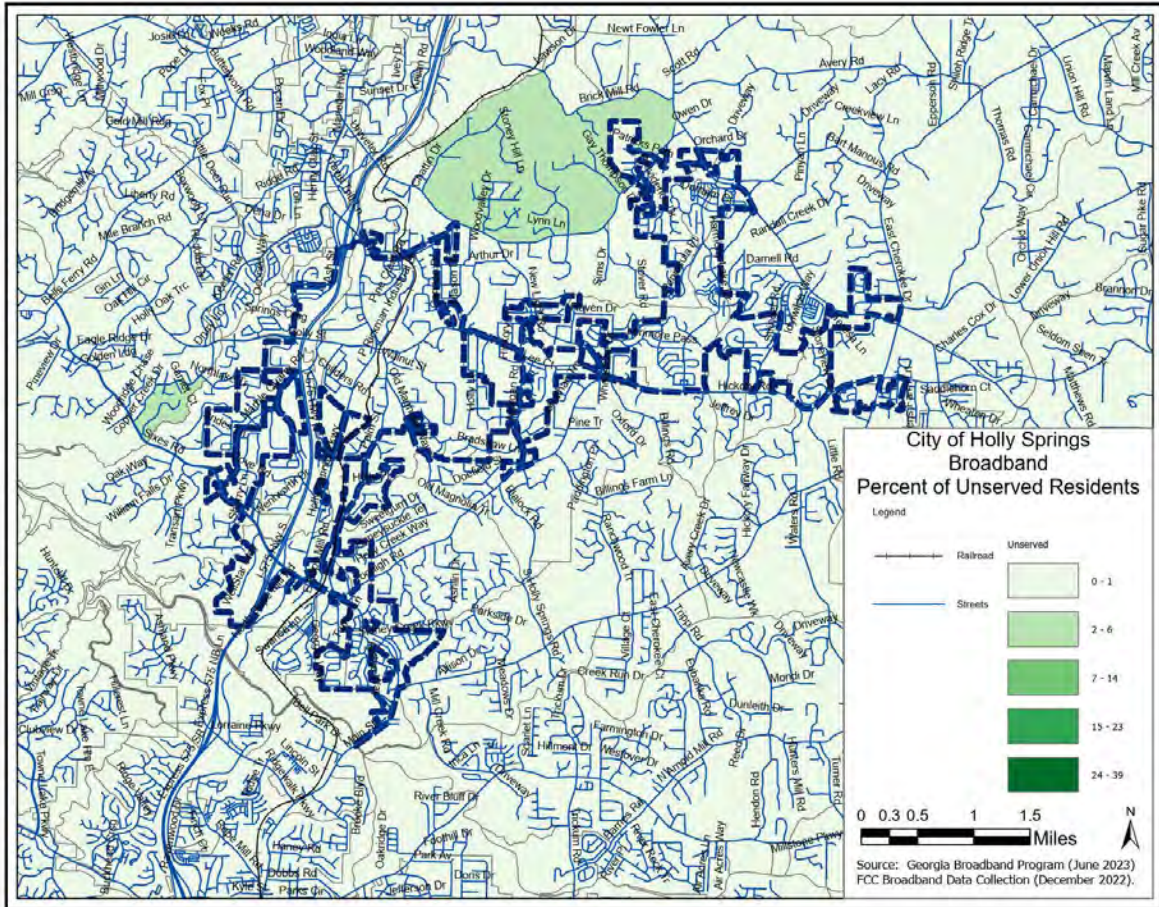
9.4 Parkway Corridor

1. Adopt or maintain design guidelines that encourage commercial buildings to place the majority of their off-street parking to the rear of the principal buildings.
2. When a rezoning or conditional use permit proposal is received in a transitional part of the corridor, the proposal should be carefully regulated, through conditions of rezoning or special use approval, to ensure that building height, building placement, intensities, densities, location of parking, placement of accessory uses, buffers, tree protection, landscaping, exterior lighting, site amenities and other site planning features are compatible with protected neighborhoods. “Compatible” means that the characteristics of different land uses, or activities located near each other are in harmony and without conflict.

10.0 BROADBAND SERVICES

The provision of Broadband service is a required element of the City's Comprehensive Plan. To be able to provide unserved areas of the City with reasonable and cost-effective access to broadband is the goal for the entire city. Below is a map depicting the percentage of unserved areas of the City.

Map 3



As is shown on the map all of the City is served with Broadband service. The City will continue to coordinate with the Broadband providers and residential and commercial developers to ensure that all future development will have access to the Broadband service in an efficient and economical manner.

11 SHORT-TERM WORK PROGRAM

The short-term work program addresses the regulations, programs, and capital improvements needed during the next five years to implement the comprehensive plan. Following is an explanation of the overall focus areas within each category for the short-term work program, as well as, tasks associated with each category.

11.1 Economic and Downtown Development (EDD)

EDD-1. Public-Private Partnering for Town Center Development. The City, including the Downtown Development Authority, will become proactive partners with the private sector by adopting incentives to lessen risk and developer exposure. Potential incentives include: ground leases; anchoring development with civic uses; sharing costs of infrastructure; building initial space for restaurant or other uses; and municipal development of park spaces in the town center.

EDD-2. Urban Redevelopment Plan Implementation. This work program item is drawn from the Holly Springs New Town Center Redevelopment Plan and Tax Allocation District (2005) and updated 2017.

EDD-3. Economic Development. Promote economic development activities city-wide to enhance the health of the local economy. Actively market the City of Holly Springs to commercial interests at the state, national, and international levels.

11.2 Historic Preservation (HP)

HP-2. National Register Nominations. Holly Springs will encourage nominations to the National Register of Historic Places for individual properties and districts that have been identified as eligible and in consultation with the Georgia Historic Preservation Division (HPD). There are currently no properties within the City of Holly Springs that are listed in the National Register of Historic Places.

Listing on the National Register, or a determination of eligibility to the National Register, can provide significant federal tax credits for certain expenses incurred in connection with the rehabilitation of an old building. These credits are available to owners and some long-term renters of income-producing properties -- 20 percent for a historic building and 10 percent for a non-historic building. Georgia law provides an owner of an historic property which has undergone substantial rehabilitation an eight-year freeze on property tax assessments. Financial incentives for historic properties can be an excellent tool for redevelopment of small communities such as Holly Springs.

HP-2. Initiate Citywide Local Landmark Program. Develop a local landmark program as part of the historic preservation planning program in the City of Holly Springs, to be administered by the city's Historic Preservation Commission (HPC). A local landmark program allows for the designation of individual buildings, structures, objects and sites as local historic landmarks with the same protection as a local historic district. The ability to designate individual properties of historic and architectural significance can be an important tool for the city and citizens of Holly Springs, in that it would allow for protection of historic resources that are located outside the boundaries of the Historic District as presently established.

HP-3. Consolidate/Update Historical Documents. The City maintains historical information in a variety of documents. This information should be researched and compiled into one document. This City has been researching information about the previous mayors of Holly Springs. This project should be continued and completed. Development of a historical page on the City's website should be an outcome of this section.

11.3 Urban Design

UD-1. Gateways Identification and Improvement. Major gateways into the City will be marked with appropriate monuments or signs. Gateway welcome signs or monuments will be constructed in a consistent style, with consistent materials possessing long-lasting quality. Each gateway will be well landscaped and well maintained. Gateway signage will be implemented with the completion of the Town Center.

UD-2. Directional Signage Study and Way Finding Initiative. Directional signage will be increasingly important with the development of the town center, and attractive way finding signs will contribute to the city's urban design and economic development objectives. A way finding study has been completed, which will become a helpful resource to the installation of way finding signs. An initiative to develop directional signage will be established. Signage will be installed that directs visitors to key destinations, such as the town center and local attractions, as well as to public parking and municipal buildings.

UD-3. Reconcile Design Guidance Documents and Regulations. As noted in this Community Agenda, Holly Springs needs to reconsider in a more comprehensive fashion how to reconcile the character area policies of this comprehensive plan, with the corridor urban design guidelines and the model zoning districts adopted in Article 19 of the zoning ordinance. While each of these is well-intentioned on its own, in combination there are overlapping geographies and potential conflicts. A more simplified, coherent approach to urban design, one with the illustrations for guidance, needs to be completed no later than the end of the short-term planning horizon.

10.4 Community Facilities and Services

CF-1. Capital Programming and Improvement. Acquire lands, as needed, design facilities, improve land, and construct building spaces as identified in the Community Facilities section of this Community Agenda, as reiterated in Table 24 below.

Table 8
Community Facilities
Short-term Capital Projects, 2018-2022

Facility	Description of Improvement	Target Completion Year
Administrative	City Hall Complex/Amphitheater	2025
Administrative	Structured Parking	2024
Parks	Master Plan for 68-acre municipal park	2026-2027
Parks	Site Preparation and Park Development, Timothy B. Downing Park	2027-2028
Public Works	New Public Works Facility	2023
Public Works	Parking Adjacent to Depot	2023

CF-2. Stormwater Program. This work program includes all applicable mandates of the Metropolitan North Georgia Water Planning District and NPDES stormwater programs, such as the inventory of storm drainage facilities, updating the mapping of future conditions floodplains, and ongoing implementation of non-structural best management practices.

11.5 Transportation

T-1. Local Road Improvements. Based on the transportation studies and other identified sources, design and construct improvements to city streets, including widening, correction of poor intersection geometrics, widening shoulders, etc.

T-2. Local Road Resurfacing. Continue road resurfacing program through the Local Maintenance Improvement Grant (LMIG) program.

T-3. Sidewalk Improvements. Provide a systematic means, through the City's capital improvement program, to identify and fund sidewalk improvements in the city. This task includes implementation of specific LCI study recommendations for streetscape and pedestrian improvements and seeking out additional funding opportunities for sidewalks.

T-4. Bikeways and Multi-use Trails. Bicycle lanes or multi-use trails are proposed along the following routes (Source: LCI Study 2004, 2017):

- Hickory Road from the Cedar Valley Drive to Hickory Springs Parkway
- Holly Street from Holly Springs Parkway to western City Limits
- Hickory Springs Parkway

T-5. Industrial Connector. The LCI study and downtown plan proposed an axial circulator road, to provide an important connection for the Town Center. The Connector Roadway will run from Hickory Springs Industrial Drive to Holly Springs Parkway. It will also serve as a bypass, or truck route. It will increase valuable potential customer volume through the Town Center and moderate high-speed cut-through traffic with on-street parking and articulated intersections (LCI Study).

T-6. Downtown Parking. The addition of more parking spaces downtown will allow more tourism and shopping opportunities for both visitors and residents of Holly Springs. Holly Springs has completed a downtown parking study and identified potential opportunities for increasing off-street parking in the Town Center. Completion of surface parking and a parking deck will provide additional opportunities for tourism and shopping opportunities for both visitors and residents of Holly Springs.

T-7. Traffic Calming Program. Needs for traffic calming should be evaluated and traffic-calming devices should be installed to limit or slow down cut-through traffic in neighborhood areas where issues arise.

11.6 Planning & Development

P-1. Personnel. Over the next five-year period, seek to hire the professionals necessary to continue to regulate and enforce the codes of the city. Seek the assistance of professional planners and engineers to ensure current and future developments are planned and developed in accordance with the vision of the City.

P-2. Equipment & Facilities. Plan for the purchase of vehicles and technology to support and enable personnel to execute their duties. Construct, renovate, and/or expand facilities to meet demand.

P-3. Codes & Legislation. Propose updates to codes and regulations to support the vision of the city and this plan.

P-4. Short & Long-Range Planning. Execute the planning and development ideals adopted with this plan, ensuring these objectives are implemented in the present and future.

11.7 Public Safety

PS-1. Personnel. Plan for the addition of public safety personnel and support staff as the city grows and develops.

PS-2. Equipment & Facilities. Plan for the vehicles, equipment, and technology required, staying current with modern law enforcement practices. Construct, renovate, and/or expand public safety facilities to meet demand.

PS-3. Policy Updates & Studies. Conduct policy updates, as deemed necessary and studies to analyze current and future needs, trends, and practices.

11.8 Technology

TN-1. Digital Technology. Development of electronic data system, integrating electronic filing of permits, applications, complaints, etc.

TN-2. GIS. Plan for and prepare to update the city geographic information system, keeping current with technological advances and systems. Continue to expand mapping capabilities and integrate GIS through all municipal departments.

TN-3. E-Governance. Plan for and provide services through electronic means.

11.1 ECONOMIC AND DOWNTOWN DEVELOPMENT (EDD)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
EDD-1, 3	Pursue Development Opportunities for the Holly Springs Town Center Development	2023-2028	General Staff and Authority Activities	DDA
EDD-2	Public-Private Partnership for Town Center Development	2023-2028 (Ongoing)	General Staff and Authority Activities	DDA
EDD-1, 2, 3	Construct 2+/- acre "Centerpiece" Park in the Town Center	2023-2025	\$500,000 Public/Private Partnership	DDA
EDD-3	Implement Elements of Rich & Associates Parking Study with Town Center Development to include Parking Deck	2023-2025	\$5,000,000	DDA
EDD-2, 3	Urban Redevelopment Plan Implementation – Phase 1 Town Center Development Infrastructure – Streetscapes, Sewers, Roads and Drainage Improvements	2023-2025	\$9,000,000 URA Bonds/TAD	DDA
EDD-2, 3	Urban Redevelopment Plan Implementation -- Phase 2 Holly Springs Town Center Development	2023-2025	\$12,000,000 URA/SPLOST/Public/Private Partnership	DDA
EDD-2, 3	Urban Redevelopment Plan Implementation – Phase 3 Town Center Development Infrastructure – Signage/wayfinding system, multi-use trail system	2024-2026	\$750,000 SPLOST/General Fund	DDA
EDD-2	Continue to Implement Livable Centers Initiative Project- (LCI plan updated 2018)	2023-2028 (Ongoing)	General Fund; Capital Budget; Grants	DDA; City Manager; Comm. Development Director
EDD-2, 3	Develop special events suited for the new Town Center	2024-2028	General Fund; Public/Private Partnership	Communications & External Affairs Director
EDD-3	Develop a New Business Recruitment Program for Retail, Office, and Light Industrial to Locate in the City of Holly Springs. Strive to Achieve a Sensible Balance Between Commercial and Residential Uses Working Toward a Jobs-Housing Balance of 1.5:1 or Greater.	2023-2028 (Ongoing)	--	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)
EDD-3	Encourage Office Uses and Actively Recruit Employers to Re-locate to the City of Holly Springs, Working Toward a Jobs-Housing Balance of at Least 1.5:1 or Greater.	2023-2028 (Ongoing)	--	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)
EDD-3	In Concert With Promoting a Jobs-Housing Balance of at Least 1.5:1 or Greater, Coordinate and Partner with Local and Regional Technical Colleges and Institutions of Higher Learning to Ensure the Employment Base is Highly Skilled (skills matching jobs).	2023-2028 (Ongoing)	--	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)
EDD-3	When Feasible, Partner and Coordinate with the Development and Redevelopment Authorities of Cherokee County and Nearby Jurisdictions to Bring Industry and Positive Development Opportunities to the City and Cherokee County.	2023-2028 (Ongoing)	--	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)

11.2 HISTORIC PRESERVATION (HP)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
HP-1	National Register Nominations	2025-2028	\$20,000 or more per Nomination General Fund	Communications & External Affairs Director
HP-2	Initiate Citywide Local Landmark Program	2025-2028	General Fund	Communications & External Affairs Director; Community Development Director
HP-4	Continue to Utilize Architectural/Historical Consultant for Advisement of City Staff	2023-2028	\$20,000	Communications & External Affairs Director; Community Development Director
		Ongoing	General Fund	
HP-4 UD-1, 3	Implement Gateways Study Recommendations(various locations)	2025-2028	\$250,000	DDA; Communications & External Affairs Director, Community Development Director
		Ongoing	Parks and Recreation/General	
HP-4, UD-3, 4	Reconcile Design Guidance Documents and Regulations	2023-2028	\$15,000	Communications & External Affairs Director, Community Development Director; Consultant
			General Fund	
HP-3	Complete the History of Previous Mayor and Add information to the Website	2023-2025	General Fund	Communications & External Affairs Director
HP-3	Continue Development of City Historical Information Page for Website	2023-2025	General Fund	Communications & External Affairs Director
HP-3	(Timothy B. Downing Park) for Historical Preservation/Information	2023-2024	General Fund	Communications & External Affairs Director

11.3 URBAN DESIGN (UD)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
UD-1, 3, HP-4	Implement Gateways Study Recommendations(various locations)	2025-2028	\$250,000	DDA; Communications & External Affairs Director, Community Development Director
		Ongoing	Parks and Recreation/General Fund	
UD-1, 2	Implement Directional Signage Initiatives	2025-2028		DDA; Communications & External Affairs Director, Community Development Director
UD-3, 4, HP-4	Reconcile Design Guidance Documents and Regulations	2023-2028	\$15,000	Communications & External Affairs Director, Community Development Director; Consultant
			General Fund	

11.4 COMMUNITY FACILITIES AND SERVICES (CF)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
CF-1	Capital Programming and Improvement	2023-2028 (ongoing)	See Specifics Capital Budget; GO Bond Issue; SPLOST	City Manager
CF-1	Continue Allowing Developers/Builders to Coordinate with the Cherokee County School District, to Mitigate the Impact of Additional Students Added, per New Housing Unit Constructed	2023-2028 (ongoing)	--	Community Development Director
CF-1	Master Plan for Future 68-acre Park on Stringer Road -Timothy B. Downing Park	2026-2027	\$250,000	City Manager
CF-1	Construct a Linear Park/Trail in Conjunction with the Hickory Springs Parkway Project	2023-2028	--	City Manager
CF-2	Stormwater Program; NPDES; Continue compliance activities, coordinating with EPD and the Metro North GA Water Planning Dist.	2023-2028	\$400,000 Annually Stormwater Utility Fund	Stormwater Coordinator
CF-2	Purchase Storm Sewer Camera	2025-2028	\$85,000-95,000 Stormwater Utility Fund	Stormwater Coordinator

11.5 TRANSPORTATION (T)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
T-1	Local Road Improvement Program--Identify Roads Annually for Enhancement from the 2023 City of Holly Springs Pavement Evaluation	2023-2028 (ongoing)	\$150,000 to \$750,000 annually (Capital Budget/SPLOST)	City Manager/City Engineer
T-2	Local Maintenance and Improvement Grant Program--Identify Roads Annually to be Resurfaced from the 2023 City of Holly Springs Pavement Evaluation	2023-2028 (ongoing)	\$200,000 LMIG	City Manager/City Engineer
T-3, 4	Pedestrian Network Phase III: Holly Street from Holly Springs Parkway to City Limits (Design);	2023-2025	LCI Funding, SPLOST Capital Budget; various grants	Community Development Director; City Engineer
T-3, 4	Pedestrian Network Phase III: Holly Street from Holly Springs Parkway to City Limits (ROW/Construction);	2025-2028	LCI Funding, SPLOST Capital Budget; various grants	Community Development Director; City Engineer
T-3, 4	Pedestrian Network Phase IV: Palm Street (West Side) from Jetta Lane to City Limits	2023-2025	Unknown Capital Budget; various grants	Community Development Director; City Engineer
T-4	Bikeways and Multi-use Trails, Engineering, Implementation, Construction	2023-2028 (ongoing)	\$150,000 -- \$800,000 Capital Budget; various grants	Community Development Director; City Engineer
T-1	Hickory Springs Parkway, Phase I (Preliminary Engineering)	2023-2028	\$250,000 Capital Budget; state and federal	City Manager: City Engineer
T-1	Hickory Springs Parkway (Right-of-Way Acquisition)	2023-2028	\$2,000,000 Capital Budget; state and federal	City Engineer
T-1	Hickory Springs Parkway--(Construction)	2023-2028	\$12,000,000 Capital Budget; state and federal	City Engineer
T-4, 5	Design and Construct Multi-use Trail in Conjunction with Hickory Springs Parkway	2023-2028		City Engineer
T-6	Downtown Parking (Implement Parking Study Elements Conducive to Development of the Town Center and LCI area)	2023-2024	\$750,000	City Engineer
T-7	Traffic Calming Program--Annually Evaluate Traffic Issues and Coordinate Solutions with the Traffic Calming Ordinance Procedures	2023-2028 (ongoing)	\$50,000 annually Capital Budget	City Engineer
T-1	Continue Plan to Evaluate all Existing Corrugated Metal Pipe Infrastructure Under City Roadways.	2023-2028 (ongoing)	--	City Engineer
T-1	Seek Grant Funding to Finance Various Transportation Projects	2023-2028	--	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase II (Construction)	2023-2024	GTIB Loan/SRTA Grant	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase III (Design/ROW)	2023-2024	GTIB Loan/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase III (Construction)	2024-2025	GTIB Loan/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase IV from Childers Road to Hickory Road (Design)	2025-2026	GTIB/SRTA/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase IV from Childers Road to Hickory Road (ROW/Construction)	2026-2028	GTIB/SRTA/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase V from Sixes Road to East Cherokee Drive (Design)	2027-2028	GTIB/SRTA/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase V from Sixes Road to East Cherokee Drive (ROW/Construction)	2027-2028	GTIB/SRTA/SPLOST	Community Development Director; City Engineer
T-1	Palm Street Realignment Project	2023-2024	City SPLOST/County SPLOST	City Manager: City Engineer
T-1	Fox Creek Traffic Signal/Sidewalks/Drainage Project	2023-2024	SPLOST	City Manager: City Engineer
T-1	Highway 5 Traffic Light Coordination Synchronization Project	2023-2024	Joint City/County SPLOST	City Manager: City Engineer
T-3	Hickory Road/Stringer Road Fill in the Gaps Sidewalk Project	2023-2025	Joint City/County SPLOST	City Manager: City Engineer

11.6 PLANNING & DEVELOPMENT (P)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
P-1	Utilize Private Building Inspections Services	As needed	--	Community Development Director
			General Fund	
P-1	Hire Additional Planner	As economy dictates	\$75,000	Community Development Director
			General Fund	
P-3	Evaluate Zoning Ordinance Annually and Propose Amendments to Coincide with Future Trends and Community Needs	2023-2028	--	Community Development Director
		(Ongoing)		
P-3, 4	Revise Applicable Zoning Codes and Design Guidelines in Conjunction with the Town Center Development	2023-2025	General Fund	Community Development Director
P-3, 4	Create a Unified Document to Encompass the Zoning Ordinance, Development Regulations, Property Maintenance Code, etc...	2023-2024	General Fund	Community Development Director
P-3, 4	Annually Evaluate and Propose Amendments to the Development Regulations to Coincide with Future Trends and Community Needs	2023-2028	--	City Engineer, Community Development Director, Chief Building Official; Staff
		(Ongoing)		
P-3	Coordinate with the GA Department of Community Affairs on an Annual Basis to Ensure Enforcement of the Latest Construction Codes Adopted by the State of Georgia	2023-2028	--	Community Development Director, Chief Building Official, Staff
		(Ongoing)		
P-3	Purchase Code Books Necessary to Enforce Currently Adopted Construction Codes for the State of Georgia	2023-2028	--	Chief Building Official
P-4	Update Census Data as Requested	2023-2028	--	Community Development Director, Staff
		(Ongoing)		
P-4	Coordinate with the Broadband service providers and developers to ensure all new development has access to Broadband service	2023-2028	--	Community Development Director, Staff
		(Ongoing)		

10.7 PUBLIC SAFETY (PS)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
PS-1	Add 3-6+ police officers and equipment annually	2023-2028	\$360,000 annually	Police Chief
		(Ongoing)	General Fund	
PS-2	Add police cars with additional officers	2023-2028	\$96,000 annual lease	Police Chief
		(Ongoing)	General Fund	
PS-3	Evaluate annually pay levels of surrounding agencies to remain competitive and secure current staffing levels and recruit qualified candidates	2023-2028	--	Police Chief
		(Ongoing)		
PS-3	Evaluate annually types of incentives, i.e. compensation for employees with advanced/formal education, shift differential, advanced management certifications, lateral entry, and specialized positions	2023-2028	--	Police Chief
		(Ongoing)		
PS-3	Create a Career Advancement Program with incentives	2023-2028	--	Police Chief
		(Ongoing)		
PS-2, 3	Continue Police Foundation Partnership program to enhance equipment, training opportunities, and community services.	2023-2028	--	Police Chief
		(Ongoing)		
PS-2	Develop Traffic Unit	2025	Unknown	Police Chief
			General Fund	
PS-2	Acquire Multi-Purpose Response Vehicle for accident reconstruction, crime scene, and command post.	2026	\$50,000-\$100,000	Police Chief
			General Fund	
PS-2	Maintain Certification for 3 Drone Pilots, Add 1 Drone and 2 Certified Drone Pilots	2023-2028	\$6,300	Police Chief
			General Fund	
PS-2	Portable Metal Detector / X-ray Machine	2024	\$4,200	Court Administrator
			General Fund	
PS-2	Scenario Training	Ongoing	General Fund	Police Chief
PS-2	Purchase and installation of 13 FLOCK Safety Cameras	2024	\$37,050 - SPLOST	Police Chief
PS-2	Replace In-car cameras	2023-2027	\$361,920 - SPLOST	Police Chief
PS-2	Replace MDT tablets with Panasonic Toughbooks	2024	\$89,173 - SPLOST	Police Chief
PS-2	Purchase equipment for defensive tactics and force on force training (including safety equipment)	2023-2025	\$15,000 - General Fund	Police Chief
PS-2	Red Dot Optic conversion for primary firearms	2023-2025	\$40,000 - General Fund	Police Chief
PS-2	Police Sub-station located at Hickory Road @ E. Cherokee Drive	2025-2026	Unknown	Police Chief

11.8 TECHNOLOGY (TN)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
TN-1	Continue Maintenance of Digital Archival of City Records (plats, construction plans, building plans, tax bills, bonds, etc.)	Ongoing	\$60,000 General Fund	City Clerk
TN-3	Evaluate Annually the Community Informational Needs to Enhance City Website, i.e. adding more information, making more user friendly	Ongoing	--	City Manager; Communications & External Affairs Director; staff
TN-1, 3	Enhance City Website to develop an E-Government full service interactive site	2023-2028	Unknown	City Manager; staff
TN-1, 3	Implement Customer Service Software-Acta Solutions	2023-2024	\$4,800 annually General Fund	Community Development Director; Communications & External Affairs Director
TN-1, 3	Implement Agenda Management Software	2025-2026	\$20,000	City Clerk; Assistant City Clerk
TN-1, 3	Implement Electronic Signature Software	2024	\$3,000	City Clerk; Assistant City Clerk
TN-1, 3	Implement Open Records Request Management Software	2024-2025	\$10,000 General Fund	City Clerk; Assistant City Clerk
TN, 3	Upgrade Website Capabilities/Functions (new host)	2024-2025	Unknown General Fund	Communications & External Affairs Director
TN-1, 3	Improve Search Engine Optimization	Ongoing	Unknown	Communications & External Affairs Director
TN-3	Implement Electronic Newsletter	Ongoing	Unknown	Communications & External Affairs Director
TN-1, 3	Continue Integration of Cloud-Based Data Storage	2023-2024	Unknown	IT Director
TN-2	Implement Cloud GIS and Data Storage Program	2023-2024	\$11,000 General Fund	Community Development Director; IT Director
TN-2, 3	Provide Access to City GIS data to the Public Using a "GIS Portal" type program	2023-2025	Unknown	Community Development Dir./GIS Tech.
TN-2	Continue to Share GIS Database with Cherokee County and the Cities of Woodstock and Canton	2023-2028	Unknown	Community Development Dir./GIS Tech.
TN-2	Update GIS Data Collection Technology/Devices	2023-2028	Unknown	Community Development Dir./GIS Tech.
TN-2	Enhance Collection of GIS/Stormwater Field Data Utilizing Cloud Based Mapping Technologies (ESRI products, GPS mapping devices)	2023-2028	Unknown	Community Development Dir./GIS Tech.
TN-3	Coordinate with the Broadband service providers and developers to ensure all new development has access to Broadband service	2023-2028	Unknown	Community Development Dir.

12 FUNDING FOR CAPITAL IMPROVEMENTS

12.1 LCI Implementation Program

A primary funding recommendation to implement transportation-related improvements of the LCI Study is the LCI Implementation Program. In order to qualify for this funding, Holly Springs must demonstrate local commitment to implement the Town Center Plan. This comprehensive plan integrates key recommendations of the Town Center Plan and adopts that plan as if fully incorporated herein.

12.2 Transportation Enhancement (TE) Activity Program

Additional funding may be secured from the Transportation Enhancement (TE) activity program, which provides funding for streetscaping and greenway implementation

12.3 Congestion Mitigation Air Quality (CMAQ)

This program provides funding for projects contributing to attainment of national ambient air quality standards. Types of projects eligible for CMAQ funds include transit improvements, shared-ride services, traffic flow improvements, transportation demand management strategies, pedestrian and bicycle facilities and programs, and alternative fuel programs.

12.4 Surface Transportation Program (STP)

These funds are available in limited amounts for bicycle and pedestrian connections and for road improvements on major roadways through the Georgia Department of Transportation (GDOT).

12.5 Community Development Block Grant (CDBG)

The nation's Community Development Block Grant (CDBG) is a grant program administered by the U.S. Department of Housing and Urban Development on a formula basis for entitlement communities, and by the state Department of Community Affairs for non-entitled jurisdictions. This grant allots money to cities and counties for housing rehabilitation and community development, including public facilities and economic development. CDBG funds can be used for a variety of projects that will benefit low and moderate-income households or fulfill one of the approved national objectives.

12.6 Special Local Option Sales Tax (SPLOST)

SPLOST funds are available through Cherokee County and have been programmed for a variety of capital improvements.

12.7 Land and Water Conservation Fund (LWCF)

This grant program is administered by the Georgia Department of Natural Resources, Grants Administration and Planning Division. LWCF provides 50 percent matching grants for acquisition of real property and development of facilities for the general purpose of outdoor recreation.

12.8 Recreational Trails Program

Administered by the Georgia Department of Natural Resources, this grant program provides funding for trail construction, trail maintenance and trail education and requires a 20 percent match.

12.9 Local Maintenance Improvement Grant (LMIG)

This program is administered by the Georgia Department of Transportation. It provides funds to resurface roads and streets with deteriorated pavements and to maintain the structural integrity of roads.

12.10 Georgia Transportation Infrastructure Bank

The Georgia Transportation Infrastructure Bank (GTIB) is a grant and low-interest loan program administered by the State Road and Tollway Authority (SRTA).

APPENDIX

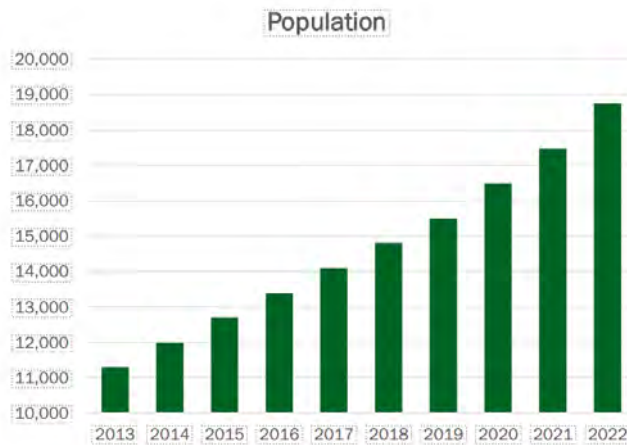
APPENDIX A DEMOGRAPHICS (U.S. Census Bureau/City of Holly Springs)

Population Growth

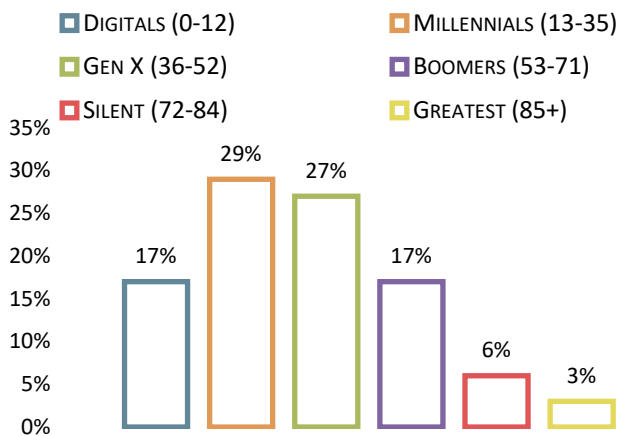
Holly Springs has an estimated 2022 population of 18,739 and has grown at an annual rate of 5.8% since 2013. Assuming a slightly more moderate growth rate of 5% additional residents per year beyond 2022, Holly Springs could theoretically have a population of 40,905 by 2038.

Table A-1

Population		
Year	Population	% Change
2013	11,295	N/A
2014	11,997	6.22%
2015	12,699	5.85%
2016	13,401	5.53%
2017	14,103	5.24%
2018	14,805	4.98%
2019	15,507	4.74%
2020	16,493	6.36%
2021	17,473	5.94%
2022	18,739	7.25%
5 Year Average		6.1%
5 Year Growth		26.6%
10 Year Average		5.8%
10 Year Growth		65.9%



AGE DISTRIBUTION

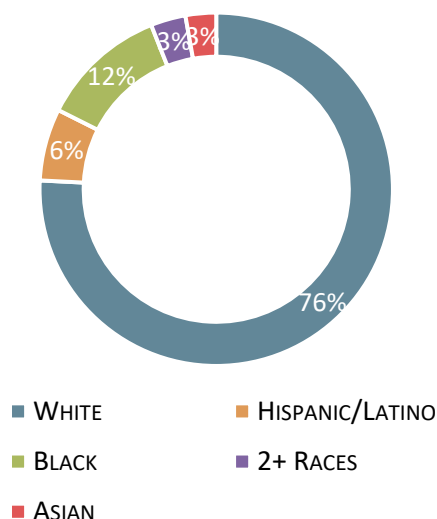


Age Distribution

The age distribution of Holly Springs' population is slightly younger (median age 37.5) than Cherokee County (38.5) but older than the Atlanta Region (36.6). The City has a higher percentage of Gen X residents (aged 36-52) and children under 18, fewer elderly and Millennials than the County and Region.

Race & Ethnicity

The City and County's populations are less racially diverse than the rest of the Region. Holly Springs also has a significantly smaller Hispanic population (6.6% of the City's total) than the County (11.5%) and State (10.5%).



Household Characteristics

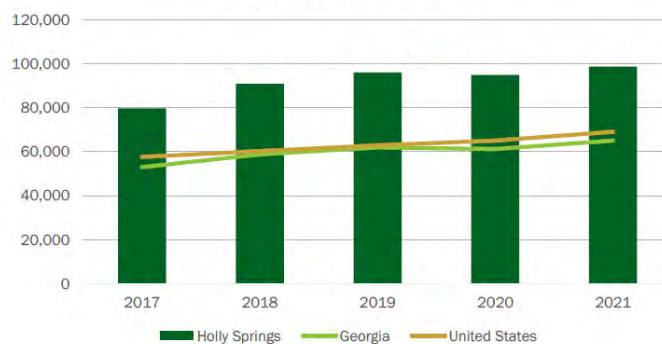
The number of households in Holly Springs, 5,661, make up approximately six percent of the households in Cherokee County. Persons per household, 2.79, are slightly above the average of the County, State and U.S., 2.77, 2.67, and 2.60, respectively.

Household Income

The median household income in Holly Springs is higher than the state and U.S. and slightly higher than that of Cherokee County. Higher median income is due both to the presence of fewer low-income households and a larger percentage of high-income households. An estimated 3.8% of the City is below the poverty level compared to 7.0% in Cherokee County, and 12.7% and 11.5% statewide and nationally.

Table A-2

Median Household Income



Year	Holly Springs Median Household Income	Annual Growth	Georgia Median Household Income	Annual Growth	United States Median Household Income	Annual Growth	City as a % of Georgia	City as a % of U.S.
2017	79,713	N/A	52,977	N/A	57,652	N/A	150%	138%
2018	90,827	13.9%	58,756	10.9%	60,293	4.6%	155%	151%
2019	95,941	5.6%	61,980	5.5%	62,843	4.2%	155%	153%
2020	94,824	-1.2%	61,224	-1.2%	64,994	3.4%	155%	146%
2021	98,651	4.0%	65,030	6.2%	69,021	6.2%	152%	143%

Local Economy

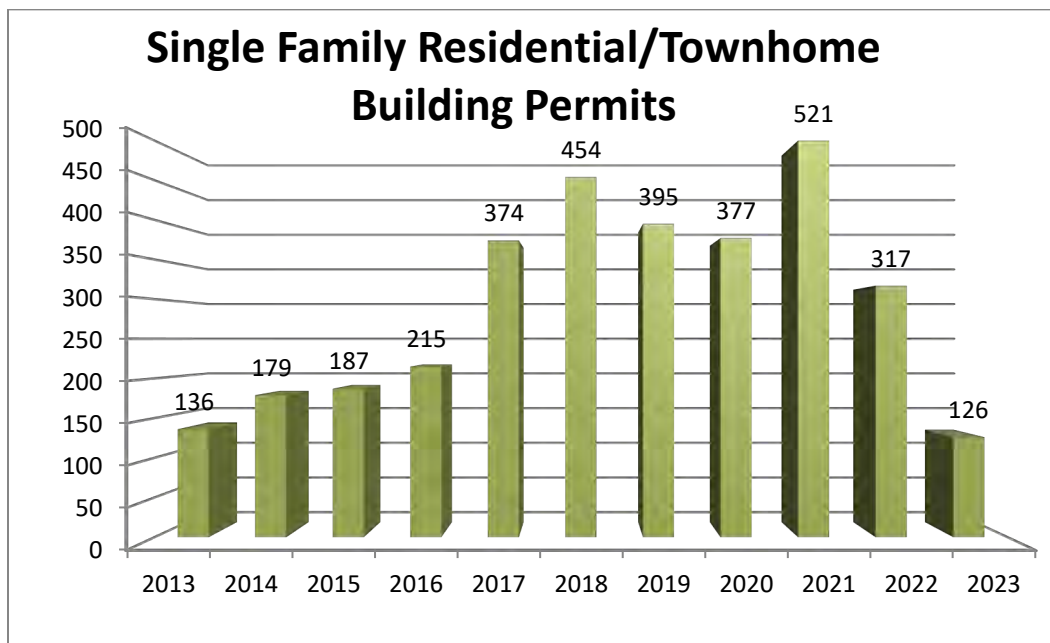
The economy of Holly Springs employs 6,700 people. From 2019 to 2020, employment in Holly Springs, GA grew at a rate of 8.71%, from 6.17k employees to 6.7k employees.⁶ The largest industries in Holly Springs are Educational Services (905 people), Retail Trade (899 people), and Construction (573 people), and the highest paying industries are Finance & Insurance (\$80,866), Information (\$77,476), and Health Care and Social Assistance (\$76,781).

Commute Times

With the recent completion of the I-575 connector to downtown Atlanta, commute times from Holly Springs are shorter than they have ever been. Using averages, employees in Holly Springs have a longer commute time (40.2 minutes) than the normal US worker (26.9 minutes). Additionally, 7.2% of the workforce in Holly Springs have "super commutes" of more than 90 minutes. In 2020, 12% of workers in Holly Springs worked from home.

Building Permit Issuance

Housing permit issuances in Holly Springs, Cherokee County, and the Atlanta Region continue to climb after housing construction effectively halted during the Great Recession and its immediate aftermath. Since 2012, new home construction within the County continued to increase; however, with a number of developments in the site development or plan review stage, permits numbers have slowed, but are anticipated to increase.



Source: Holly Springs Building Permit Data 2013-2023

Current Residential Development

There are several single-family residential developments that are in the process of construction at the time this community agenda is being written. Those developments are shown in the table below. Several of these subdivisions have been under construction since the 2018 plan.

Table A-3
Single-Family Residential Developments
Recently Completed or Under Construction
as of August 31, 2023

Subdivision Name	Total Lots (Units)	Certificates of Occupancy Issued	Housing Units Remaining to be Constructed or Occupied
Cottages at Redbud Lane	78	0	78
Edgewater	356	308	48
Enclave at Edgewater**	41	0	41
Lively (Edmondson Lane)	20	0	20
Old Pioneer***	111	0	111
OneStreet(Mixed Residential)***	115	0	115
Palm Street (Idle Towne)**	63	0	63
Pebblewood*	75	18	57
Province**	20	0	20
Sagebrooke	17	5	12
Town Walk* (Townhomes)	14	0	14
Worthing Development*** (Townhomes)	24	0	24
Total Shown	934	331	603

*Site Development **Plan Review ***Zoning Approval

Apartments

Worthing Development***	270	0	270
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Town Center

Townhomes	35	0	35
City Homes	30	0	30
Flats	270	0	270

Notable Upcoming Development Impact

Upcoming developments and their economic development and job creation impacts are shown in the table below:

Table A-4

Economic Development Summary						
		Commercial		Job	Residential	
		Square Footage	Valuation	Creation	Square Footage	Valuation
Worthing Mixed-Use Project		10,286	2,115,316	100+	303,958	46,355,184
One Street Mixed-Use Project	Self-Storage	102,870	13,549,312	12	188,395	31,531,671
	Residential			4		
	Place Services	60,000	14,031,000			
	Multi-tenant	10,000	2,338,500	10		
Hopkins/Prance property		2,516	642,400	10	78,000	13,054,860
Crestbrooke Commercial	Popeyes	2,124	436,801	20		
	Starbucks	2,500	514,125	15		
	Multi-Use	6,150	1,103,864	10		
Old Pioneer Trail residential					222,000	37,156,140
Town Walk residential					23,800	3,983,406
TCP		30,000	6,453,150	100+	431,000	67,743,970
Sutherlin Property (Nissan)		44,996	10,522,315	55		
Cobb Industrial		46,716	11,405,711	59		
WellStar		114,862	28,043,557	100		
Carmichael Industrial Property	East Rope Mill (2 Bldgs w/10k sq ft.)	20,000	2,833,296	20		
	Wellstar Way					
	Industrial Park	160,000	37,416,000	150+		
Total		613,020	131,405,346	665	1,247,153	199,825,232

Principal Employers

The City's most notable employers with the most employees are shown in the table below. Walmart and the Cherokee County School District are among the top employers in the city.

Table A-5

Principal Employers - 2022		
Employer	Industry	Approximate Employees
Walmart #5814	Retail	199
Cherokee County School District	Government	117
Home Depot, USA, Inc.	Retail	105
Publix Super Markets, Inc.	Groceries	100
Kroger Store #430	Groceries	89
Cobb Industrial Inc.	Manufacturing	64
One Life Fitness	Fitness	57
Weaver Grading and Hauling	Construction	57
Nor-Ral Plastics, Inc.	Manufacturing	56
Southeast Restoration	Restoration	54
Total		898

APPENDIX B

COMMUNITY FACILITIES AND SERVICES

The Holly Springs Community Agenda anticipates development of municipal facilities and services to respond to major urban expansions in land area and growth of the residential population and commercial-industrial economic base. Community facilities can be grouped generally into larger areas of concern, summarized in this section.

Public Safety

This general category includes crime, law enforcement (sheriff, police, courts, corrections) fire protection and rescue operations, emergency medical services, 911, emergency management and animal control. The City anticipates expansion of its police force in conjunction with the continued development of residential and non-residential properties.

Health, Education, and Welfare

This category of community facilities and services includes hospitals, nursing homes, public welfare programs, public and private school systems and institutions of higher learning, libraries, and public cemeteries. Schools are provided by the Cherokee County Board of Education and numerous private schools. Additional growth in medical facilities, i.e. hospitals and nursing homes are anticipated due to the growth in population.

According to the Service Delivery Strategy, Cherokee County is a member of the Sequoyah Regional Library System. The Sequoyah Regional Library System operates libraries in various locations through the unincorporated and incorporated areas of Cherokee County. The Service Delivery Strategy also indicates, however, that only Cherokee County, the City of Canton, and the City of Woodstock contribute general funds to the Regional Library System. The City currently contributes funds to the Regional Library System on an annual basis.

General Administrative Facilities

This category includes administrative offices for city personnel, including city clerk, city management, building inspections, planning and zoning, and occupational tax certificates among others.

Utility-type Operations

Utility operations include solid waste collection and disposal, water systems, sewer systems, and stormwater management. Currently, all functions with the exception of stormwater occur with organizations outside of the City. Holly Springs continues to operate a Stormwater Utility system and has personnel consisting of 1 full-time staff.

Park and Recreation Facilities

This category of community facilities includes state and local parks, local recreation programs, and cultural and community assets. Holly Springs is served by the Cherokee County Recreation and Parks Agency. This Agency serves the entire county with the exception of the City of Woodstock. The City of Holly Springs also provides some of its own parks and recreation facilities and has formed its own Parks and Recreation Authority.

Transportation

Holly Springs is responsible for the maintenance, resurfacing, and repair of local streets that are not the responsibility of Cherokee County. Improvements of state and federal routes are predominantly funded through federal transportation budgets. The Atlanta Regional Commission, the federally designated Metropolitan Planning Organization for Atlanta and the surrounding eighteen counties, has identified existing and future capacity needs for Cherokee County through the Regional Transportation Plan (RTP). This long-range plan, with a planning horizon through the year 2035, develops region-wide projects such as bridges, bicycle paths, sidewalks, transit services, new and upgraded roadways, safety improvements, transportation demand management initiatives and emission reduction strategies. A map is provided here with the locations of the projects identified by the ARC for Holly Springs. A Transportation Improvement Program (TIP) is developed annually based on the long-range RTP.

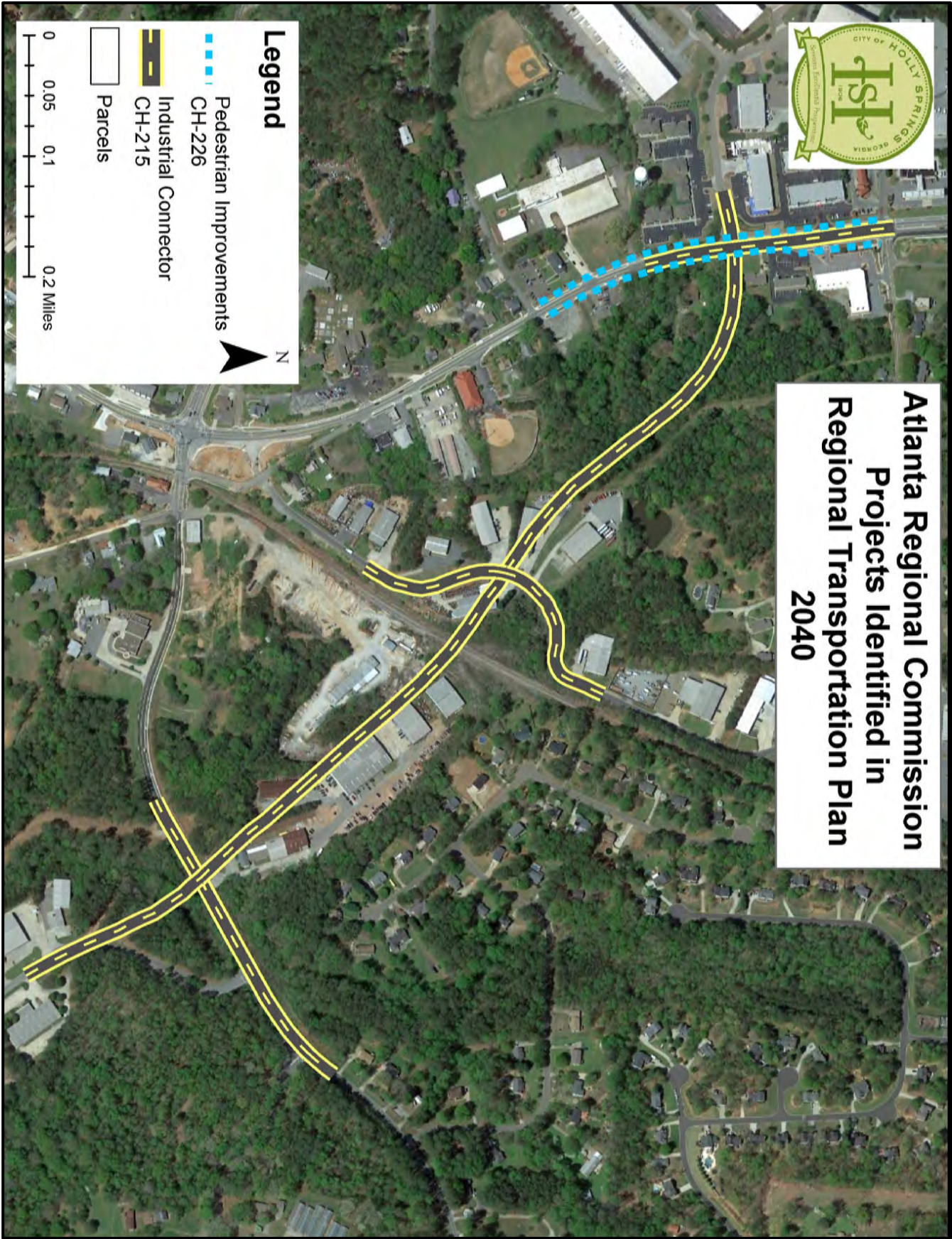
Previous projects completed from the Regional Transportation plan included the upgrade to the Holly Springs Parkway, Hickory Road, and Holly Street intersection and the widening of the Sixes Road Bridge from two lanes to four lanes. Included within the previous plan, as well as, the current plan is the roadway capacity expansion planned for the Industrial Connector, connecting the Hickory Springs Industrial Park to Holly Springs Parkway (Project CH-215). Pedestrian Improvements Projects completed have provided sidewalks and pedestrian lighting along Holly Springs Parkway from L.R. Tippens Education Center to Pinecrest Road.

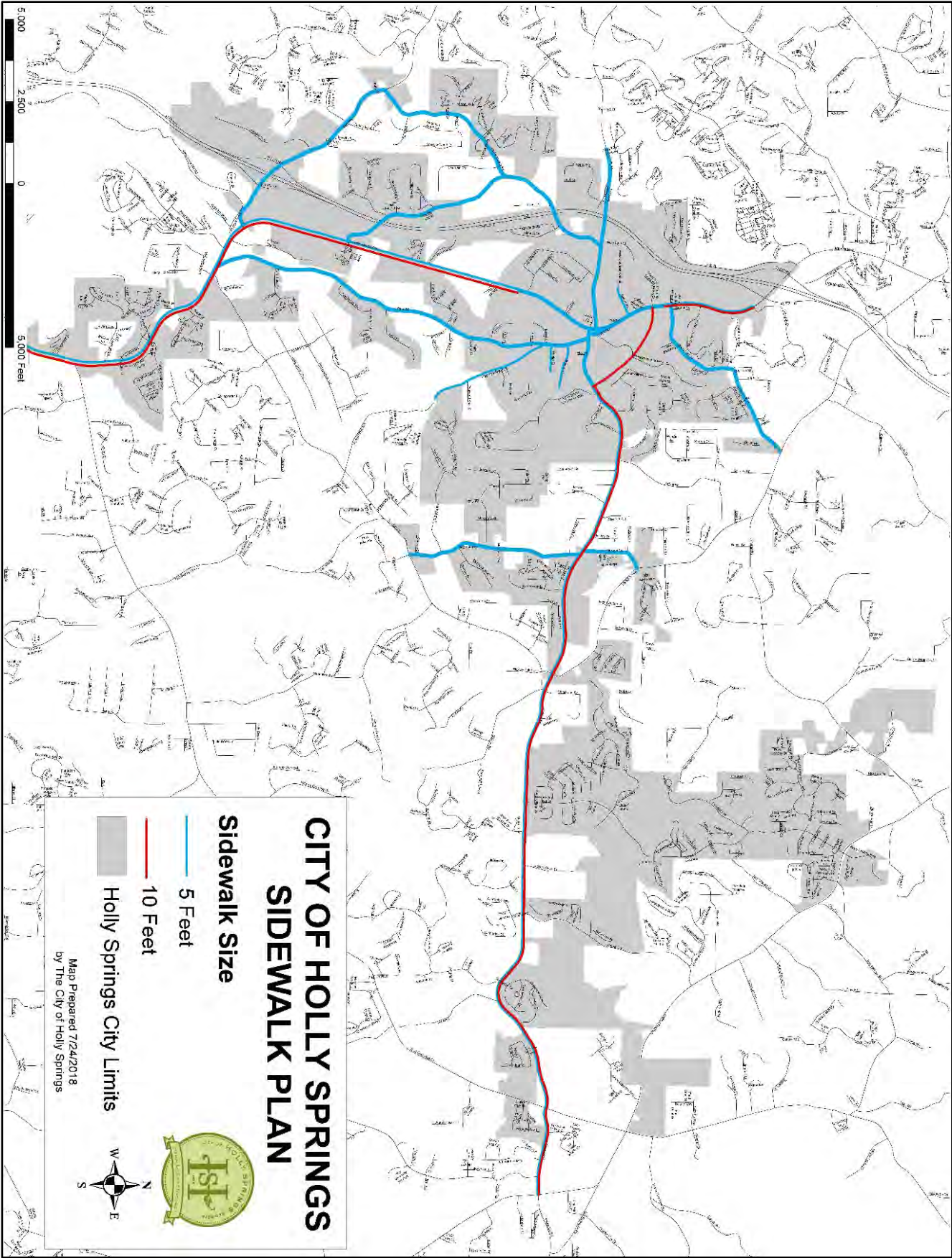
SPLOST funding was utilized to complete a road improvement project to widen Holly Springs Parkway from Home Depot to Rabbit Hill Road along with the installation of a traffic signal at the intersection of Holly Springs Parkway and Rabbit Hill Road. State Road and Toll Authority and Georgia Transportation Infrastructure Bank funding will allow the City to widen Holly Springs Parkway from two lanes to four lanes from the intersection of Rabbit Hill Road to Childers Road improving the level of service for these roads. In addition, the City has improved the intersections of Holly Springs Parkway and Palm Street with Hickory Road, also, creating a new road, Betty Barrett Way, and roundabout at its intersection with Hickory Road. Other improvements that the City has made include the intersection improvements at Holly Springs Parkway and Hickory Road and the extension of P. Rickman Industrial Drive.

Sidewalks are being constructed as a condition of development approval in all developing areas. In addition, Holly Springs prepared a future sidewalks plan during the previous plan which is shown on three map segments in this section. Segments shown in “blue” are 5-foot wide sidewalks, while those shown in “red” are 10-foot wide sidewalks.



Atlanta Regional Commission Projects Identified in Regional Transportation Plan 2040





Municipal Facility Needs and Capital Programming

The City has completed a number of projects and has planned for a number of new projects to improve the municipal facilities offered to the citizens. Construction of a new City Hall is included in the development of the Town Center. Staffing levels have increased since the economic downturn and additional space is needed. The Police Department and Court will expand into the existing City Hall structure after construction of the new facility is complete. Road improvements for the intersections of Palm Street and Holly Springs Parkway with Hickory Road are planned as part of the Town Center development as well. Since the adoption of the previous plan, the City has purchased and built a new City park facility on Hickory Road, J.B. Owens Park, providing a playground, paved and natural trails, open space, and pavilions with parking and restroom facilities. In addition, improvements were made to two existing parks, J.C. Mullins Field and Barrett Park. In 2017, the City finalized the purchase of property for the construction of an additional park on Stringer Road, Timothy B. Downing Park, most recently purchasing an additional 10 acres adjacent to the park. A new public works facility is currently under construction on Univeter Road.



J.C. Mullins Park



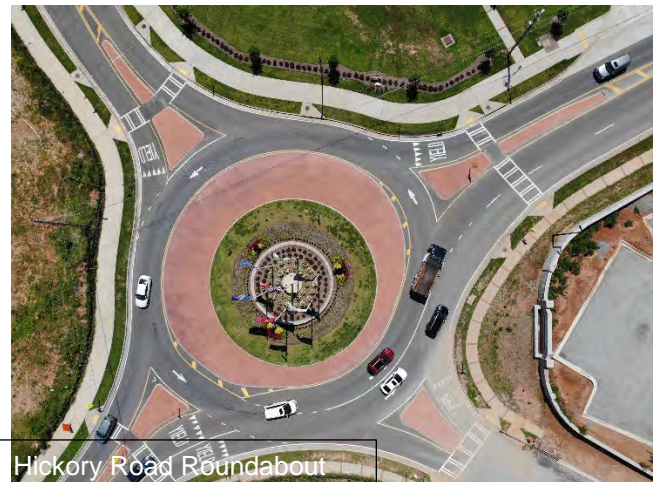
Train Depot Renovations



J.B. Owens Park



Hickory Road Roundabout



Hickory Road Roundabout

APPENDIX C INTERGOVERNMENTAL COORDINATION

Cherokee County

Cherokee County is a major service provider, and the many ways in which Holly Springs must coordinate and cooperate with Cherokee County are too numerous to begin to describe here. It is recognized however, that the ongoing cooperative relationship with Cherokee County in regard to countywide services and other city-county issues is absolutely essential.

Cities of Canton and Woodstock

Holly Springs continues to support various opportunities to cooperate and coordinate with the adjacent cities of Canton and Woodstock to improve county-wide services such as water/sewer, fire protection, property appraisal and stormwater management.

Metropolitan North Georgia Water Planning District (MNGWPD)

This district was established by the Georgia General Assembly in 2001 via Senate Bill 130 to address the pressing need for comprehensive water resources management in metropolitan north Georgia. The main purpose of the district is to promote intergovernmental coordination for all water issues, to facilitate inter-jurisdictional water-related projects, and to enhance access to funding for water-related projects among local governments. The City of Holly Springs adopted the model ordinances in May 2006 and continues to adopt amendments and new ordinances to stay current with the guidelines of the MNGWPD.

The district's jurisdiction encompasses 16 counties including Cherokee. It is required by State law to prepare three long-term plans: a long-term wastewater management plan; a water supply and water conservation management plan, and a district-wide watershed management plan. These regional plans are very important and have a major bearing on the future of how water, sewer, and stormwater management facilities will be provided in Holly Springs. These plans are continuously updated with approval from the MNGWPD.

Service Delivery Strategies

In 1997, the State passed the Service Delivery Strategy Act (HB 489). This law mandates the cooperation of local governments with regard to service delivery issues. Each county was required to initiate development of a service delivery strategy between July 1, 1997, and January 1, 1998. Service delivery strategies must include an identification of services provided by various entities, assignment of responsibility for provision of services and the location of service areas, a description of funding sources, and an identification of contracts, ordinances, and other measures necessary to implement the service delivery strategy. Holly Springs must continue to be included in the Cherokee County Service Delivery Strategy.

Changes to service arrangements described in a service delivery strategy require an update of the service delivery strategy and an agreement by all parties. Because of this provision, it is likely that the need for intergovernmental coordination regarding service delivery strategies will continue into the future. In addition, service delivery strategies must be updated every ten years with the current agreement due date of October 31, 2028. The Service Delivery Strategy Act also mandates that land use plans of different local governments be revised to avoid conflicts. City staff has worked closely with the County staff to eliminate areas of major conflict.

Annexation and Land Use Dispute Resolution

The land use dispute resolution process was afforded to Georgia counties by the state legislature in 2009. The process empowers counties to request the mediation of proposed land uses of unincorporated areas seeking annexation, when the new use proposes to increase the density. A “sphere of influence” or “annexation area” (or urban growth boundary) was agreed upon between the City and the county as a gentlemen’s agreement from 2003 through 2006. A new growth boundary agreement was adopted by Cherokee County and Holly Springs in 2022.

Intergovernmental Agreements

Law Enforcement The law enforcement mutual aid agreement between Cherokee County and the Holly Springs Police Department was adopted on April 1, 1996. Holly Springs also entered into an agreement with Cherokee County and the Cherokee County Sheriff on September 20, 1998, for services related to detention of persons arrested for violations of municipal ordinances.

Fire Protection Holly Springs (as well as the cities of Ball Ground, Canton and Waleska) entered into an agreement with Cherokee County to join the 2nd fire district whereby the fire district offers services to municipalities. New agreements were approved in 2013 and 2022. This is referred to as a “consolidation” agreement in the Service Delivery Strategy. The City of Holly Springs has firefighting equipment and vehicles which is leased to the county fire district. However, as new equipment is needed and added to the county fire district, such vehicles and equipment become the property of the county fire district.

Water The Cherokee County Water and Sewerage Authority was created by the General Assembly, and Holly Springs has entered into an agreement with the Authority for the provision of water services (Service Delivery Strategy 1999).

Sewer The Service Delivery Strategy contains an agreement between the Cities of Holly Springs and Canton. The City of Canton, through an agreement with the Cherokee County Water and Sewerage Authority, has secured 350,000 gallons per day of capacity and allocated that amount to Holly Springs per contract. The contract between Holly Springs and Canton provides for Holly Springs’ use of the sewage treatment facilities operated by the City of Canton for the treatment of the City of Holly Springs’ sewage. The sanitary sewers (collection system) belong to the Cherokee County Water and Sewerage Authority.

APPENDIX D

RECENT AND ONGOING PLANNING PROJECTS

Implementation consists of three primary mechanisms: regulations, budgets (funding for projects), and various programs and activities. The City has been and continues to be moving forward with projects identified in the previous comprehensive plan. The most recent accomplishments and ongoing implementation projects are summarized in this Section.

Livable Centers Initiative (LCI) Study and Town Center Plan

One of the most significant planning documents completed is the update to the Holly Springs LCI study. The LCI study was originally completed in November 2004 using grant funding from Atlanta Regional Commission (ARC). The project study area was defined as a ¼-mile radius from the intersection of Hickory Road and Holly Springs Parkway. The study created a frame work for future development and redevelopment in the downtown intended to foster mixed land-use and transportation options. Extensive community input was used to establish general recommendations and goals for future redevelopment. Some of the primary recommendations which came from the study were: develop a new mixed-use town center, provide adequate parking for future growth, and create safe and attractive streetscapes throughout the city. Subsequently, the City completed reiterations of the town center plan with the hiring of a master developer in 2018 being a notable achievement. The site construction of the town center is currently in progress and building construction of civic buildings should begin in early 2024. Improvements to the town center historic buildings, as well as, new residential construction is currently underway. The update to the existing LCI plan has been completed at the same time as the 2018 plan and the planning goals for that plan are listed in Appendix F. The City continues to move forward with the implementation of the LCI and Town Center development.

Downtown Development Authority (DDA)

Holly Springs continues to utilize the Downtown Development Authority to stimulate redevelopment efforts in its town center. The purpose of the Holly Springs DDA is to promote development and to preserve the downtown area. The goals of the DDA are to maintain downtown as the financial, professional, cultural, and social center of the City; increase the number of jobs and overall occupancy through the development of new office and retail space; and to improve quality of life for people living, working, and visiting downtown.

Urban Redevelopment Agency

Organized in 2019, the Urban Redevelopment Agency of the City of Holly Springs, Georgia exists to redevelop and revitalize the Town Center District within the City. Working closely with the Downtown Development Agency, both groups focus on promoting commerce, industry, and employment within the District.

Signage and Wayfinding Study

In May of 2017, Holly Springs was selected to take part in the Georgia Downtown Renaissance Fellows Program to receive technical and design assistance for revitalization projects. The study included corridor enhancements along Holly Springs Parkway, proposed streetscape plantings, façade and parking improvements for selected downtown businesses, and concept designs for wayfinding signage throughout the Town Center and Main Street District. These designs will be incorporated into the town center.

Metropolitan North Georgia Water Planning District

Holly Springs continues to implement the requirements of the Metropolitan North Georgia Water Planning District (MNGWPD). The city has completed revisions to amend the model ordinances of the District and comply with new regulations.

National Pollutant Discharge Elimination System (NPDES)

The City continues to implement the requirements of the National Pollutant Discharge Elimination System (NPDES) and is anticipating the approval of the new permit application.

Urban Design and Beautification Initiatives

The City continues to implement the standards of the Commercial Corridor Design Overlay District Guidelines and Model Zoning District Guidelines for all new development.

Development Regulations and Zoning Ordinance Revision

The City continues to review and amend regulations to improve the City and will be implementing a new consolidated document consisting of the current zoning ordinance, development regulations, and property maintenance code.

Capital Improvement Budgeting

The city continues to update its capital improvement budget on an annual basis. This effort ensures that the city will consider a rational and systematic means of identifying, prioritizing, and funding various capital improvement projects.

Special Purpose Local Option Sales Tax (SPLOST)

Holly Springs continues to participate in Cherokee County's SPLOST program.

Park Improvements

The City purchased and constructed J. B. Owens Park, located on Hickory Road, providing walking trails (paved and natural), pavilions, playground, greenspace, parking, and restroom facilities. In addition, the City purchased additional property off of Hickory Road and Stringer Road, with an additional 10 acres purchased just this year, for development of a new park in conjunction with the Holly Springs Parks and Recreation Authority.

Trail Masterplan

A Trail masterplan was completed in 2009 detailing a trail network for the town center area. This continues to be a priority for the City and is being included in the design and implementation of the improvements for the development of the Town Center.

Transportation Study

In July 2010, URS completed a Town Center transportation study for the City of Holly Springs. Nine projects were recommended to be undertaken by the City. A number of these have already been completed or are underway. Installation of pedestrian improvements along Holly Springs Parkway, Hickory Road and Palm Street and the realignment of P. Rickman Industrial Drive and closure of Jackson Street have been some of the major improvements based on this study. Below is the original list of projects.

Project ID	Project Title	Description
1	Palm Street Extension	Limit access to Palm Street at Hickory Road through either a right-in/right-out modification or elimination of access altogether. Replace existing full access to Palm Street by extending Palm Street eastward (away from the Patriot Rail crossing) to a new intersection on Hickory Road.
2	Jackson Street Closure & P. Rickman Industrial Access	Close access to Jackson Street from Holly Springs Parkway at Hickory Road. Replace existing access with a new roadway connection from P. Rickman Industrial to Holly Springs Parkway. Coordinate with potential other phases of project including Hickory Springs Parkway (Project #6) and Hickory Street Corridor widening (Project #9)
3	Town Center Grid Network	As Town Center develops, utilize an internal grid network of roadways.
4/CH-218	Town Center Multimodal Improvements	Develop multimodal improvements access to the Town Center. Coordinate as appropriate with previously planned ARC Project CH-218 and Trail Masterplan recommendations.
5/CH-215	Town Center Access Improvements	Provide vehicular access to the Town Center at select locations along Hickory Street. Position new intersection with Palm Street extension as the major entrance into the Town Center.
6	Hickory Springs Parkway	Provide at new grade-separation over the Patriot Rail RR to alleviate Hickory Road. Coordinate with potential other phases of project including P. Rickman Industrial access (Project #2) and Hickory Road Corridor Widening Project (Project #7).
7	Hickory Street Corridor Widening	Widen Hickory Road from Holly Springs to Hickory Flat. Coordinate with potential other phases of project to include P. Rickman Industrial access (Project #2) and Hickory Springs Parkway (Project #6.)
8	Holly Springs Parkway Widening	Widen Holly Springs Parkway from current four lane section south of I-575 to Hickory Street/Hickory Springs Parkway or current four lane section north of Sixes Road.
9	P. Rickman Industrial – Pinecrest Connections	Develop a grid network in the area bounded by Holly Springs Parkway to the west, P. Rickman Industrial to the east and south, and Pinecrest Road to the north.

Local Maintenance Improvement Grant (LMIG)

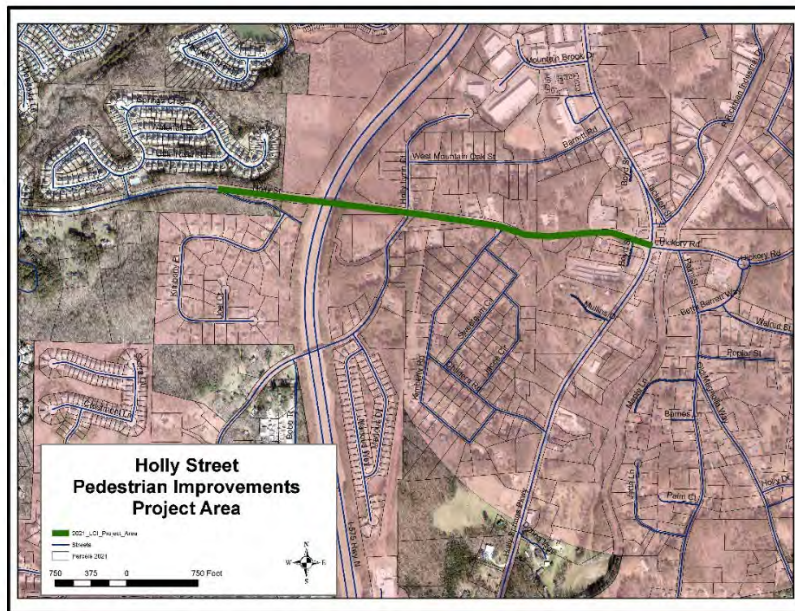
The Holly Springs City Council continues to provide an annual plan for utilization of the Local Maintenance Improvement Grant (LMIG) Program funding.

Holly Springs Parkway Improvements

Holly Springs continues to make improvements to its existing roadways and as this plan is being completed a portion of modifications to Holly Springs Parkway are taking place. Phase 1 is complete and included the extension of culverts over Toonigh Creek, four travel lanes with a median from Home Depot to Rabbit Hill Road, the addition of sidewalks and lamp posts along the roadway and the addition of a traffic light at the intersection of Holly Springs Parkway at Rabbit Hill Road. As part of this project, Rabbit Hill Road is also slated for improvements from I-575 to Holly Springs Parkway. Phases 2 (under construction) and 3 (in design) will continue the expansion/widening of Holly Springs Parkway from Rabbit Hill Road to the existing City Hall. Phase 4 has been slated for design in the near future.

Holly Street Improvements

The Holly Street Pedestrian Improvements Project will provide approximately 0.81 miles of five ft. sidewalks, buffered bike lanes, and streetlights on both sides of Holly Street, as well as, alleviate a site distance issue and improve drainage facilities. It will also include a pedestrian bridge crossing over I-575 to connect to existing City of Canton/Cherokee County sidewalks.



APPENDIX E URBAN DESIGN

Planning for improved urban design includes an assessment of the city's existing downtown urban design elements, an inventory of urban design initiatives found within adopted planning documents, articulation of urban design policies, and a constructive critique of the city's adopted urban design policies in order to create the most successful future physical environment for Holly Springs. As noted in the previous comprehensive plan, urban design in Holly Springs focuses on several key components including streetscapes, open spaces and gateways.

Streetscapes

The streetscapes encompass all of the elements found along roads and streets in the downtown. These elements may include street trees, benches, waste receptacles, sidewalks, crosswalks, bike lanes, bike racks and landscape areas. Street furniture refers to streetscape elements such as waste receptacles, benches, and pedestrian scale lighting. These elements help create an enjoyable and functional urban streetscape. A successful streetscape will combine these elements applying a consistent style, quality and material throughout the town center. Developing a cohesive and attractive streetscape in Holly Springs will contribute to community identity while providing a long-lasting and functional pedestrian area for citizens and visitors.

Downtown Holly Springs has many opportunities for development of streetscape facilities. A newly constructed length of sidewalk, including pedestrian lighting, stretches along Holly Springs Parkway from City Hall to the L.R. Tippens Education Center with the next phase (L.R. Tippens Education Center to Pinecrest Road) slated to begin construction in the very near future. Also, a section of sidewalk spanning from the Hickory Springs Industrial Drive on the north side of Hickory Road to Holly Springs Parkway has been constructed. Additional sidewalks have been constructed along Palm Street. A great opportunity exists to develop a complete sidewalk system throughout Holly Springs to facilitate pedestrian activity within the right-of-way found along downtown streets. Currently, crosswalks are noticeably missing within the downtown. A successful pedestrian system will need to include safe crosswalks at all road way intersections. Similarly, the potential exists to develop a multi-use trail system along the existing railroad right-of-way and along waterways to create a citywide greenway system which could link suburban parts of the City with the Town Center. While a majority of efforts to improve streetscapes are concentrated in the Town Center in accordance with the Livable Centers Initiative (LCI) study, the City has made strides to improve streetscapes in other areas of the City as development takes place, requiring the installation of sidewalks, landscaping, and pedestrian lighting.

Open Spaces

Open spaces are land areas which are not occupied by buildings or other man-made improvements. These spaces can include actively used areas like parks or plazas and unused areas like adjacent wooded lots. These areas can provide social gathering places and shaded areas. Open spaces in the Holly Springs Town Center will include a central green space near the new City Hall. Open spaces may also consist of hardscaped gathering areas such as courtyards and plazas within the town center and in other commercial districts. Future efforts to increase open space in the town center will focus on ensuring pedestrian connections between the public spaces. A citywide system of parks and plazas linked by sidewalk and/or multi-use trails will be a very desirable amenity for residents and visitors.

Gateways and Directional Signage

Gateways refer to providing clear delineation of entrances to downtown or to the community. In Holly Springs, the gateways are along major roads which lead into the downtown area. Elements associated with such entrances include landscaped boulevards and welcome signs. An existing welcome sign (featured in the citywide vision statement) and planted boulevard has already been installed north of downtown along Holly Springs Parkway near I-575. Future gateway improvements should be applied at all major entrances to the City. Directional signage is another urban design element that should be employed in Holly Springs. Such signage can be used to help visitors locate the town center, local attractions, and public parking. Directional signage will be especially important as the downtown redevelops. In May of 2017, Holly Springs was selected to take part in the Georgia Downtown Renaissance Fellows Program, receiving technical and design assistance. Developed by University of Georgia Landscape Architecture Student Arianne Wolfe during a 12-week fellowship, the plan focused on corridor enhancements along Holly Springs Parkway, proposed streetscape plantings, façade and parking improvements for selected downtown businesses, and concept designs for wayfinding signage throughout the Main Street District, an area contained within the LCI district.

Existing Urban Design Program

Article 19, Design Guidelines for Model Zoning Districts of the Holly Springs Zoning Ordinance, clearly articulates minimum design requirements for model zoning districts which cover the entire City. It is a strong tool for assuring the future development of quality urban design in Holly Springs. Requirements to provide sidewalks, landscaping, street furniture, and pedestrian lighting within the various districts set the tone for the city to develop a pedestrian system that is safe, functional, and aesthetically pleasing.

While this article is a positive step for future urban design development, several issues should be considered in future revisions of those ordinance provisions and to properly integrate them with other design guideline documents. Several specific issues need to be reconsidered:

- The Commercial Corridor Design Overlay District Guidelines state that in the case of conflict between the Holly Springs Zoning Ordinance and the Overlay District Guidelines, the Overlay Guidelines will take precedence. Previous revisions to the design guidelines within Article 19 of the ordinance have created a strong vision for urban design in the Town Center District. However, with the development of the Town Center soon becoming a reality, the Commercial Corridor Design Overlay District Guidelines will be updated prior to development of the Town Center to outline in more detail the type of development the City expects to achieve.
- Streetscape requirements should be in compliance with current GDOT standards for roadside safety and horizontal clearance. (Chapter 5 of the GDOT Design Manual), particularly along state routes and roadways that will receive streetscape improvements funded by Transportation Enhancement (TE) funds. Those standards set minimum distances from the curb for trees and light poles along roadways based on speed limits.
- Provisions for bicycle facilities should be included within Article 19 and encouraged within developments where appropriate. The demand for bicycle facilities will likely increase as the town center is developed and alternative transportation routes are created. This is an area that should be explored city-wide, as public comments during the public outreach events were in favor of developing bicycle lanes/paths.

APPENDIX F

2018 LIVABLE CENTERS INITIATIVE (LCI) 10-YEAR PLAN UPDATE

The following represents the main components of the 2018 Livable Centers Initiative (LCI) 10-year Plan Update, specifically the goals and recommendations related to Land Use, Transportation, Economic Development, and Housing:

Land Use

Goals

Create the framework plan for the Holly Springs Town Center.

Develop a more balanced land use map that will meet today's needs and provide for the needs of tomorrow.

Design and construct a multi-purpose greenspace to support an amphitheater, passive and active recreation, town events, and other functions.

Create a unifying "look" for the City and the future Town Center area.

Review regulations and ordinances that may prevent the fruition of desired development within and around the Town Center.

Ensure that development fronting the future Hickory Springs Parkway is appropriate for the functions the road will ultimately serve.

Recommendations

Incorporate the Future Land Use Map (right) into the comprehensive plan update:

The new plan includes a new City Hall building in the center of the study area, a town green, and a linear park along the new Holly Springs Parkway.

Mixed-use parcels are reduced to the center of the downtown. It is assumed that the market will dictate the exact mix of development.

Parcels to the east formerly designated as "Traditional Neighborhood" are now industrial, as industrial development is in high demand for the area.

Build a town green of at least one acre in the Town Center that can support various activities.

Create a linear park alongside the Hickory Springs Parkway to preserve environmentally sensitive lands abutting the corridor.

Continue to develop pocket parks and trail nodes throughout the LCI Study Area.

Revise the Mixed-Use zoning overlay to ensure that development in the Town Center meets expectations.

Update design guidelines to support quality architecture and construction in the Town Center and surrounding areas that may be developed or redeveloped in the coming years.

Continue to protect historic resources and champion preservation.

Require a charrette for each new development over 3 acres within the LCI Study Area.

Transportation

Goals

Update and implement the network of bicycle and pedestrian trails proposed by the 2009 Greenway Trail Master Plan to connect to the Town Center and other local and regional destinations.

Review regulations and ordinances related to parking to promote higher- quality development.

Implement a parking management strategy to prevent future parking issues associated with the Town Center.

Ensure that the design of existing and future streets and off-road multi-use trails is of the highest quality and contributes to the beauty of Holly Springs.

Recommendations

Connect multi-use trails with existing bicycle facilities at or near activity nodes.

Install the remainder of multi-use trail network, extending segments as funding is available.

Create trailheads at key multi-use trail entrances.

Follow the proposed guidelines for the design of new and existing streets and off-street multi-use trails.

Create a walkable, “park once” environment within the Town Center to mitigate the number of automobile trips.

Re-align the proposed Hickory Springs Parkway to maximize developable space and move multi-use trail adjacent to the proposed linear park.

Construct two new public streets within the Town Center area to provide access to new developments.

Research the possibility of a shuttle bus that operates within the Town Center and nearby developments to mitigate future parking issues.

Economic Development

Goals

Complete the Hickory Springs Parkway as quickly as possible to help make the Town Center plan feasible

Attract development to the Town Center Project that maximizes revenues to the City from land development to fund the town green, municipal facilities, and other public improvements; and achieves development that generates a high positive fiscal impact on the City over time and enhances the value and development potential of other key parcels in the LCI Study Area.

Promote and establish the Town Center as the City's recognized employment center that:

- Provides skilled, well-paying jobs that are compatible with the education and skill levels of area residents.
- Welcomes locally-owned businesses and entrepreneurial start-ups.

Recommendations

Actively pursue/conclude negotiations with a "master developer" to implement the Town Center, which will:

- Result in agreement to implement a concept plan that is consistent with LCI objectives;
- Commit the master developer to a specific minimum level of performance and defined schedule;
- Specify the requested nature and amounts of City incentives and/or financial participation necessary to proceed;
- Propose specific terms for financial compensation to the City;
- Provide evidence of sufficient financial resources to execute the plan;
- Identify a marketing/recruitment strategy for the project's commercial components; and
- Enable the City to proceed to develop the plan's public sector components.

If ongoing negotiations do not produce a successful outcome, consider alternatives to enable the City and Downtown Development Authority to implement the project and offer individual prepared pad sites to prospective residential and commercial development partners.

As the Town Center is implemented, work with owners of other large parcels and nearby commercial properties in the LCI Study Area to identify parcels that may become available for development, recruit investors and developers to pursue other development opportunities in the LCI Study Area, and make another effort to negotiate County and school district consent to the existing Tax Allocation District – based on specific financial terms negotiated for the Town Center.

Develop incentives tailored to attract desired businesses and development projects in the LCI Study Area.

Prioritize the recruitment of locally and regionally-owned businesses.

Increase awareness of the process of starting a new business in Holly Springs.

Housing

Goals

Construct housing of various types.

Construct housing of various price points.

Preserve existing and historic housing near the Town Center.

Ensure that new housing is well-built and well-designed.

Recommendations

Provide housing opportunities within the LCI Study Area as the Town Center expands.

Create opportunities for senior housing to be built in the LCI Study Area.

Update design guidelines to support quality residential architecture and construction in the Town Center and surrounding areas that may be developed in the coming years.

The following represents the main components of the 2018 Livable Centers Initiative (LCI) 10-year Plan Update implementation plan:

Overview

Envision Holly Springs represents a vision for the future of the City of Holly Springs and the future Town Center area. The plan will require the long-term cooperation of public and private sectors to be fully implemented. The 5-Year Implementation Plan on the following pages lists every project responding to the plan's goals and recommendations, along with responsible parties, potential funding sources, and a general implementation timeline. Projects classified as "underway" or "not started" from the 2009 LCI Update are included in the list.

The Action Matrix gives an approximate start date for each project. Some projects, especially those that will utilize city staff time, can be implemented immediately. Other efforts are more long-term, some even beyond the 5-year scope of this plan. The timelines for transportation projects are categorized by approximate dates for engineering, right-of-way acquisition, and construction. Given the longer timeline for parts of the plan, it is important that residents, business owners, and community leaders continue to be involved and that the City of Holly Springs regularly review and update this plan as necessary. Overall, the plan proposes around

\$28.5 million in improvements: \$23.4 million of those costs are due to transportation improvements. Approximately \$3.1 million of these improvements are eligible for LCI funding, and another \$18.7 million are part of the ARC's 2018-2023 Transportation Improvement Program. The City of Holly Springs will be expected to contribute \$4.3 million as their local match for LCI and other federal or state-funded projects. The remaining projects will be funded with the City's general fund and other sources of funding as they become available.

100 Day Action Plan

While many of the recommendations of this plan reflect long-term actions, some short-term actions can build momentum for the Holly Springs Town Center and catalyze larger projects.

These short-term efforts are less costly and, in many cases, can be conducted in-house or can be led by community leaders without major involvement from public entities. The list to the right shows the immediate steps that could be taken toward implementation in the first 100 days of this plan's adoption.

Roadway from Hickory Road to Holly Springs Parkway

When constructed, Hickory Springs Parkway will not only solve congestion problems at the intersection of Holly Springs Parkway at Hickory Road/Holly Street but will provide additional street frontage for future development.

Project 2 // Plan and engineer a solution to the intersection of Hickory Road and Palm Street

This intersection has been identified as a problematic intersection by previous studies and by residents throughout this planning process, due to its proximity to the intersection of Holly Springs Parkway at Hickory Road/Holly Street.

Project 14 // Create schematic plans for a 2-acre green for the Town Center

Beginning the process of creating the green will catalyze development of the Town Center.

5-YEAR IMPLEMENTATION PLAN AND STATUS

TRANSPORTATION

ID	Description	Type of Improvement	Initial Start Year	Status
Roadway				
1	Engineer Hickory Springs Parkway from Hickory Road to Holly Springs Parkway	Roadway	2019	Underway
2	Plan and engineer a solution to the intersection of Hickory Road and Palm Street	Roadway	2018	Complete
3	Implement the plan to resolve the Palm Street & Hickory Road intersection.	Roadway	N/A	Complete
4	Acquire right-of way and construct Hickory Springs Parkway with railroad bridge, signalized intersections at Hickory Road and Holly Springs Parkway, and realigning the Hickory Springs Industrial Drive entrance	Roadway	2019	Underway
5	New Street A (from Palm Street to New Street B, includes intersection reconfiguration at Walnut Street)	Roadway	TBD	Complete
6	New Street B (connects New Street A and Hickory Springs Parkway)	Roadway	TBD	Complete
7	Implement the Hickory Road streetscape improvements that includes the proposed roundabout and multi-use trail	Roadway/Multi-Use/ Pedestrian	2018	Complete
Multi-Use				
8	Install Barrett Springs multi-use trail segment	Multi-Use	2020	Postponed 2025
9	Design and install Holly Springs Parkway/ Railroad/Sewer Easement multi-use trail segment	Multi-Use	2019	Postponed 2025
10	Construct 3 trailheads at: the Barrett Springs trail terminus on Hickory Road, the Municipal Complex at the railroad right of way, and the Historic Train Depot	Multi-Use	2019-2020	Postponed 2025-2028
Pedestrian				
11	Create a streetscape plan for Holly Springs Parkway that follows the new streetscape design standards	Pedestrian	2020	Ongoing
12	Create a streetscape plan for Holly Street that follows the new streetscape design standard	Pedestrian	2022	Underway

PLANNING INITIATIVES

ID	Description	Initial Start Year	Status
Land Use			
13	Draft and implement a revised overlay code for the Town Center that also includes architectural requirements and a sign ordinance	2018	Underway
14	Create schematic plans for a 2-acre green for the Town Center	2018	Complete
15	Construct new City Hall at the Town Center site	2019	Underway
16	Begin construction of Phase I of the Town Center	2022	Underway
Economic Development			
17	Develop special events suited for the new Town Center, while maintaining existing programs and events	2018-2022	Postponed 2023-2028
18	Actively pursue and recruit private investors and developers for all phases of the Town Center	2018-2022	Ongoing
19	Create a master plan and design standards for signage and wayfinding within the LCI Study Area	2019	Complete
20	Install wayfinding street signage as the Town Center project develops	2019-2022	Underway
21	Design and install gateway entrance signs for Hickory Road and Holly Street	2020	Underway
22	Create a Town Center development website, promoting economic development opportunities	2020	Complete
23	Expand the TAD, if practical, to include new project areas	2021-2023	Ongoing
24	Acquire properties for master detention sites to support the town center development, pursue the 319 Grant and other grant funding sources, engineer and construct master detention sites	2022	Complete
Housing			
25	Study the feasibility of drafting a senior housing ordinance	2018	Underway
26	Designate a walkable and accessible site within the LCI Study Area to support an active adult community	2019	Underway

APPENDIX G

PUBLIC OUTREACH-COMP PLAN UPDATE 2023

Public Outreach for the 2023 update of the Holly Springs Comprehensive Plan consisted of an initial kick-off public hearing, numerous work sessions with the Planning Commission, a public hearing with Planning Commission, a public presentation at the City Council meeting, as well as, a public vote by City Council recommending transmission of the draft plan. Each of these are discussed in more detail below.

Initial Kick-off Public Hearing

An initial public hearing was held on March 9, 2023. The Planning Commission members and staff attended the meeting. This public hearing was advertised in the *Cherokee Tribune* and posted on the City website and on the City's Facebook page. Topics discussed included an overview of the process and the core components of the plan. An opportunity for public discussion concerning current and future issues that the attendees felt were important was completed. Following the discussion, information was presented concerning the next steps including evaluation, development of the core components, and future opportunities for public input.



SWOT Analysis

The City conducted an analysis of the strengths, weaknesses, opportunities, and threats with the City's Planning Commission (March 23, 2023) and the Downtown Development Authority (March 15, 2023) members. A number of issues were discussed during these meetings including transportation, housing, property taxes, opportunities for growth, as well as, concerns about growth. The comments were compiled and categorized into seven categories: Roads and Access, City Services, Housing, Economy and Business, Placemaking, Future Growth and Perception. This compilation is included within this appendix.



Planning Commission Work Sessions

The update to the Comprehensive Plan was discussed at numerous Planning Commission work sessions beginning in February 2023. These meetings were all open to the public.

Branding Study

During the process of completing the update to the Comprehensive Plan, the City also contracted with the Carl Vinson Institute to conduct a branding study with the final concepts being produced as this report is submitted. During the process, a survey was conducted with more than 800 responses received. The questions included:



1. Did you grow up in Holly Springs? If so, what has kept you here?
2. Did you move to Holly Springs? What attracted you to Holly Springs? Where did you move from?
3. What is Holly Springs known for?

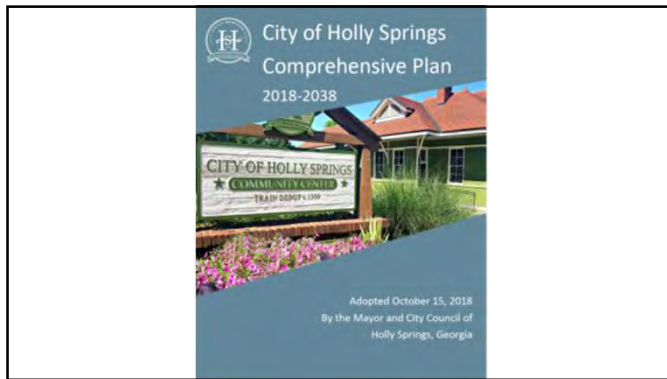
4. *What makes Holly Springs unique?*
5. *Why would someone visit Holly Springs?*
6. *What kind of personality does Holly Springs have?*
7. *Please list your favorite local events.*
8. *Who should Holly Springs aim to attract? (Choose your top three groups) –young professionals, small businesses, retirees, families with children, industry, tourists, or others)*
9. *Are there any stories or memories about Holly Springs that you would like to share?*

A summary of the results is included within this Appendix.

Draft Plan Public Presentations

A public hearing with the Planning Commission was conducted on July 27, 2023 to present the draft plan to the public and allow for public comment. The public hearing was advertised in the *Cherokee Tribune* and posted on the City's website. Attendees at the meeting were given an overview of the purpose, the process, and the plan. In addition, they were provided an opportunity to recommend suggestions, additions, and/or revisions. The attendance sheet is included within this appendix.

The plan was also presented to City Council at a public work session on August 7, 2023. It was approved for transmittal to ARC at the City Council's regular session on August 21st.



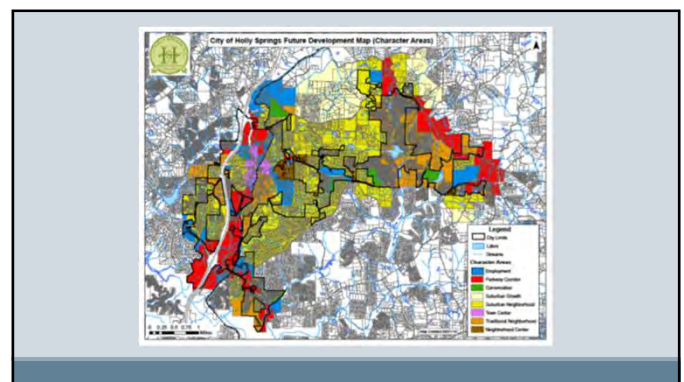
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Vision	<p>From today and through the year 2038, Holly Springs will be a City that aspires to the following:</p> <ul style="list-style-type: none"> ❖ A revitalized and expanded town center ❖ A robust economy with parkway corridors, employment areas, and office-professional parks and corridors ❖ A diversity of traditional and suburban neighborhoods ❖ A system of connected open spaces and a sustainable environment
--------	---

2

Future Development Map and Character Areas	<ul style="list-style-type: none"> ❖ Town Center ❖ Traditional Neighborhoods (Density 5-8 units/acre) ❖ Neighborhood Center (Density 5-8 units/acre) ❖ Suburban Neighborhoods (Density 1-3 units/acre) ❖ Suburban Growth (Density <1 unit/acre) ❖ Employment ❖ Parkway Corridor ❖ Conservation/Parks
--	---

3



4

Policies by Functional Area	<ul style="list-style-type: none"> ❖ Land Use ❖ Housing ❖ Economic Development ❖ Natural Resources ❖ Historic Resources ❖ Urban Design ❖ Community Facilities and Services ❖ Transportation ❖ Intergovernmental Coordination
-----------------------------	---

5

ARC Quality Community Objectives	<ul style="list-style-type: none"> ❖ Economic Prosperity ❖ Resource Management ❖ Efficient Land Use ❖ Local Preparedness ❖ Sense of Place ❖ Regional Cooperation ❖ Housing Options ❖ Transportation Options ❖ Educational Opportunities ❖ Community Health
----------------------------------	--

6

- ❖ Town Center
- ❖ Traditional Neighborhoods
- ❖ Suburban Neighborhoods
- ❖ Suburban Growth
- ❖ Parkway Corridor

7

- ❖Community Facilities and Services
- ❖Economic and Downtown Development
- ❖Historic Preservation
- ❖Public Safety
- ❖Transportation
- ❖Technology
- ❖Planning and Development

8

- ❖ Community Goals (Long-term)
(revised as necessary)
- ❖ Needs and Opportunities (Short-term)
- ❖ Community Work Program (Next 5 years)
- ❖ Report of Accomplishments
- ❖ Broadband Services
- ❖ Land Use (Character Areas/Future Land Use)
- ❖ Transportation

9

SWOT

- Strengths** (Green icon): Internal factors that give the organization a competitive advantage.
- Weaknesses** (Yellow icon): Internal factors that put the organization at a disadvantage.
- Opportunities** (Blue icon): External factors that the organization can exploit to its advantage.
- Threats** (Red icon): External factors that could harm the organization.

A SWOT analysis is a quick way of examining your organization by looking at the **internal** strengths and weaknesses in relation to the **external** opportunities and threats.

A SWOT helps your team understand the current state, determine what to do next, and inform the strategic actions that can be taken to achieve your organization's desired future state.

10

[illegible]

11



City of Holly Springs

Date: Thursday, March 9, 2023

Location: 3235 Holly Springs Pkwy

PUBLIC HEARING/PUBLIC INFORMATION MEETING AGENDA 6:00 p.m.

I. CALL TO ORDER- 6:00 PM

II. PUBLIC HEARING/PUBLIC INFORMATION MEETING

(1) Comprehensive Plan Update Presentation

III. ADJOURNMENT

CHEROKEE TRIBUNE

521 East Main Street, Canton, Georgia 30114

PUBLISHER'S AFFIDAVIT

STATE OF GEORGIA - County of Cherokee

Before me, the undersigned; a Notary Public,
this day personally came Otis A. Brumby III,
who, being duly sworn, according to law, says
that he is the Publisher of Times Journal, Inc.,
publishers of the CHEROKEE TRIBUNE,
official newspaper published in said county
and State, and that the publication, of
which the annexed is a true copy, was
published in said paper, as provided by law,
on the following dates:

02/21/2023

Otis A. Brumby III

Subscribed and sworn to before me this

21st day of February, 2023

Rose Miller

Notary Public

My commission expires



**City of Holly Springs -
Comprehensive Plan Public Hearing**

The City of Holly Springs will conduct a public hearing concerning the update of the City's 2018 Comprehensive Plan on Thursday, March 9th, 2023 at 6 p.m. the purpose of the hearing is to present the process to be used in the revision to the plan including opportunities for public input. The public hearing will be held at the Holly Springs Public Safety Building, 3235 Holly Springs Parkway, Holly Springs, GA, 30115. For more information, please contact the Community Development Department, 770-345-5533.



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

February 16, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. DISCUSSION

- (1) A-03-2023**, applicant requests annexation of 23.0 +/- acres located off of Hickory Flat Highway, Cherokee County, GA, tax parcels 197, 198, 199, 200, 200A, 201, 202, and 203 of tax plat 15N19
- (2) MA-04-2023**, applicant requests rezoning of 23.0 +/- acres located off of Hickory Flat Highway, Holly Springs, GA, tax parcels 197, 198, 199, 200, 200A, 201, 202, 203, 223, and 226 of tax plat 15N19, from R-40, Single Family Residential Estate, and NC, Neighborhood Commercial, (County) to TND, Traditional Neighborhood Development (City)
- (3) MA-05-2023**, applicant requests rezoning of 0.83 +/- acres located off of Holly Street, Holly Springs, GA, tax parcel 061 of tax plat 15N14, from GC, General Commercial, to TND, Traditional Neighborhood Development
- (4) A-04-2023**, applicant requests annexation of 0.60 +/- acres located off of East Rope Mill Lane, Cherokee County, GA, tax parcel 074 of tax plat 15N15
- (5) MA-06-2023**, applicant requests rezoning of 0.60 +/- acres located off of East Rope Mill Lane, Holly Springs, GA, tax parcel 074 of tax plat 15N15, from LI, Light Industrial, (County), to LI, Light Industrial, (City)
- (6) CUP-01-2023**, applicant requests a conditional use permit for a Car Wash Establishment for property located off of Holly Springs Parkway, Holly Springs, GA, tax parcel 004E of tax plat 15N14C
- (7) CUP-02-2023**, applicant requests a conditional use permit for an Automotive Service Establishment for property located off of Holly Springs Parkway, Holly Springs, GA, tax parcel 004E of tax plat 15N14C
- (8) 2023 Comprehensive Plan Update**

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

March 23, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. DISCUSSION

- (1) MA-07-2023**, applicant requests rezoning of 20.10 +/- acres located off of East Cherokee Drive, Holly Springs, GA, tax parcels 118, 120, 121, and 124 of tax plat 15N26, from GC, General Commercial, to GC, General Commercial / MXD, Mixed Use
- (2) CUP-03-2023**, applicant requests a conditional use permit for a Self-Storage Establishment for property located off of East Cherokee Drive, Holly Springs, GA, tax parcel 124 of tax plat 15N26
- (3) 2023 Comprehensive Plan Update**

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT

Meeting Location:
3235 Holly Springs Parkway



Planning & Zoning Commission

2023 Members

Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)

May 11, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. BUSINESS

(1) Approve/deny the April 13, 2023 Meeting Minutes

IV. DISCUSSION

(1) 2023 Comprehensive Plan Update

V. ANNOUNCEMENTS FROM STAFF

VI. ITEMS FROM COMMISSION MEMBERS

VII. ADJOURNMENT

Meeting Location:
3235 Holly Springs Parkway



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

May 18, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. DISCUSSION

- (1) A-05-2023**, applicant requests annexation of 3.31 +/- acres located off of Twin Lakes Drive, Cherokee County, GA, tax parcel 458 of tax plat 15N20
- (2) MA-08-2023**, applicant requests rezoning of 3.31 +/- acres located off of Twin Lakes Drive, Holly Springs, GA, tax parcel 458 of tax plat 15N20, from R-80, Estate Residential (County), to R-40, Single Family Residential Estate, and TND, Traditional Neighborhood Development, (City)
- (3) MA-10-2023**, applicant requests rezoning of 0.2 +/- acres located off of Foxhollow Trail, Holly Springs, GA, tax parcel 095A of tax plat 15N20A from TND, Traditional Neighborhood Development, to R-40, Single Family Residential Estate
- (4) A-06-2023**, applicant requests annexation of 9.98 +/- acres located off of Stringer Road, Cherokee County, GA, tax parcels 017, 017A, and 017C of tax plat 15N26
- (5) MA-09-2023**, applicant requests rezoning of 9.98 +/- acres located off of Stringer Road, Holly Springs, GA, tax parcel 017, 017A, and 017C of tax plat 15N26 from AG, Agricultural, to GV, Governmental
- (6) MA-11-2023**, applicant requests rezoning of 1.99 +/- acres located off of Edmondson Lane, Holly Springs, GA, tax parcel 106D of tax plat 15N16 from GC, General Commercial, to TND, Traditional Neighborhood Development
- (7) 2023 Comprehensive Plan Update**
- (8) 2023 Train Depot Renovation Discussion**

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

June 22, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. DISCUSSION

(1) **CUP-04-2023**, applicant requests a conditional use permit for a Liquor Store Establishment for property located off of Holly Springs Parkway, Holly Springs, GA, tax parcel 081A of tax plat 15N15A

(2) 2023 Comprehensive Plan Update

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT



Planning & Zoning Commission

2023 Members

Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)

July 13, 2023

WORK SESSION AGENDA

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. DISCUSS COMPREHENSIVE PLAN UPDATE**
- IV. ADJOURNMENT**



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

July 25, 2023

AGENDA

I. CALL TO ORDER- 6:00 PM

II. ROLL CALL

III. DISCUSSION

(A) 2023 Comprehensive Plan Update

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT

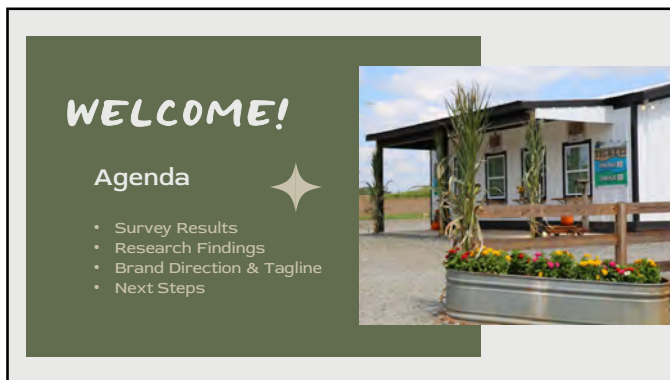
Meeting Location:
3235 Holly Springs Parkway



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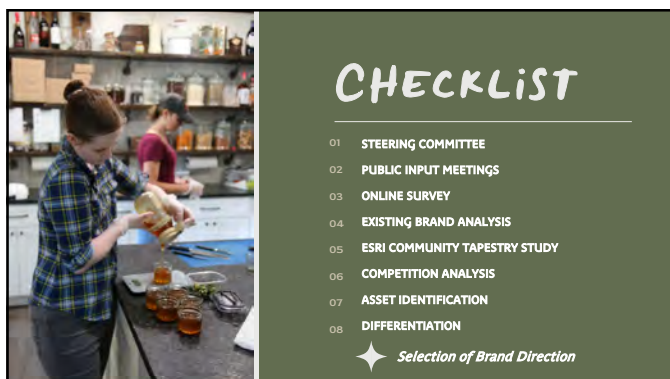
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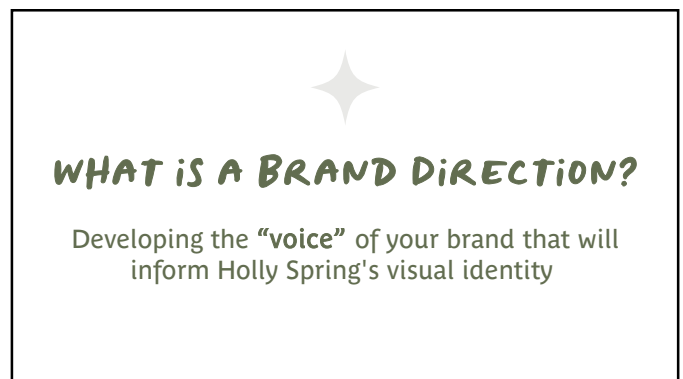
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4



5



6

Public Input Results

807
ONLINE SURVEY RESPONSES

10
FOCUS GROUPS

WHAT WE ASKED

1. Did you grow up in Holly Springs? If so, what has kept you here?
2. Did you move to Holly Springs? What attracted you to Holly Springs? Where did you move from?
3. What is Holly Springs known for?
4. What makes Holly Springs unique?
5. Why would someone visit Holly Springs?
6. What kind of personality does Holly Springs have?
7. Please list your favorite local events.
8. Who should Holly Springs aim to attract?
9. Are there any stories or memories about Holly Springs that you would like to share?

7

8

ONLY
12%
GREW UP IN
HOLLY SPRINGS

36%	Within Cherokee County
32%	Cobb & Fulton Counties
19%	Out of State
1%	Elsewhere In Georgia

THE BEST OF HOLLY SPRINGS

- Friends and Family
- Parks & Green Space
- Affordability*
- Safety
- Wholesome Family Living
- Location & Convenience
- Events: Christmas Parade, Autumn Fest
- Depot
- Local shops: Alma Coffee, The Gathering Board, Herb Shop
- Youth Sports
- Cagle Farm
- Schools
- Police and Friendly City Employees
- Anxiously Awaiting New Town Center
- Tie Dye Guy?



✦ **Takeaway:** currently, Holly Springs is a better place to live than visit.

9

10

"I FEEL SAFE AND IT'S A GREAT PLACE TO RAISE MY CHILDREN."

"Holly Springs has the ability to make the new downtown what it wants to be."

"IT'S LIKE FAMILY."

"Wide open spaces, less pretentious people."

"I CAN'T WAIT TO HAVE OUR OWN DOWNTOWN."

"I'M NOT SURE IT HAS AN IDENTITY YET. IT'S A SWEET SMALL TOWN AND HAS GREAT PARKS."

"WE HAVE MADE THE GREATEST FRIENDS HERE. IT'S ABOUT PEOPLE."

"A town between towns, begging to be something more."

“

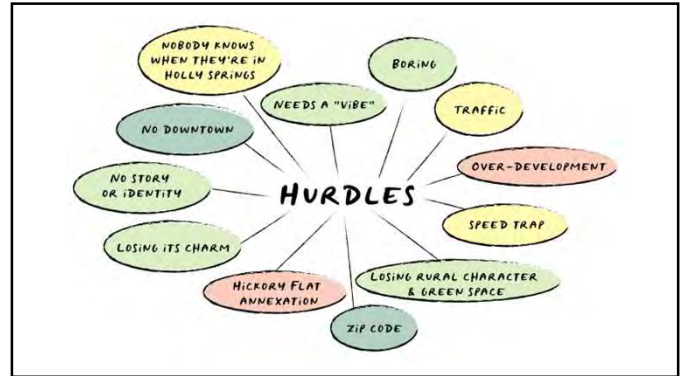
If Holly Springs were a person it would be a guy named Dwayne, who works for the county, drives a Ford truck, and lives in a 3-bedroom house with his wife Jessica and their kids Jaxton and Paisley. They have a French bulldog named Axel. They vacation every fall break at Panama City Beach and have an above-ground pool. They are good Southern Baptists but Dwayne will have a few beers on Sunday. There is a Confederate flag hanging in their garage but you can only see it when the garage door is open. ”

11

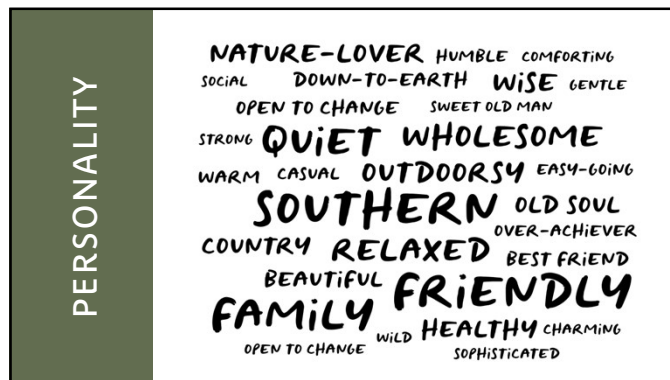
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Anything that is
LOCAL & AUTHENTIC
 is highly valued and appreciated.

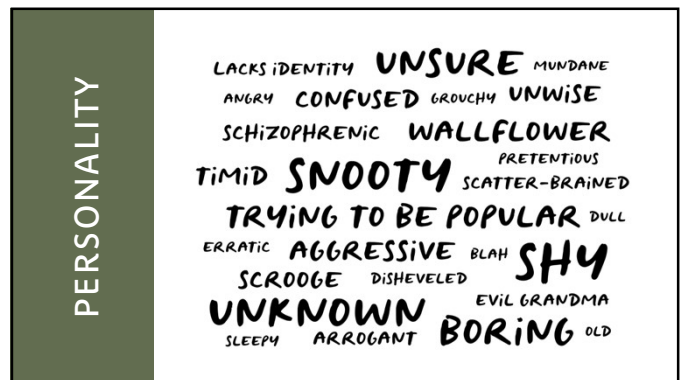
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16

TARGET AUDIENCES

- Current residents
- Families
- Quality home builders & developers
- Small, locally-owned businesses
- Upscale restaurants, brewery, and entertainment

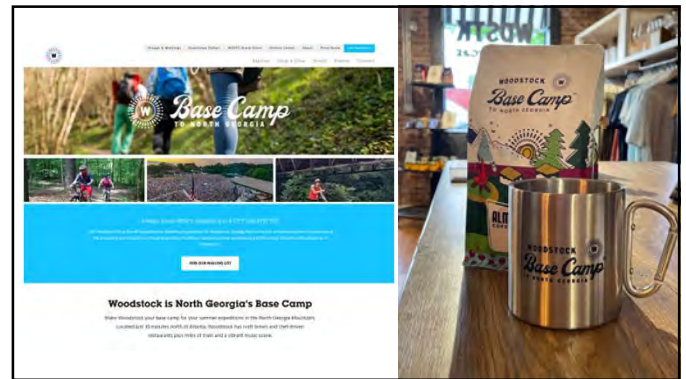
17

The Holly Springs brand strategy
 should include themes of
SMALL-TOWN CHARM
 and a high quality of life for families.

18



19



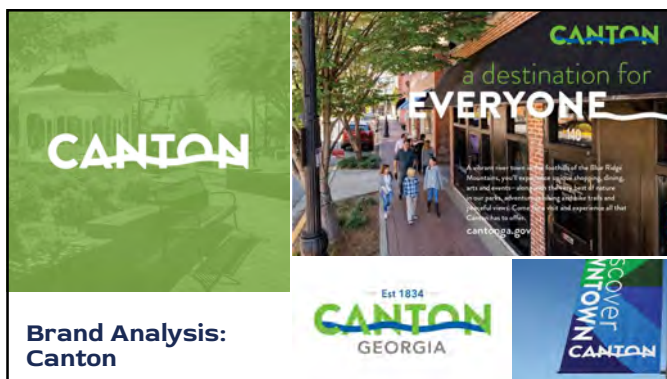
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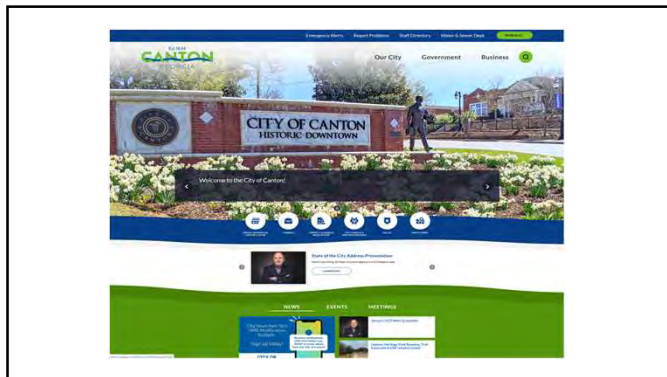
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23



24



25



26

BOOMBURBS (30.4%)

This is the new growth market, with young professionals with families that have opted to trade up to the newest housing in the suburbs. The original *Boomburbs* neighborhoods began growing in the 1990s and continued through the peak of the housing boom. Most of those neighborhoods are fully developed now. This is an affluent market but with a higher proportion of mortgages. Rapid growth still distinguishes the *Boomburbs* neighborhoods, although the boom is more subdued now than it was 10 years ago. So is the housing market. Residents are well-educated professionals with a running start on prosperity.



27

MIDDLEBURBS

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, as the housing boom spread beyond large metropolitan cities. Residents are traditional, family-oriented consumers. Still more country than rock and roll, they are investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is family-oriented but growing in size and assets.



28

WORKDAY DRIVE (19.8%)

Workday Drive is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.



29

MARKET PROFILE

- Like to drive trucks, SUVs, minivans, or motorcycles
- Entertainment is primarily family-oriented
- Like family restaurants
- Sports include hunting, fishing, football, soccer, and baseball
- Likes the latest in technology
- Style matters
- Patriotic
- Enjoy gardening but more often contract home services.
- Physical fitness is a priority
- Likes hiking, bicycling, swimming, and golf
- Residents are generous supporters of charitable organizations



30



DIFFERENTIATION

High Quality Family Living

- Safety – top no. 1 or 2
- Schools – top 5%
- Green Space, Nature, & Parks
- Affordability*
- New Town Center
- Location & Convenience

31

EXISTING MESSAGE

“One of the safest cities in Georgia.”

“Located 35 miles north of Atlanta in Cherokee County,
we strive to exceed the needs of our residents.”

“A City on the Right Track”

32

The City of Holly Springs should
position itself as the
**BEST PLACE FOR FAMILIES
IN METRO-ATLANTA.**

33

Holly Springs BRAND ESSENCE - DRAFT

Life in Holly Springs means enjoying the best of both worlds. Once a tiny whistle stop, this part-metro, part-rural city is the ideal balance of both. Close to downtown Atlanta and even closer to a peaceful outdoor escape, you'll find an oasis full of bike trails and parks to explore. Offering wholesome family living with big backyards, close-knit neighbors, excellent schools, and nearby entertainment, it's no surprise that Holly Springs consistently ranks as one of Georgia's best places to raise a family.

Despite plenty to do, its friendly, small-town feeling remains. You'll feel right at home at the sound of exciting roars of Friday night football crowds, the cheerful chatter of longtime friends, and the enticing aroma of backyard barbeques. In Holly Springs, less is more, and the authentic is cherished.

Holly Springs: (Insert Tagline)

34

POTENTIAL TAGLINES

Slow Down
It's Like Family
Real Place. Real People
Naturally Authentic
Find Your Balance
Your Town
Or, something else?

35

NEXT STEPS

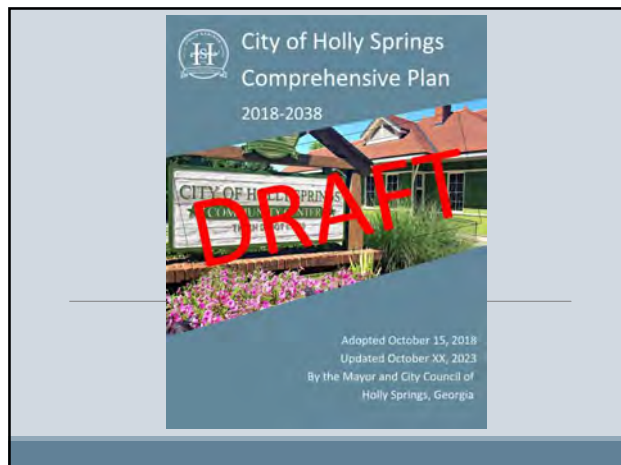
- Phase II: The Look (a.k.a. the Fun Part)
Creating the Holly Springs Visual Identity
- At the next meeting, the Steering Committee will select a brand look from several design concepts!
- Next meeting: April 27th

36

CURRENT LOGO



37



1

❖ Initial Kickoff Meeting-SWOT Analysis

❖ Weaknesses

Background to the Plan

- Traffic Congestion
- Entertainment
- No Growth
- Professional and Office Space
- Residential Development
- Resident Awareness of Responsible Jurisdiction
- Central Business District
- Restaurants/Choices
- Central Business District
- Senior Housing

4

PUBLIC HEARING PURPOSE

- ❖ Brief the community on the contents
- ❖ Provide an opportunity for suggestions, additions, and revisions
- ❖ Notify the community when the plan will be submitted to the Atlanta Regional Commission for review

2

❖ Initial Kickoff Meeting-SWOT Analysis

❖ Opportunities

Background to the Plan

- Professional Office Space
- Family Restaurant
- Professional Office Space
- Summer Place Trail System
- Road Improvements
- Farmer's Trail System
- Trail Connections
- Festivals
- Market
- WEP Trail System
- Parade Trail System
- Town Center Parades
- Town Center Improved Parks

5

❖ Initial Kickoff Meeting-SWOT Analysis

❖ Strengths

Background to the Plan

- Leadership
- Economy
- Accountability
- Characteristics
- Safety
- Potential
- Tax Rate
- Express Lane

3

❖ Initial Kickoff Meeting-SWOT Analysis

❖ Threats

Background to the Plan

- Drugs
- Not Keeping Up With Other Cities
- Sex Trafficking County
- Population Growth
- Development Pressure
- State Legislation
- State Workforce
- Drugs
- Overpopulation
- Adjusting City County Decision
- Education Work Preparedness
- Falling into a Rut

6

Background
to the Plan

❖Committee Meetings

Staff, Planning Commission, and
Downtown Development Authority❖Planning Commission
Began Discussion
November 2022❖Official Public
Hearing/Kick-off March
2023❖SWOT Analysis March
2023-April 2023 (PC and
DDA)❖Planning Commission Met
1-2 times per month
January-July

7

Data
AnalysisPopulation Estimates
City of Holly Springs
2018-2022

10

Data
Analysis

RESIDENTIAL DEVELOPMENTS APPROVED 2018-2023

❖12 APPROVED SUBDIVISIONS

❖5 COMPLETE

❖5 ACTIVE

❖1 PLAN REVIEW

❖1 ZONING APPROVAL

❖722 UNITS

❖708 SINGLE-FAMILY DETACHED

❖14 TOWNHOMES

❖1 APPROVED MULTI-FAMILY/TOWNHOME DEVELOPMENT

❖294 UNITS

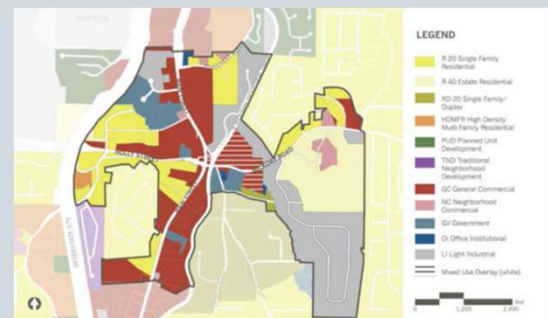
❖270 MULTI-FAMILY

❖24 TOWNHOMES

❖1 SENIOR MIXED PRODUCT DEVELOPMENT

❖115 UNITS

8



LCI Land Use Plan

11

Data
Analysis

SFR/Townhome Permits



New Residential Development

Subdivision Name	Total Lots (Units)	Certificates of Occupancy Issued	Housing Units Remaining to be Constructed or Occupancy Issued
Cottages at Redwood Lane*	78	0	78
Edgewater	356	308	48
Endeavor at Edgewater*	41	0	41
Old Pioneer***	111	0	111
Overlook Mixed Product***	135	0	135
Palm Street (aka Towns)*	63	0	63
Parkside	25	18	7
Prestige*	20	0	20
Seabreeze	17	5	12
Town Walk* (Townhomes)	14	0	14
Working Development***	24	0	24
Total Homes	954	331	623

*New Development **Plan Review ***Spring Approval (60 open permits (101 units remaining)

Apartments

Subdivision Name	Total Units	Certificates of Occupancy Issued	Housing Units Remaining to be Constructed or Occupancy Issued
Town Center	30	0	30
Charmelle	30	0	30
City Homes	30	0	30
Plato	230	0	230

9

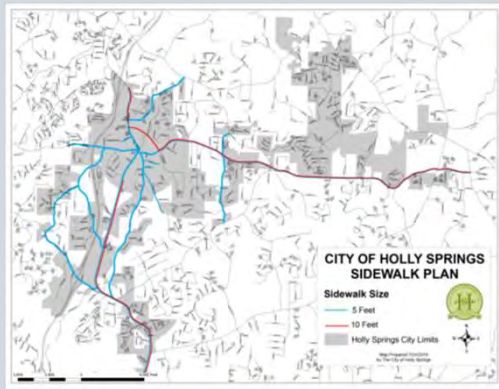


2023



Town Center Plan

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Sidewalk Plan

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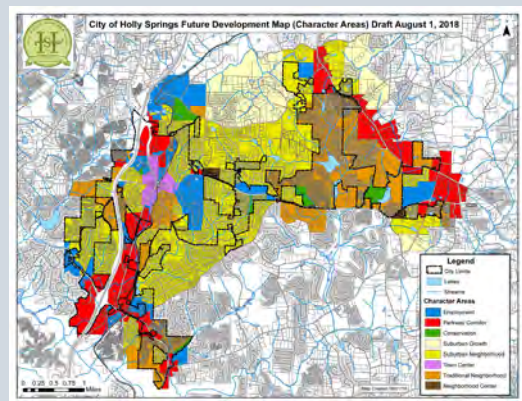
Future Development Map and Character Areas

- ❖ Town Center
- ❖ Traditional Neighborhoods (Density 5-8 units/acre)
- ❖ Neighborhood Center (Density 5-8 units/acre)
- ❖ Suburban Neighborhoods (Density 1-3 units/acre)
- ❖ Suburban Growth (Density <1 unit/acre)
- ❖ Employment
- ❖ Parkway Corridor
- ❖ Conservation/Parks
- ❖ Wildcat Mixed-Use

16



14



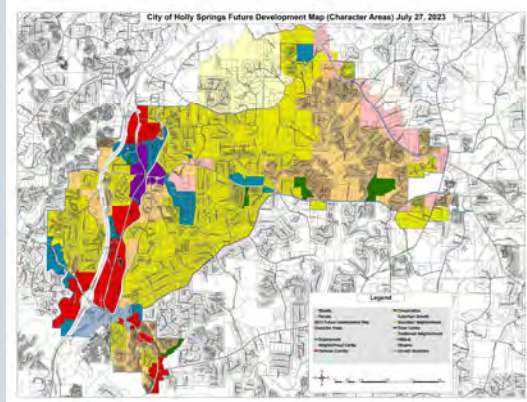
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Vision

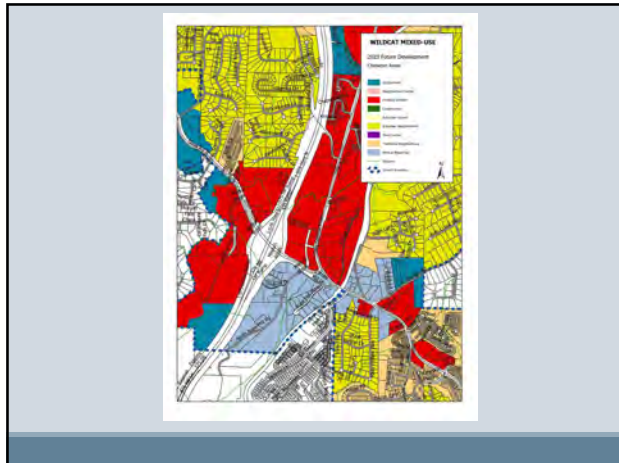
From today and through the year 2038, Holly Springs will be a City that aspires to the following:

- ❖ A revitalized and expanded town center
- ❖ A robust economy with parkway corridors, employment areas, and office-professional parks and corridors
- ❖ A diversity of traditional and suburban neighborhoods
- ❖ A system of connected open spaces and a sustainable environment

15



18



19

Future Development Map and Character Areas

Neighborhood Center (Hwy 140 Area)

5.3 Neighborhood Center
Intent and Characteristics: The areas shown as "Neighborhood Center" on the future development map are very similar to traditional neighborhoods. One noteworthy distinction between traditional neighborhoods and neighborhood center is that "neighborhood centers" are likely to have higher compositions of nonresidential (civic, office, neighborhood-serving retail) uses than "traditional neighborhoods." Included within this character area is the area along Highway 140 at the eastern border of the city. This area may have reduced densities to more closely align with the recommendations for property located within unincorporated Cherokee County.

Application: Existing and new single-family residential neighborhoods with a mixed-use component.

Primary Future Land Uses: Neighborhood commercial, office, and government uses, and parks, recreation, greenways, and trails included as part of a traditional neighborhood.

Zoning Districts: PD-R, TND, NC, OI, GV, MXD-1, MXD-2

DESIGN PRINCIPLES
Density/Intensity: Moderate density single family residential uses up to 8 units/acre. Along the Hwy 140 corridor, the west side of Hwy 140 is capped at 6 units/acre and the east side of Hwy 140 is capped at 4 units per acre.

Greenspace: Formal landscaping, open space, neighborhood community parks

Transportation: Moderate to high vehicular and pedestrian/cycle connectivity with sidewalks, pedestrian paths, and curvilinear streets. Grid system of streets if topography allows.

Infrastructure: Public water and sewer

22

Future Development Map and Character Areas

Wildcat Mixed-Use

5.8 Wildcat Mixed-Use
 This character area corresponds to property located near the Sixes Road/I-575 interchange. It is planned to be a major employment area, including professional and corporate offices, regional offices, and medical complexes. Mixed use and multi-family are secondary uses integrated into or complementary to employment centers. Greenspaces and civic spaces that connect workplaces together are integral, as well.

Application: Existing and new professional and medical office complexes with secondary mixed use and multi-family

Primary Future Land Uses: office, retail, service, high density multi-family residential, townhomes included with mixed use

Zoning Districts: GC, NC, OI, PD-C, PD-Q, PD-I, GV, MXD-1

DESIGN PRINCIPLES
Density/Intensity: Moderate to High intensity of use

Greenspace: Formal landscaping with appropriate buffers between adjacent residential uses

Transportation: High vehicular pedestrian/cycle connectivity; access management to facilitate traffic flow (i.e., shared drives, inter-parcel access)

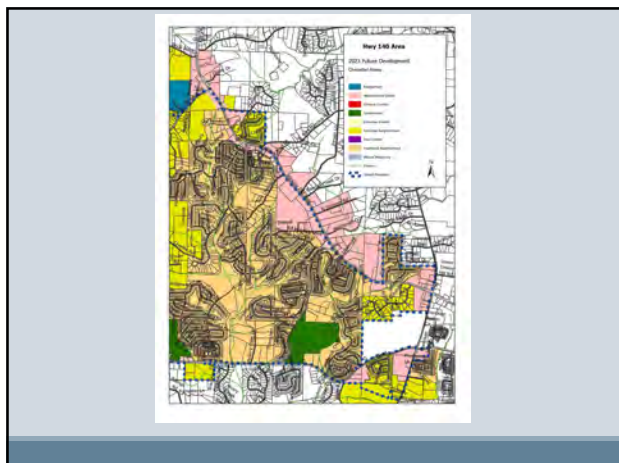
Infrastructure: Public water and sewer

20

Policies by Functional Area

- ❖ Land Use
- ❖ Housing
- ❖ Economic Development
- ❖ Natural Resources
- ❖ Historic Resources
- ❖ Urban Design
- ❖ Community Facilities and Services
- ❖ Transportation
- ❖ Intergovernmental Coordination

23



21

ARC Quality Community Objectives

- ❖ Economic Prosperity
- ❖ Resource Management
- ❖ Efficient Land Use
- ❖ Local Preparedness
- ❖ Sense of Place
- ❖ Regional Cooperation
- ❖ Housing Options
- ❖ Transportation Options
- ❖ Educational Opportunities
- ❖ Community Health

24

Policies by Character Area

- ❖ Town Center
- ❖ Traditional Neighborhoods
- ❖ Suburban Neighborhoods and Suburban Growth
- ❖ Parkway Corridor

25

Short-Term Work Program 2023-2028

- ❖ Community Facilities/Services
 - ❖ Capital Programming
 - ❖ City Hall/Amphitheater
 - ❖ Structured Parking
 - ❖ Town Center Park
 - ❖ Public Works Facility
 - ❖ Depot Parking
- ❖ Continue CCSD Development Mitigation Program
- ❖ Master Plan -Timothy B. Downing Park
- ❖ Linear Park/Trail - Hickory Springs Parkway Project
- ❖ Stormwater Program; NPDES
- ❖ Purchase Storm Sewer Camera

28

Short-Term Work Program 2023-2028

- ❖ Economic and Downtown Development
 - ❖ Pursue Development Opportunities for Town Center
 - ❖ Public-Private Partnership for Town Center
 - ❖ Construct 2+/- acre "Centerpiece " Park-Town Center
 - ❖ Implement Elements of Parking Study with Town Center Development to include Parking Deck
 - ❖ Urban Redevelopment Plan Implementation – Phase 1 Town Center Development Infrastructure – Streetscapes, Sewer, Roads and Drainage Improvements
 - ❖ Urban Redevelopment Plan Implementation – Phase 2 Holly Springs Town Center Development
 - ❖ Urban Redevelopment Plan Implementation – Phase 3 Town Center Development Infrastructure – Signage/wayfinding system, multi-use trail system
 - ❖ Continue to Implement Livable Centers Initiative Project- (LCI plan updated 2018)
 - ❖ Develop special events suited for the Town Center
 - ❖ Develop a New Business Recruitment Program
 - ❖ Encourage Office Uses and Actively Recruit Employers to Re-locate to the City of Holly Springs
 - ❖ Coordinate and Partner with Local and Regional Technical Colleges and Institutions of Higher Learning
 - ❖ Partner and Coordinate with the Development and Redevelopment Authorities of Cherokee County and Nearby Jurisdictions

26

Short-Term Work Program 2023-2028

- ❖ Transportation
 - ❖ Local Road Improvement Program
 - ❖ Local Maintenance and Improvement Grant
 - ❖ Pedestrian Network Phase III: Holly Street from Holly Springs Parkway to City Limits (Design);
 - ❖ Pedestrian Network Phase III: Holly Street from Holly Springs Parkway to City Limits (ROW/Construction);
 - ❖ Pedestrian Network Phase IV: Palm Street (West Side) from Jetta Lane to Toonigh Creek
 - ❖ Bikeways and Multi-use Trails
 - ❖ Hickory Springs Parkway, Phase I (Preliminary Engineering)
 - ❖ Hickory Springs Parkway (Right-of-Way Acquisition)
 - ❖ Hickory Springs Parkway-- (Construction)
 - ❖ Multi-use Trail-Hickory Springs Parkway
 - ❖ Downtown Parking

29

Short-Term Work Program 2023-2028

- ❖ Historic Preservation
 - ❖ National Register Nominations
 - ❖ Initiate Citywide Local Landmark Program
 - ❖ Continue to Utilize Architectural/Historical Consultant for Advisement of City Staff
 - ❖ Implement Gateways Study Recommendations(various locations)
 - ❖ Reconcile Design Guidance Documents and Regulations
 - ❖ Complete the History of Previous Mayor and Add information to the Website
 - ❖ Continue Development of City Historical Information Page for Website
 - ❖ Evaluate Cagle House (Timothy B. Downing Park) for Historical Preservation/Information

27

Short-Term Work Program 2023-2028

- ❖ Transportation-Continued
 - ❖ Traffic Calming Program
 - ❖ Evaluate Existing Corrugated Metal Pipe Infrastructure Under City Roadways
 - ❖ Seek Grant Funding to Finance Various Transportation Projects
 - ❖ Holly Springs Parkway Widening Phase II (Construction)
 - ❖ Holly Springs Parkway Widening Phase III (Design/ROW/Construction)
 - ❖ Holly Springs Parkway Widening Phase IV from Childers Road to Hickory Road
 - ❖ Holly Springs Parkway Widening Phase V from Sixes Road to East Cherokee Dr.
 - ❖ Palm Street Realignment Project
 - ❖ Fox Creek Traffic Signal and Sidewalks/Drainage Project
 - ❖ Highway 5 Traffic Light Coordination Synchronization Project
 - ❖ Hickory Road/Stringer Road Fill in the Gaps Sidewalk Project

30

Short-Term Work Program 2023-2028

❖ Planning and Development

- ❖ Utilize Private Building Inspections Services
- ❖ Hire Additional Planner
- ❖ Evaluate Zoning Ordinance Annually
- ❖ Revise Applicable Zoning Codes and Design Guidelines-Town Center Development
- ❖ Unified Development Code
- ❖ Development Regulations-Future Trends and Community Needs
- ❖ Coordinate with the GA Department of Community Affairs-Building Codes
- ❖ Purchase Current Code Books
- ❖ Update Census Data as Requested

31

Short-Term Work Program 2023-2028

❖ Technology

- ❖ Continue Maintenance of Digital Archival of City Records
- ❖ Evaluate Annually the Community Informational Needs to Enhance City Website
- ❖ Enhance City Website to develop an E-Government full service interactive site
- ❖ Implement Customer Service Software-Acta Solutions
- ❖ Implement Agenda Management Software
- ❖ Implement Electronic Signature Software
- ❖ Implement Open Records Request Management Software
- ❖ Upgrade Website Capabilities/Functions
- ❖ Improve Search Engine Optimization
- ❖ Implement Electronic Newsletter
- ❖ Continue Integration of Cloud-Based Data Storage

34

Short-Term Work Program 2023-2028

❖ Public Safety

- ❖ Add 3-6+ police officers and equipment annually
- ❖ Add police cars with additional officers
- ❖ Evaluate annually pay levels of surrounding agencies to remain competitive and secure current staffing levels and recruit qualified candidates
- ❖ Evaluate annually types of incentives, i.e. compensation for employees with advanced/formal education, shift differential, advanced management certifications, lateral entry, and specialized positions.
- ❖ Create a Career Advancement Program with incentives
- ❖ Continue Police Foundation Partnership program to enhance equipment, training opportunities, and community services.
- ❖ Develop Traffic Unit
- ❖ Acquire Multi-Purpose Response Vehicle for accident reconstruction, crime scene, and command post

32

Short-Term Work Program 2023-2028

❖ Technology-Continued

- ❖ Implement Cloud GIS and Data Storage Program
- ❖ Provide Access to City GIS Data
- ❖ Continue to Share GIS Database with Cherokee County and the Cities of Woodstock and Canton
- ❖ Update GIS Data Collection through Technology and Devices
- ❖ Enhance Collection of GIS/Stormwater Field Data Utilizing Cloud Based Mapping Technologies (ESRI products, GPS mapping devices)

35

Short-Term Work Program 2023-2028

❖ Public Safety-Continued

- ❖ Maintain Certification for 3 Drone Pilots, Add 1 Drone and 2 Certified Drone Pilots
- ❖ Portable Metal Detector / X-ray Machine
- ❖ Scenario Training
- ❖ Purchase and installation of 13 FLOCK Safety Cameras
- ❖ Replace In-car cameras
- ❖ Replace MDT tablets with Panasonic Toughbooks
- ❖ Purchase equipment for defensive tactics and force on force training (including safety equipment)
- ❖ Red Dot Optic conversion for primary firearms
- ❖ Police Sub-station located at Hickory Road @ E. Cherokee Drive

33



36

CHEROKEE TRIBUNE

521 East Main Street, Canton, Georgia 30114

PUBLISHER'S AFFIDAVIT

STATE OF GEORGIA - County of Cherokee

Before me, the undersigned; a Notary Public,
this day personally came Otis A. Brumby III,
who, being duly sworn, according to law, says
that he is the Publisher of Times Journal, Inc.,
publishers of the CHEROKEE TRIBUNE,
official newspaper published in said county
and State, and that the publication, of
which the annexed is a true copy, was
published in said paper, as provided by law,
on the following dates:

07/11/2023

Otis A. Brumby III

Subscribed and sworn to before me this

11th day of July, 2023

Jennifer Futch

Notary Public



My commission expires _____

Notice of Public Hearing-Planning & Zoning Commission

The Holly Springs Planning & Zoning Commission will conduct a public hearing on July 27, 2023 at 7:00 p.m. for the following: **(1) MA-12-2023**, applicant requests rezoning of 3.52 +/- acres located off of Marble Quarry Road, Holly Springs, GA, tax parcel 050C of tax plat 15N14 from TND, Traditional Neighborhood Development, to R-20, Single Family Residential; **(2)** 2023 Comprehensive Plan Update. The public hearing will be held at the Holly Springs Public Safety Building, 3235 Holly Springs Parkway, Holly Springs, GA, 30115. For more information, please contact the Community Development Department, 770-345-5533.

☐ PROOF O.K. BY: _____ ☐ O.K. WITH CORRECTIONS BY: _____

PLEASE READ CAREFULLY • SUBMIT CORRECTIONS ONLINE

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Events

ALL EVENTS

IMPORTANT UPDATES

- + Summer Lobby Hours
- + 2023 Comprehensive Plan Update Public Hearing Info

READ MORE

Home > Alert_detail

Important Updates

Summer Lobby Hours

Beginning May 30th, City Administrative and Municipal Court Summer Lobby hours will be Monday - Thursday, 8:00 a.m. - 5:00 p.m. and Friday, 8:00 a.m. - 12:00 p.m. Customers may continue to call 770-345-5536 until 5:00 p.m. Monday - Friday for assistance.

Regular lobby hours, Monday - Friday, 8:00 a.m. - 5:00 p.m., will resume September 5th.

For non-emergency issues, please call 678-493-4080 to have a Holly Springs police officer dispatched.

2023 Comprehensive Plan Update Public Hearing

The Holly Springs Planning & Zoning Commission will conduct a public hearing on July 27, 2023 at 7:00 p.m. for the 2023 Comprehensive Plan Update. The public hearing will be held at the Holly Springs Public Safety Building, 3235 Holly Springs Parkway, Holly Springs, GA, 30115. For more information, please contact the Community Development Department at 770-345-5533.



City of Holly Springs, Georgia - Official Government

Jul 17 2023 11:05 PM

The Holly Springs Planning & Zoning Commission will host a public hearing on July 27th. Please plan to join us!

shared a photo



WHAT: 2023 Comprehensive Plan Update Public Hearing held by the Holly Springs Planning & Zoning Commission

WHEN: July 27, 2023 at 7:00 p.m.

WHERE: Holly Springs Public Safety Building
3235 Holly Springs Parkway, Holly Springs, GA 30115.

For more information, please contact the Community Development Department at 770-345-5533.



The Holly Springs Planning & Zoning Commission will host a public hearing on July 27th. Please plan to join us!



Activity ID:

661460879352209

Post Type: Story

Created Date:

Jul 17 2023 11:05 PM

Modified Date:

Jul 17 2023 11:05 PM

SHA-256: a6560

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City of Holly Springs, Georgia - Official Government

Jul 19 2023 11:00 AM

The Georgia Planning Act requires cities and counties in Georgia to complete comprehensive plans to help shape long-term growth. Please plan to join us as we work to complete an update of the City's 2018-2038 Comprehensive Plan.

shared a photo



WHAT: 2023 Comprehensive Plan Update Public Hearing held by the Holly Springs Planning & Zoning Commission

WHEN: July 27, 2023 at 7:00 p.m.

WHERE: Holly Springs Public Safety Building
3235 Holly Springs Parkway, Holly Springs, GA 30115.

For more information, please contact the Community Development Department at 770-345-5533.



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Activity ID:

661852489313048

Post Type: Story

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Jul 19 2023 11:00 AM

Modified Date:

Jul 19 2023 11:00 AM

SHA-256: 51137

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**City of Holly Springs, Georgia -
Official Government**

Jul 22 2023 02:00 PM

Mark your calendars!

shared a photo



WHAT: 2023 Comprehensive Plan Update Public Hearing held by the Holly Springs Planning & Zoning Commission

WHEN: July 27, 2023 at 7:00 p.m.

WHERE: Holly Springs Public Safety Building
3235 Holly Springs Parkway, Holly Springs, GA 30115.

For more information, please contact the Community Development Department at 770-345-5533.



Mark your calendars!



Activity ID:

661854085979555

Post Type: Story

Created Date:

Jul 22 2023 02:00 PM

Modified Date:

Jul 22 2023 02:00 PM

SHA-256: 66435

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City of Holly Springs, Georgia - Official Government

Jul 26 2023 11:00 PM

Planning for our City's future is best when residents take on an active role! Please plan to join us as we hold a public hearing for an update of the City's 2018-2038 Comprehensive Plan.

shared a photo



WHAT: 2023 Comprehensive Plan Update Public Hearing held by the Holly Springs Planning & Zoning Commission

WHEN: July 27, 2023 at 7:00 p.m.

WHERE: Holly Springs Public Safety Building
3235 Holly Springs Parkway, Holly Springs, GA 30115.

For more information, please contact the Community Development Department at 770-345-5533.



Planning for our City's future is best when residents take on an active role! Please plan to join us as we hold a public hearing for an update of the City's 2018-2038 Comprehensive Plan.

1

Activity ID:

661855249312772

Post Type: Story

Created Date:

Jul 26 2023 11:00 PM

Modified Date:

Jul 26 2023 11:00 PM

SHA-256: 7d71e

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VIEW

1. Click "View"
2. Install Firefox Extension
3. Enjoy EasyView!

EasyView

Holly Springs residents invited to weigh in on city comprehensive plan Thursday

Staff reports 19 hrs ago 0



Holly Springs City Hall is seen here.
Staff - File

Holly Springs officials are working on an update for the city's comprehensive plan, and residents are invited to give their input Thursday.

The city's Planning and Zoning Commission is hosting a public hearing scheduled for 7 p.m. Thursday at the Holly Springs Public Safety Building, 3235 Holly Springs Parkway.

INJURED?
HELP STARTS HERE.

- Car Accident
- Trucking Accident
- Rideshare Accident
- Slip & Fall
- Wrongful Death

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Trending Now

- Cherokee County man charged with wife's murder
- Man reportedly drowns in Lake Allatoona
- Severe thunderstorms cause downed trees and power outages
- Curcio, Rediger lead all-state honorees
- Gibbs Gardens closed through the weekend due to storm damage

THE CHAMPION FIRM

INJURED?
HELP STARTS HERE.

SHARE THIS

CHEROKEE TRIBUNE
& LEDGER-NEWS

Holly Springs residents invited to weigh in on city comprehensive plan Thursday



What's Your Barbenheimer?

- Medical Malpractice
- Wrongful Death

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In Case You Missed It



A First-Timer's Guide to Buc-ee's: The 15 Must-Buy Items

APPENDIX H

HOLLY SPRINGS SHORT TERM WORK PROGRAM STATUS UPDATE 2018-2023

10.1 Economic and Downtown Development (EDD)

EDD-1	Assembly of Land in Town Center
EDD-2	Public-Private Partnering for Town Center Development
EDD-3	Urban Redevelopment Plan Implementation
EDD-4	Economic Development

10.2 Historic Preservation (HP)

HP-1	Intensive Historic and Architectural Resource Survey
HP-2	Historic District Boundary Confirmation or Refinement
HP-3	Seek Certified Local Government (CLG) Status
HP-4	National Register Nominations
HP-5	Develop Demolition Policies for the Certificate of Appropriateness Program
HP-6	Initiate Citywide Local Landmark Program
HP-7	Fund Historic Preservation Commission Training
HP-8	Conduct Workshops and Initiate Recognition Program

10.3 Urban Design

UD-1	Gateways Identification and Improvement
UD-2	Directional Signage Study and Way Finding Initiative
UD-3	Reconcile Design Guidance Documents and Regulations

10.4 Community Facilities and Services

CF-1	Capital Programming and Improvement
CF-2	Stormwater Program

10.5 Transportation

T-1	Local Road Improvements
T-2	Local Road Resurfacing

T-3	Sidewalk Improvements
T-4	Bikeways and Multi-use Trails
T-5	Railroad Greenway
T-6	Town Center Circulator Road
T-7	Downtown Parking
T-8	Traffic Calming Program
T-9	Evaluate Consistency Between City and County Road Standards
T-10	Public Transportation

10.6 Planning & Development

P-1	Personnel
P-2	Equipment & Facilities
P-3	Codes & Legislation
P-4	Short & Long Range Planning

10.7 Public Safety

PS-1	Personnel
PS-2	Equipment & Facilities
PS-3	Policy Updates & Studies

10.8 Technology

TN-1	Digital Archiving
TN-2	GIS
TN-3	E-Governance

10.1 Economic and Downtown Development (EDD)

EDD-1. Public-Private Partnering for Town Center Development. The City, including the Downtown Development Authority, will become a proactive partner with the private sector by adopting incentives to lessen risk and developer exposure. Potential incentives include: ground leases; anchoring development with civic uses; sharing costs of infrastructure; building initial space for restaurant or other uses; and municipal development of park spaces in the town center.

EDD-2. Urban Redevelopment Plan Implementation. This work program item is drawn from the Holly Springs New Town Center Redevelopment Plan and Tax Allocation District.

EDD-3. Economic Development. Promote economic development activities city-wide to enhance the health of the local economy. Actively market the City of Holly Springs to commercial interests at the state, national, and international levels.

Reference #	Description	Target Completion Year	Estimated Cost if Applicable (\$ and Funding Sources	Responsible Party	Status
ECONOMIC AND DOWNTOWN DEVELOPMENT (EDD)					
EDD-1, 3	Pursue development opportunities for the Holly Springs Town Center Development	2018-2022	General Staff and Authority Activities	DDA	Ongoing
EDD-2	Public-Private Partnership for Town Center Development	2018-2022 (Ongoing)	General Staff and Authority Activities	DDA	Ongoing
EDD-2, 3	Construct 2+/- acre "centerpiece" park in the Town Center	2018-2022	\$500,000 Public/Private Partnership	DDA	Underway
EDD-3	Implement elements of Rich & Associates Parking Study with Town Center Development	2018-2022	--	DDA	Underway (2024-2025)
EDD-3	Urban Redevelopment Plan Implementation -- Phase 1 Town Center Development Infrastructure -- Streetscapes, Sewers, Roads and Drainage Improvements	2018-2020	\$3,450,000 SPLOST/General Fund	DDA	Underway (2023-2024)
EDD-3	Urban Redevelopment Plan Implementation -- Phase 2 Holly Springs Town Center Development	2019-2022	\$8,023,684 Public/Private Partnership	DDA	Underway (2025)
EDD-3	Urban Redevelopment Plan Implementation -- Phase 3 Town Center Development Infrastructure -- Signage/wayfinding system, multi-use trail system, parking study	2020-2022	\$750,000 SPLOST/General Fund	DDA	Postponed (Waiting for Construction of Town Center to be Completed)
EDD-2	Continue to implement Livable Centers Initiative Project- (LCI plan updated 2018)	2018-2022 (Ongoing)	General Fund; Capital Budget; Grants	DDA; City Manager; Comm. Development Director	Ongoing
EDD-2, 3	Develop special events suited for the new Town Center	2018-2022	General Fund; Public/Private Partnership	Main Street Director	Postponed (Waiting for Construction of Town Center to be Completed)
EDD-4	Research and develop incentive packages to recruit desired businesses in Town Center area and City at large	2019	General Fund	Main Street Director	Complete
EDD-4	Develop a new business recruitment program for retail, office, and light industrial to locate in the City of Holly Springs. Strive to achieve a sensible balance between commercial and residential uses working toward a jobs- housing balance of 1.5:1 or greater.	2018-2022 (Ongoing)	--	Community/Economic Development, DDA	Ongoing

EDD-4	Encourage office uses and actively recruit employers to re-locate to the City of Holly Springs, working toward a jobs-housing balance of at least 1.5:1 or greater.	2013-2017 (Ongoing)	--	Community/Economic Development; DDA	Ongoing
EDD-4	In concert with promoting a jobs-housing balance of at least 1.5:1 or greater, coordinate and partner with local and regional technical colleges and institutions of higher learning to ensure the employment base is highly skilled (skills matching jobs).	2018-2022 (Ongoing)	--	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)	Ongoing
EDD-4	When feasible, partner and coordinate with the Development and Redevelopment Authorities of Cherokee County and nearby jurisdictions to bring industry and positive development opportunities to the City and Cherokee County.	2018-2022 (Ongoing)	--	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)	Ongoing

10.2 HISTORIC PRESERVATION (HP)

HP-1. Seek Certified Local Government (CLG) Status. The CLG program extends federal and state preservation partnerships to the local level. Any city, town, or county that has enacted a historic preservation ordinance, enforces that ordinance through a local preservation commission, and has met requirements outlined in the Procedures for Georgia's Certified Local Government Program is eligible to become a CLG. Holly Springs has applied to the Georgia State Historic Preservation Division (HPD) for acceptance as a Certified Local Government (CLG). The benefits of becoming a CLG include eligibility for federal historic preservation grant funds, the opportunity to review local nominations for the National Register of Historic Places prior to consideration by the Georgia National Register Review Board, opportunities for technical assistance, and improved communication and coordination among local, state, and federal preservation activities.

HP-2. National Register Nominations. Holly Springs will encourage nominations to the National Register of Historic Places for individual properties and districts that have been identified as eligible and in consultation with the Georgia Historic Preservation Division (HPD). There are currently no properties within the City of Holly Springs that are listed in the National Register of Historic Places. Listing on the National Register, or a determination of eligibility to the National Register, can provide significant federal tax credits for certain expenses incurred in connection with the rehabilitation of an old building. These credits are available to owners and some long-term renters of income-producing properties -- 20 percent for a historic building and 10 percent for a non-historic building. Georgia law provides an owner of an historic property which has undergone substantial rehabilitation an eight-year freeze on property tax assessments. Financial incentives for historic properties can be an excellent tool for redevelopment of small communities such as Holly Springs.

HP-3. Develop Demolition Policies for the Certificate of Appropriateness Program. Holly Springs will continue to prohibit the partial and full demolition, or the moving, of individual historic structures until adequate study has been made of the city's historic resources through the completion of an intensive survey. The Holly Springs Historic Preservation Commission (HPC) should develop more specific demolition and demolition-by-neglect policies that will apply within the local historic district.

HP-4. Initiate Citywide Local Landmark Program. Develop a local landmark program as part of the historic preservation planning program in the City of Holly Springs, to be administered by the city's Historic Preservation Commission (HPC). A local landmark program allows for the designation of individual buildings, structures, objects and sites as local historic landmarks with the same protection as a local historic district. The ability to designate individual properties of historic and architectural significance can be an important tool for the city and citizens of Holly Springs, in that it would allow for protection of historic resources that are located outside the boundaries of the Historic District as presently established.

HP-5. Consolidate/Update Historical Documents. The City maintains historical information in a variety of documents. This information should be researched and compiled into one document. This City has been researching information about the previous mayors of Holly Springs. This project should be continued and completed. Development of a historical page on the City's website should be an outcome of this section.

HP-1 Intensive Historic and Architectural Resource Survey

HP-2 Historic District Boundary Confirmation or Refinement

HP-3 Seek Certified Local Government (CLG) Status

HP-4 National Register Nominations

HP-5 Develop Demolition Policies for the Certificate of Appropriateness

HP-6 Initiate Citywide Local Landmark Program

HP-7 Fund Historic Preservation Commission Training

HP-8 Conduct Workshops and Initiate Recognition Program

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
HISTORIC PRESERVATION (HP)					
HP-1	Seek Certified Local Government (CLG) Status	2020	--	Main Street Director; HPC	Canceled ()
HP-2	National Register Nominations	2019-2021	\$5,000 or more per nomination General Fund	Main Street Director	Postponed ()
HP-3	Develop Demolition Policies for the Certificate of Appropriateness Program	2019	--	Main Street Director; Community Development Director	Canceled ()
HP-4	Initiate Citywide Local Landmark Program	2021	General Fund	Main Street Director; Community Development Director	Postponed (Waiting on Construction of Town Center to be Completed)
HP-4	Engage Architectural/Historical Consultant to advise the City Staff	2018-2022 (Ongoing)	\$20,000		Complete
HP-4 UD-1, 3	Gateways Identification and Improvement (various locations)	2018-2022 (Ongoing)	\$150,000 annually General Fund	DDA; Main Street Director, Community Development Director	Complete/Ongoing
HP-5, UD-3, 4	Reconcile Design Guidance Documents and Regulations	2018-2021	\$15,000 General Fund	Main Street Director, Community Development Director; Consultant	Ongoing
HP-5	Complete the History of Previous Mayor and Add information to the Website	2019-2020	General Fund	Main Street Director	Underway
HP-5	Develop City Historical Information Page for Website	2019-2020	General Fund	Main Street Director	Underway

10.4 Community Facilities and Services

CF-1. Capital Programming and Improvement. Acquire lands, as needed, design facilities, improve land, and construct building spaces as identified in the Community Facilities section of this Community Agenda, as reiterated in Table 24 below.

Table 24

Holly Springs Community Facilities Short-term Capital Projects, 2018-2022

Facility	Description of Improvement	Estimated Cost (\$)	Target Completion Year
Administrative	City Hall Complex	Unknown	2019-2020
Administrative	Structured Parking	Unknown	2020-2022
Parks	Master Plan for 58-acre municipal park	\$250,000	2020
Parks	Site Preparation and Park Development, one park	\$750,000	2022+
Public Works	New Public Works Facility	\$500,000	2020-2021
Public Works	Parking Adjacent to Depot	\$100,000	2018-2022

CF-2. Stormwater Program. This work program includes all applicable mandates of the Metropolitan North Georgia Water Planning District and NPDES stormwater programs, such as the inventory of storm drainage facilities, mapping of future conditions floodplains, and ongoing implementation of non-structural best management practices, among others.

Reference #	Description	Target Completion Year	Estimated Cost if Applicable (\$)	and Funding Sources	Responsible Party	Status
COMMUNITY FACILITIES (CF)						
CF-1	Capital Programming and Improvement	2018-2022 (ongoing)	See Specifics Capital Budget; GO Bond Issue; SPLOST		City Manager	Ongoing
CF-1	Continue allowing developers/builders to coordinate with the Cherokee County School District, to mitigate the impact of additional students added, per new housing unit constructed	2018-2022 (ongoing)	--		Community Development Director	Ongoing
CF-1	Master Plan for future 58 acre park on Stringer Road--Timothy B. Downing Park	2020-2022	\$250,000		City Manager	Postponed (Waiting for construction of Town Center to be completed. Added 10 acres to this tract)
CF-1	Construct a linear park/trail in conjunction with the Hickory Springs Parkway project					Underway
CF-2	Stormwater Program; NPDES; Continue compliance activities, coordinating with EPD and the Metro North GA Water Planning Dist.	2018-2022	\$300,000 Annually Stormwater Utility Fund		Stormwater Coordinator	Ongoing
CF-2	Hire Full Time Inspector/Maintenance	As economy dictates	\$35,000 Annually General Fund/Stormwater Utility Fund		Stormwater Coordinator	Complete
CF-2	Replace Two Ford Rangers	2018-2022	\$70,000 SPLOST		City Manager	Complete
CF-2	Purchase Sewer Camera	2018-2022	\$85,000-95,000 Stormwater Utility Fund		Stormwater Coordinator	Postponed (Expense not Warranted at this time)
CF-2	Purchase Enclosed Trailer	2018-2022	\$2000/Stormwater Utility Fund		Stormwater Coordinator	Canceled (Expense not Warranted)

CF-2	Purchase Hydraulic Pipe Jetter	2020-2022	\$65,000-80,000 Stormwater Utility Fund	Stormwater Coordinator	Canceled (Expense not Warranted)
CF-2	Replace Large Format Scanner	2020-2022	\$10,000-15,000 Stormwater Utility Fund	Stormwater Coordinator	Complete

10.5 Transportation

T-1. Local Road Improvements. Based on the Transportation studies and other identified sources, design and construct improvements to city streets, including widening, correction of poor intersection geometrics, widening shoulders, etc.

T-2. Local Road Resurfacing. Continue road resurfacing program.

T-3. Sidewalk Improvements. Provide a systematic means, through the city's capital improvement program, to identify and fund sidewalk improvements in the city. This task includes implementation of specific LCI study recommendations for streetscape and pedestrian improvements, and seeking out additional funding opportunities for sidewalks.

T-4. Bikeways and Multi-use Trails. Bicycle lanes or multi-use trails are proposed along the following routes (Source: LCI Study 2004):

- Hickory Road from Cedar Valley Drive to the proposed connector roadway
- Holly Street from Holly Springs Parkway to Marble Quarry Road
- New industrial connector roadway

T-5. Railroad Greenway. A future greenway running along the railroad right-of-way is proposed as part of the development of the Town Center.

T-6. Industrial Connector. The LCI study and downtown plan proposed an axial circulator road, to provide an important connection for the Town Center. The Connector Roadway will run from Hickory Springs Industrial Drive to Holly Springs Parkway. It will also serve as a bypass, or truck route. It will increase valuable potential customer volume through the Town Center and moderate high-speed cut-through traffic with on-street parking and articulated intersections (LCI Study).

T-7. Downtown Parking. The addition of more parking spaces downtown will allow more tourism and shopping opportunities for both visitors and residents of Holly Springs. Holly Springs has completed a study of downtown parking and potential opportunities for increasing offstreet parking in the Town Center. The City owns several of the parcels that surround the Old Depot. The City may need to reserve this property for future parking. Additional parking spaces may require a downtown parking deck; if so, it must be aesthetically compatible in its design with the Town Center plan and historic resources in the downtown.

T-8. Traffic Calming Program. Needs for traffic calming should be evaluated and traffic-calming devices should be installed to limit or slow down cut-through traffic in neighborhood areas where issues arise.

T-9. Public Transportation. Consider options for connecting to existing transit services (Cobb County Transit and/or MARTA).

Reference #	Description	Target Completion Year	Estimated Cost if Applicable (\$ and Funding Sources	Responsible Party	Status
TRANSPORTATION (T)					
T-1	Local Road Improvement Program--Identify roads annually for enhancement from the 2017 City of Holly Springs Pavement Evaluation	2018-2022 (ongoing)	\$150,000 to \$750,000 annually (Capital Budget/SPLOST)	City Manager/City Engineer	Ongoing
T-1	Town Center Road Network Concept Plan	2018-2022	Preliminary Engineering is Being Conducted Now (Capital Budget/SPLOST)	City Manager/City Engineer	Complete
T-2	Local Maintenance and Improvement Grant Program--Identify roads annually to be resurfaced from the 2017 City of Holly Springs Pavement Evaluation	2018-2022 (ongoing)	\$130,000 LMIG	City Manager/City Engineer	Ongoing
T-3	Pedestrian Network Phase II: L. R. Tipples Education Center to Pinecrest Road	2018-2019	\$1,140,317 SPLOST, LCI Funding	Community Development Director, City Engineer	Complete
T-3	Pedestrian Network Phase III: Holly Street to Marble Quarry;	2019-2022	LCI Funding, SPLOST Capital Budget; various grants	Community Development Director, City Engineer	Underway
T-3	Pedestrian Network Phase IV: Palm Street (West Side) from Jetta Lane to City Limits	2019-2022	Unknown Capital Budget; various grants;	Community Development Director, City Engineer	Underway

T-3	Pedestrian Network Phase V: Palm Street (East Side) from Hickory Road to City Limits	2020-2022 (ongoing)	\$350,000 -- \$500,000 Capital Budget; various grants	Community Development Director, City Engineer	Canceled (Staying on West Side for Connectivity. Not Enough ROW on East Side)
T-4	Bikeways and Multi-use Trails, Engineering, Implementation, Construction	2019-2022 (ongoing)	\$150,000 -- \$800,000 Capital Budget; various grants	Community Development Director, City Engineer	Ongoing
T-5	Railroad Greenway--Design concept and identify funding sources	2020-2022	\$500,000 Capital Budget; various grants	City Engineer, DDA; HPC	Canceled ()
T-6	Industrial Connector Road (Town Center Circulator) (Preliminary Engineering)	2019-2020	\$1,750,000 Capital Budget; state and federal	City Manager; City Engineer	Underway
T-6	Industrial Connector (Right-of-Way Acquisition)	2020-2021	\$5,700,000 Capital Budget; state and federal	City Engineer	Underway
T-6	Industrial Connector Road--(Construction)	2022+	\$13,000,000 Capital Budget; state and federal	City Engineer	Underway
T-4	Design and construct multi-use trail in conjunction with the Industrial Connector	2022+		City Engineer	Underway
T-7	Downtown Parking (Implement Parking Study elements conducive to development of the Town Center and LCI area)	2019-2022	\$750,000	City Engineer	Underway
T-8	Traffic Calming Program--Annually evaluate traffic issues and coordinate solutions with the traffic calming ordinance procedures	2018-2022 (ongoing)	\$50,000 annually Capital Budget	City Engineer	Ongoing
T-1,T-3,T-4,T-6	Continue implementation of URS Transportation Study	2018-2022	Unknown	City Manager/City Engineer	Complete
T-9	Public Transportation (Promoting multi-modal transportation options-GRTA)	2019-2022 (ongoing)	Discussion; coordination	Community Development Director	Canceled ()
T-9	Explore Park-n-Ride options	2019-2022	Discussion; coordination	Community Development Director	Canceled ()
T-1	Continue plan to evaluate all existing corrugated metal pipe infrastructure that passes under city roadways.	2018-2022 (ongoing)	--	City Engineer	Ongoing
T-1	Seek grant funding to finance various transportation projects	2018-2022	--	Community Development Director, City Engineer	Ongoing

10.6 Planning & Development

P-1. Personnel. Over the next five year period, seek to hire the professionals necessary to continue to regulate and enforce the codes of the city. Seek assistance, as necessary, to ensure current and future developments are planned and developed in accordance with the vision of the city.

P-2. Equipment & Facilities. Plan for the purchase of vehicles, office machines, and other technology to support and enable personnel to execute their duties. Construct, renovate, and/or expand facilities to meet demand.

P-3. Codes & Legislation. Propose updates to codes and regulations to support the vision of the city and this plan.

P-4. Short & Long Range Planning. Execute the planning and development ideals adopted with this plan, ensuring these objectives are implemented in the present and future.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
PLANNING & DEVELOPMENT (P)					
P-1	Utilize private building inspection services	As needed	-- General Fund	Community Development Director	Ongoing
P-1	Hire additional planner	As economy dictates	\$50,000 General Fund	Community Development Director	Ongoing
P-2, TN-1	Purchase and install new software for community development, code enforcement, stormwater, building inspection, alcohol licensing	2018-2019	\$80,000	Community Development Director, IT Director	Complete
P-3	Evaluate zoning ordinance annually and propose amendments to coincide with future trends and community needs	2018-2022 (Ongoing)	--	Community Development Director	Ongoing
P-3	Revise applicable zoning codes and design guidelines in conjunction with the Town Center Development	2018-2019	General Fund	Community Development Director	Ongoing
P-3	Create a unified document to encompass the zoning ordinance, development regulations, property maintenance code, etc...	2018-2019	General Fund	Community Development Director	Underway
P-3	Annually evaluate and propose amendments to the development regulations to coincide with future trends and community needs	2018-2022 (Ongoing)	--	City Engineer, Community Development Director, Chief Building Official, staff	Ongoing
P-3	Coordinate with the GA Department of Community Affairs on an annual basis to ensure enforcement of the latest construction codes adopted by the State of Georgia.	2018-2022 (Ongoing)	--	Community Development Director, Chief Building Official, staff	Ongoing
P-2	Purchase code books necessary to enforce currently adopted construction codes for the State of Georgia	2018-2022	--	Chief Building Official	Ongoing
P-4	Update Census data as requested	2018-2022 (Ongoing)	--	Community Development Director, staff	Ongoing
P-4	Participate in the 2020 Census with the LUCA Project and other similar programs	2018-2020	--	Community Development Director, staff	Complete

10.7 Public Safety

PS-1. Personnel. Plan for the addition of public safety personnel and support staff as the city grows and develops.

PS-2. Equipment & Facilities. Plan for the vehicles, equipment, and technology required, staying current with modern law enforcement practices. Construct, renovate, and/or expand public safety facilities to meet demand.

PS-3. Policy Updates & Studies. Conduct policy updates and studies, as deemed necessary, to analyze current and future needs, trends, and practices.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
PUBLIC SAFETY (PS)					
PS-1	Add 3-6+ police officers and equipment annually	2018-2022 (Ongoing)	\$1,200,000 General Fund	Police Chief	Ongoing
PS-2	Add police cars with additional officers	2018-2022 (Ongoing)	\$619,500 General Fund	Police Chief	Ongoing
PS-2	Update radio equipment in all police cars	2019-2022	\$108,000 General Fund/SPLOST	Police Chief	Complete
PS-2, TN-1	Install in-car computers and printers	2018	\$120,000 SPLOST	IT Manager/Police Chief	Complete
PS-2	Add 1 Motorcycle for Patrol-Traffic enforcement	2018-2022	\$32,000 General Fund	Police Chief	Canceled (Program Removed)
PS-1	Add 1 Civilian Staff as a Secretary/Clerk	2019	\$40,000 General Fund	Police Chief	Complete
PS-3	Evaluate annually pay levels of surrounding agencies to remain competitive and secure current staffing levels and recruit qualified candidates	2018-2022 (Ongoing)	--	Police Chief	Ongoing
PS-3	Evaluate annually types of incentives, i.e. compensation for employees with advanced/formal education, shift differential, advanced management certifications, lateral entry, and specialized positions.	2018-2022 (Ongoing)	--	Police Chief	Ongoing
PS-3	Create a Career Advancement Program with incentives	2018-2022 (Ongoing)	--	Police Chief	Ongoing
PS-2, 3	Continue Police Foundation Partnership program to enhance equipment, training opportunities, and community services.	2018-2022 (Ongoing)	--	Police Chief	Ongoing
PS-2	Develop Traffic Unit	2022	\$5,180 General Fund	Police Chief	Postponed (2025)
PS-2	Acquire Multi-Purpose Response Vehicle for accident reconstruction, crime scene, and command post.	2022	\$50,000-\$100,000 General Fund	Police Chief	Postponed (2026)
PS-2	Acquire Drone and Certify 2 Pilots- for better visibility and access	2019	\$7,500 General Fund	Police Chief	Complete
PS-2	Metal Detector / X-ray Machine	2019	Unknown - General Fund	Court Clerk	Postponed (2024)
PS-2	4 Portable solar speed radar detection signs	2018-2022	\$5,796 General Fund		Complete
PS-1	1 Additional Security Officer	2018-2022	\$6,000 - \$7,000	Court Clerk	Complete
PS-2	Holding Cells	2018-2028	Unknown - General Fund	Court Clerk	Canceled (Program Removed)
PS-2	Have 3 Designated Offices for Probation	2018-2022	Unknown - General Fund	Court Clerk	Canceled (Program Removed)
PS-2	Add Probation Software Program	2018-2019	Unknown	Court Clerk	Complete
PS-2	Scenario Training	Ongoing	General Fund	Police Chief	Ongoing
PS-1	Maintain pay levels on a competitive basis with surrounding agencies to secure current staffing levels	Ongoing	Unknown	City Manager	Ongoing

10.8 Technology

TN-1. Digital Technology. Development of electronic data system, integrating electronic filing of permits, applications, complaints, etc....

TN-2. GIS. Plan for and prepare to update the city geographic information systems, keeping current with technological advances and systems. Continue to expand mapping capabilities and integrate GIS through all municipal departments.

TN-3. E-Governance. Plan for and provide services through electronic means.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
TECHNOLOGY (TN)					
TN-1	Continue maintenance of digital archival of City records (plats, construction plans, building plans, tax bills, bonds, etc.)	(Ongoing)	\$60,000 General Fund	City Clerk	Ongoing
TN-1, 2, 3	Purchase/Implement government management software package for community development, code enforcement, stormwater, building inspection, alcohol licensing	2018-2019	\$80,000	IT Manager	Complete
TN-3	Evaluate annually the community informational needs to enhance City Website, i.e. adding more information, making more user friendly	Ongoing	-	City Manager; Main Street Director; staff	Ongoing
TN-3	Enhance City Website to develop an E-Government full service interactive site	2018-2019	Unknown	City Manager; staff	Ongoing
PS-2, TN-1	Purchase in-car computers and printers for Police Department	2018-19	Unknown	IT Manager/Police Chief	Complete
TN-2, 3	Provide access to City GIS data to the public using a "GIS Portal" type program	2019-2022	Unknown	Community Development Dir./GIS Tech.	Underway (2025)
TN-1, TN-3	Purchase new Court Software	2019-2020	General Fund	IT Manager/Court Clerk	Complete
TN-2	Continue to share GIS database with Cherokee County and the Cities of Woodstock and Canton	2018-2022	Unknown	Community Development Dir./GIS Tech.	Ongoing
TN-2	Update GIS data collection technology and devices	2018-2022	Unknown	Community Development Dir./GIS Tech.	Ongoing
TN-2	Enhance the collection of GIS/stormwater field data utilizing cloud based mapping technologies (ESRI products, GPS mapping devices)	2018-2022	Unknown	Community Development Dir./GIS Tech.	Ongoing

APPENDIX I

ABBREVIATIONS & ACRONYMS

ACS	American Community Survey
ADA	Americans with Disabilities Act
ARC	Atlanta Regional Commission
BOC	Board of Commissioners
CAFR	Comprehensive Annual Financial Report
CCWSA	Cherokee County Water and Sewerage Authority
CDBG	Community Development Block Grant
CID	Criminal Investigations Division
CIP	Capital Improvement Plan
CMAQ	Congestion Mitigation and Air Quality
COLA	Cost of Living Adjustment
DCA	Department of Community Affairs
DDA	Downtown Development Authority
FEMA	Federal Emergency Management Agency
FOCUS	Families of Cherokee United in Service
FY	Fiscal Year
GDOT	Georgia Department of Transportation
GFOA	Government Finance Officers' Association
GIRMA	Georgia Interlocal Risk Management Agency
GIS	Geographic Information Systems
GMA	Georgia Municipal Association
GMEBS	Georgia Municipal Employees Benefit System
ISO	Insurance Service Office
IT	Information Technology
LCI	Livable Centers Initiative
LMIG	Local Maintenance Improvement Grant
LWCF	Land and Water Conservation Fund
MNGWPD	Metro North Georgia Water Protection District
NPDES	National Pollutant Discharge Elimination System
SPLOST	Special Purpose Local Option Sales Tax
TE	Transportation Enhancement
TIP	Transportation Improvement Program
TRACE	Teamwork Results Accountability Communication Enforcement
UPD	Uniform Patrol Division

APPENDIX J

GLOSSARY OF PLANNING TERMS

The following terms have been defined to increase reader understanding of this document. With regard to some terms, there is not a consensus in the planning profession on how they can be defined.

Buildout: A theoretical condition or imagined future that assumes development occurs on all available vacant lands at densities and intensities according to the future land use plan map, or allowed by current zoning, or both. Buildout is typically quantified by assigning a land use to each vacant parcel to be developed and multiplying the acreage of vacant land by the units per acre (residential) or floor-area ratio to determine additional housing units and square footage of non-residential development.

Capital Improvement: An improvement with a useful life of ten years or more, by new construction or other action, which increases the service capacity of a public facility.

Capital Improvements Element: A component of a comprehensive plan adopted pursuant to O.C.G.A. 50-8-1 et seq. which sets out projected needs for system improvements during a planning horizon established in the comprehensive plan, a schedule of capital improvements that will meet the anticipated need for system improvements, and a description of anticipated funding sources for each required improvement.

Character Area: A specific geographic area within the community that: has unique or special characteristics to be preserved or enhanced (such as a downtown, a historic district, a neighborhood, or a transportation corridor; has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation (such as a strip commercial corridor that could be revitalized into a more attractive village development pattern); or requires special attention due to unique development issues (rapid change of development patterns, economic decline, etc.). Each character area is a planning sub-area within the community where more detailed, small-area planning and implementation of certain policies, investments, incentives, or regulations may be applied in order to preserve, improve, or otherwise influence its future development patterns in a manner consistent with the community vision.

Character Area Map: A map showing character areas. Local planning requirements require a “preliminary” character area map be provided in the community assessment report.

Community Agenda: The portion of the comprehensive plan that provides guidance for future decision-making about the community, prepared with adequate input from stakeholders and the general public. It includes: (1) a community vision for the future physical development of the community, expressed in the form of a map indicating unique character areas, each with its own strategy for guiding future development patterns; (2) a list of issues and opportunities identified by the community for further action; and (3) an implementation program that will help the community realize its vision for the future and address the identified issues and opportunities.

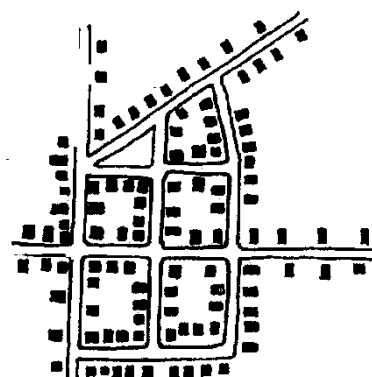
Community Assessment: The portion of the comprehensive plan that is an objective and professional assessment of data and information about the community prepared without extensive direct public participation. It includes: (1) a list of potential issues and opportunities the community may wish to take action to address, (2) evaluation of community policies, activities, and development patterns for consistency with Quality Community Objectives; (3) analysis of existing development patterns, including a map of recommended character areas for consideration in developing an overall vision for future

development of the community; and (4) data and information to substantiate these evaluations and the potential issues and opportunities. The product of the Community Assessment must be a concise and informative report (such as an executive summary), to be used to inform decision-making by stakeholders during development of the Community Agenda portion of the plan.

Community Participation Program: The portion of the comprehensive plan that describes the local government's program for ensuring adequate public and stakeholder involvement in the preparation of the Community Agenda portion of the plan.

Comprehensive Plan: A 20-year plan by a county or municipality prepared pursuant to the Minimum Standards and Procedures for preparation of comprehensive plans and for implementation of comprehensive plans, established by the Department in accordance with O.C.G.A. 50-8-7.1(b) and 50-8-7.2.

Connectivity: A term that refers to the existing or future, desired state of connections that enable mobility between and among various uses and activities. Connectivity can refer to the street network, in terms of whether it provides connections (e.g., through streets), or is "disconnected" in terms of dead-end streets with cul-de-sacs.

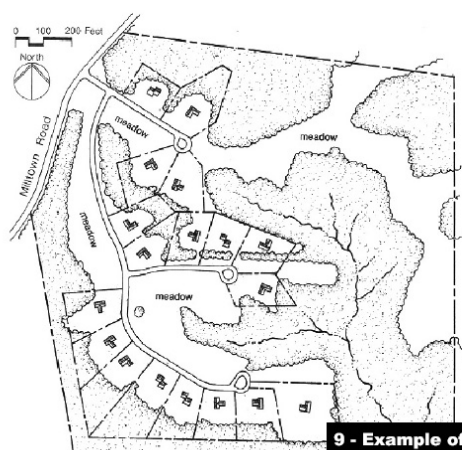


Connected grid street network.

Conservation Area: Any land set aside for conservation of the land in its natural state.

Conservation Easement: A nonpossessory interest of a holder in real property imposing limitations or affirmative obligations, the purposes of which include retaining or protecting natural, scenic, or open-space values of real property; assuring its availability for agricultural, forest, recreational, or open-space use; protecting natural resources; maintaining or enhancing air or water quality; or preserving the historical, architectural, archeological, or cultural aspects of real property. (Georgia Code Section 44-10-2)

Conservation Subdivision: A subdivision where open space is the central organizing element of the subdivision design and that identifies and permanently protects all primary and all or some of the secondary conservation areas within the boundaries of the subdivision.



9 - Example of Conservation Subdivision Design

Corridor: An area of land, typically along a linear route, containing land uses and transportation systems influenced by the existence of that route.

Density: The quantity of building per unit of lot area; for example, the number of dwellings per lot area (gross square foot or per acre).

Design Guidelines: Statements and illustrations that are intended to convey the preferred quality for a place.

Future Land Use Plan Map: A map showing long-term future land uses desired in the community. Such a map is “optional” in the local planning requirements and is different from the character area map in that it provides specific recommendations for future land uses and generally provides detail at the parcel level.

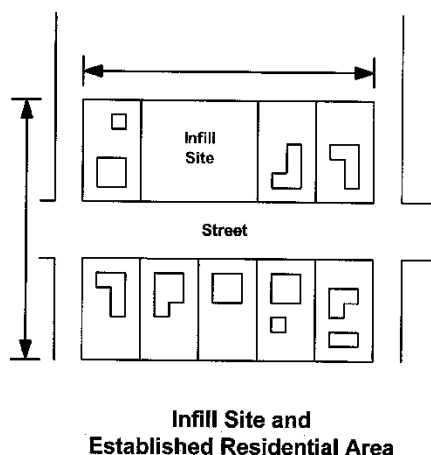
Goal: A statement that describes, usually in general terms, a desired future condition.

Greenspace: defined as open, undeveloped land, either in public or private ownership. Usually used in connection with property that has the potential of being developed for park or other public usage.

Greenway: defined as a linear park, usually including a trail or series of trails. It generally has relatively minor development. The Greenway is often used as an attempt to preserve green space in a very urban area, such as under a power line easement.

Infill: Development that occurs on vacant, skipped-over, bypassed, or underused lots in otherwise built-up sites or areas.

Jobs/Housing Balance: An examination of the relationship between jobs and housing, and between where jobs are or will be located and where housing is or will be available. Jobs/housing balance is often expressed in terms of a ratio between jobs and the number of housing units. The higher the jobs/housing ratio, the more jobs the area has relative to housing. A high ratio may indicate to a community that it is not meeting the housing needs (in terms of either affordability or actual physical units) of people working in the community.



Land Trust: A private, nonprofit conservation organization formed to protect natural resources, such as productive farm or forest land, natural areas, historic structures, and recreational areas. Land trusts purchase and accept donations of conservation easements. They educate the public about the need to conserve land and some provide land-use and estate planning services to local governments and individual citizens.

Level of Service: A measure of the relationship between service capacity and service demand for public facilities in terms of demand to capacity ratios or the comfort and convenience of use or service of public facilities, or both.

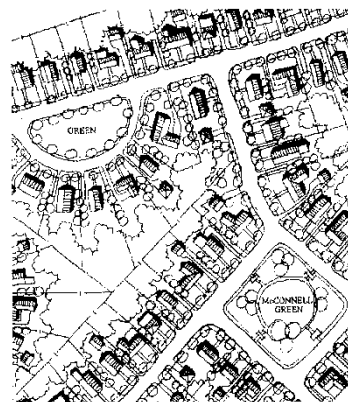
Local Planning Requirements: The standards and procedures for local government planning that shall be followed in preparation of local comprehensive plans, for implementation of local comprehensive plans, and for participation in the comprehensive planning process.

Mixed-Use Development: A single building containing more than one type of land use; or a single development of more than one building and use, where the different types of land uses are in close proximity, planned as a unified, complementary whole.

Mixed-Income Housing: Housing for people with a broad range of incomes on the same site, development, or immediate neighborhood.

National Register of Historic Places: The federal government's official list of cultural resources worthy of preservation, documented and evaluated according to uniform standards established by the National Park Service, which administers the program.

New Urbanism: A set of principles or school of thought that suggest neighborhoods should be built like those that existed before the advent of the automobile. Characteristics of new urbanism or new urban developments include a street network that forms a connected grid, houses built close to the street (i.e., little or no setback) with front porches, alleys (where appropriate) and garages located at the rear of the lot, and on-street parking, among others. For more information see the Charter for the New Urbanism.



Illustrative new urban or traditional neighborhood development.

Objective: A statement that describes a specific future condition to be attained within a stated period of time. Typically, objectives are more numerous than goals, and they are typically organized according to the topics in the goals statements.

Overlay District: A defined geographic area that encompasses one or more underlying zoning districts and that imposes additional requirements above those required by the underlying zoning district. An overlay district can be coterminous with existing zoning districts or contain only parts of one or more such districts.

Pedestrian-Friendly: Physical attributes, characteristics, and designs that are intended to be more accommodating to pedestrian traffic than what is typically achieved by conventional designs.

Projection: A prediction of future conditions that will occur if the assumptions inherent in the projection technique prove true.

Qualified Local Government: A county or municipality that: adopts and maintains a comprehensive plan in conformity with the local planning requirements; establishes regulations consistent with its comprehensive plan and with the local planning requirements; and does not fail to participate in the Georgia Department of Community Affairs' mediation or other means of resolving conflicts in a manner in which, in the judgment of the Department, reflects a good faith effort to resolve any conflict.

Redevelop: To demolish existing buildings or to increase the overall floor area existing on a property, or both, irrespective of whether a change occurs in land use.

Redevelopment Area: An area identified as requiring specific action by the local government for revitalization, reinvestment, and/or reuse to occur.

Rules for Environmental Planning Criteria: Those standards and procedures with respect to natural resources, the environment, and vital areas of the state established and administered by the Georgia Department of Natural Resources pursuant to O.C.G.A. 12-2-8, including, but not limited to, criteria for the protection of water supply watersheds, groundwater recharge areas, wetlands, protected mountains and protected river corridors.

Service Area: A geographic area defined by a municipality, county or intergovernmental agreement in which a defined set of public facilities provides service to development within the area. Service areas shall be designated on the basis of sound planning or engineering principles, or both.

Service Delivery Strategy: The intergovernmental arrangement among city governments, the county government, and other affected entities within the same county for delivery of community services, developed in accordance with the Service Delivery Strategy Law. A local government's existing Strategy must be updated concurrent with the comprehensive plan update. To ensure consistency between the comprehensive plan and the agreed upon Strategy: (1) the services to be provided by the local government, as identified in the comprehensive plan, cannot exceed those identified in the agreed upon strategy and (2) the service areas identified for individual services that will be provided by the local government must be consistent between the plan and Strategy.

Stakeholder: Someone (or any agency or group) with a "stake," or interest, in the issues being addressed.

State Planning Recommendations: The supplemental guidance provided by the Georgia Department of Community Affairs to assist communities in preparing plans and addressing the local planning requirements. The plan preparers and the community must review these recommendations where referenced in the planning requirements in order to determine their applicability or helpfulness to the community's plan.

Short-Term Work Program: That portion of the Implementation Program that lists the specific actions to be undertaken annually by the local government over the upcoming five years to implement the comprehensive plan.

Streetscape: The design of a street, including the roadbed, sidewalks, landscape planting, furnishings along the street, and the character of the adjacent building façade.

Tax Allocation District: (see "Tax Increment Financing")

Tax Increment Financing: A financing technique that allows a local government or redevelopment agency to target a group of contiguous properties for improvement – a TIF district or, in Georgia, tax allocation district – and earmark any future growth in property tax revenues in the district to pay for initial and ongoing improvements there. This growth in tax revenue is the "tax increment."

Traffic Calming: The combination of primarily physical measures that reduce the negative effects of motor vehicle use. Measures may include speed humps, raised crosswalks, speed tables, textured surfaces, traffic circles, and others.

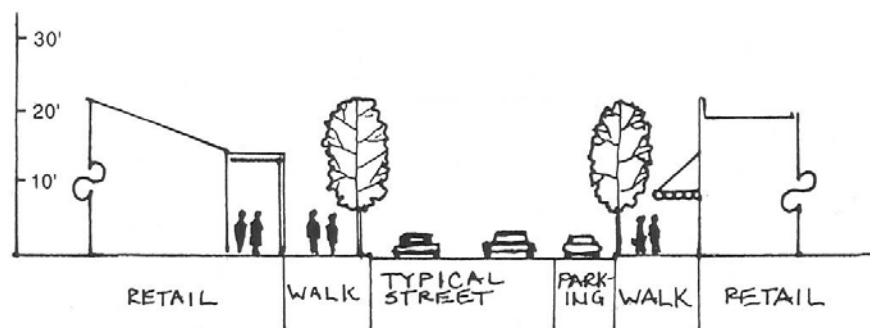
Transit: Bus, light rail, and heavy rail facilities.

Vision: A written statement that is intended to paint a picture of what the community desires to become, providing a complete description of the development patterns to be encouraged within the jurisdiction.

Visioning: A planning process through which a community creates a shared vision for its future.

Volume-to-Capacity Ratio: A measure of the operating capacity of a roadway or intersection, in terms of the number of vehicles passing through, divided by the number of vehicles that theoretically could pass through when the roadway or intersection is operating at its designed capacity. Abbreviated as "v/c." At a v/c ratio of 1.0, the roadway or intersection is operating at capacity. If the ratio is less than 1.0, the traffic facility has additional capacity.

Walkable or Walkability: The broad range of community design features that support walking.



Workforce household: A family or household that earns no more than eighty percent (80%) of the area's median household income.

Workforce housing: Housing that is affordable to workforce households.

Source: Compiled by Jerry Weitz & Associates, Inc., from various sources, including regulations prepared by the same firm, Rules of the Georgia Department of Community Affairs, *A Planners Dictionary* (Michael Davidson and Fay Dolnick, Planning Advisory Service Report No. 521/522, 2004), and *Planning and Urban Design Standards*, 2006, by American Planning Association and John Wiley & Sons, Inc.