Capital Improvements Element

An Amendment to the

Cherokee County Comprehensive Plan

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urban planning & plan implementation

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Introduction

The purpose of a Capital Improvements Element (CIE) is to establish where and when certain new capital facilities will be provided within a jurisdiction and how they may be financed through an impact fee program. As required by the Development Impact Fee Act, and defined by the Department of Community Affairs in its *Development Impact Fee Compliance Requirements*, the CIE must include the following for each category of capital facility for which an impact fee will be charged:

- the designation of **service areas** - the geographic area in which a defined set of public facilities provide service to development within the area;
- a **projection of needs** for the planning period of the adopted Comprehensive Plan;
- the designation of **levels of service** (LOS) - the service level that will be provided;
- a **schedule of improvements** listing impact fee related projects and costs for the first five years after plan adoption; and
- a description of **funding sources** proposed for each project during the first five years of scheduled system improvements.

System improvements expected to commence or be completed over the coming five years are also shown in the County's Short-Term Work Program (STWP) amendment. The STWP amendment affects new and previously planned capital projects for the upcoming five-year period, beginning with the current year.

Categories for Assessment of Impact Fees

To assist in paying for the high costs of expanding public facilities and services to meet the needs of projected growth and to ensure that new development pays a reasonable share of the costs of public facilities, Cherokee County has developed this CIE for the categories of libraries, parks, roads and public safety facilities (fire protection, detention, emergency communications, emergency operations, and Sheriff's Patrol).

Components of the Impact Fee System

The Cherokee County Impact Fee System consists of several components:

- The currently adopted Comprehensive Plan, including future land use assumptions and projected future demands;
- Service area population forecasts, based on population, households, dwelling unit and employment forecasts of the forthcoming Comprehensive Plan update;
- Service area definition and designation;
- Appropriate level of service standards for each impact fee eligible facility category;
- A methodology report, which establishes the impact cost of new growth and development and thus the maximum impact fees that can be assessed;
- This Capital Improvements Element to implement the County's proposed improvements; and
- A Development Impact Fee Ordinance, including an impact fee schedule by land use category.

Forecasts

Table P-1 the service area forecasts are presented for a single county-wide service area measured in four ways: county-wide dwelling units (which includes library and parks), county-wide day/night population (Jail, 911 and EOC), unincorporated day/night population (Sheriff's Patrol), and a single service area covering all of the county except Canton and Woodstock (fire protection). These are the figures that will be used in subsequent service category chapters to calculate impact costs and fees. Note that the fire protection service area figures are for the period of 2007 to 2030, rather than 2000 to 2030. This is the case because the calculations for fire protection facilities were changed in 2007 to reflect the then current level of service, while calculations in all other public facility categories continue to reflect the starting year of the impact fee program (2000).

These forecasts are based on population and employment information contained in the forthcoming Comprehensive Plan update. Refer to the Cherokee County Impact Fee Methodology Report for more information on the population, dwelling unit and employment forecasts.

Table P-1

Service Area Forecasts

2000 - 2030

	County-wide Dwelling Units (Library, Parks)	County-wide Day/Night Population (Jail, 911, EOC)	County-wide Unincorporated Day/Night Population (Sheriff's Patrol)	County-wide day/night population EXCEPT Canton & Woodstock (Fire Protection)
2000	**53,612**	**177,208**	**152,590**	
2001	56,575	191,089	158,154	
2002	59,538	204,969	163,718	
2003	62,500	218,850	169,281	
2004	65,463	232,730	174,845	
2005	68,426	246,611	180,409	
2006	71,902	258,293	188,475	
2007	75,463	270,264	196,676	**207,707**
2008	79,101	282,495	204,978	216,727
2009	82,807	294,961	213,355	225,853
2010	86,571	307,634	221,773	235,054
2011	90,382	320,486	230,201	244,298
2012	94,230	333,491	238,609	253,557
2013	98,104	346,621	246,962	262,798
2014	101,995	359,848	255,229	271,989
2015	105,891	373,147	263,375	281,100
2016	109,782	386,489	271,366	290,097
2017	113,656	399,848	279,169	298,949
2018	117,503	413,195	286,748	307,621
2019	121,312	426,505	294,066	316,081
2020	125,072	439,750	301,090	324,295
2021	128,772	452,902	307,782	332,229
2022	132,401	465,935	314,102	339,846
2023	135,949	478,821	320,013	347,112
2024	139,405	491,533	325,475	353,991
2025	142,758	504,044	330,447	360,445
2026	145,999	516,325	334,887	366,436
2027	149,116	528,351	338,755	371,927
2028	152,102	540,095	342,006	376,879
2029	154,943	551,528	344,593	381,252
2030	**157,634**	**562,625**	**346,469**	**385,002**
Net Increase:				
	104,022	**385,417**	**193,879**	**177,295**

Library Facilities

The Cherokee County Library System provides library services as a part of a three-county system that includes Pickens and Gilmer Counties. This Cherokee libraries are operated and maintained by financial contributions from the State of Georgia, Cherokee County, and the Sequoyah Regional Library System. The library provides services to all residents of Cherokee County through a variety of information and materials, facilities and programs. The library system serves all persons on an equal basis in meeting their educational, recreational, civic, economic and spiritual needs.

Demand for library services is almost exclusively related to the county's resident population. Businesses make some use of public libraries for research purposes, but the use is incidental compared to that of the families and individuals who live in the county. Thus, a library services system impact fee is limited to future residential growth.

Service Area

Materials, facilities and services of the Cherokee County libraries are equally available to the County's population. The entire county is considered a single service district for library services. An improvement in any part of the county increases service to all parts of the county to some extent.

Projection of Needs

Demand for library facilities is almost exclusively related to the county's residential population. Businesses make some use of public libraries for research purposes, but the use is minimal and considered incidental compared to that of the families and individuals who live in the country. Thus, a library system impact fee is limited to future residential growth. Between 2000 and 2030, the number of dwelling units in the library facilities service area will grow from 53,612 to 157,634, an increase of 104,022 dwelling units.

Level of Service

The County decided in 2000 to adopt a level of service for library facilities based on the then current level of service in facility space and collection materials. There was, and remains, no existing deficiency. In **Table L-1**, the facility space and collection materials levels of service figure from Table L-2 are used to calculate future demand in square feet and collection volumes between 2000 and 2030. The additional number of forecasted dwelling units to the year 2030 is multiplied by the level of service to produce the future demand figures. Based on the adopted LOS, future growth will demand 139,700 additional square feet of library space by the year 2030 in order to maintain the adopted level of service. In addition, 309,581 collection materials will need to be added to serve new growth to 2030. Ultimately, more collection materials will need to be acquired in order to account for future collection material discards (see Table L-3).

Table L-1
Future Demand Calculation
New Growth

SF per dwelling unit	Number of New Dwelling Units (2000-30)	SF Demanded by New Growth
1.3430	104,022	139,700

Collection Materials/ dwelling unit	Number of New Dwelling Units (2000-30)	Collection Materials Demanded
2.9761	104,022	309,581

Capacity to Serve New Growth

In a well-planned library system such as that of Cherokee County, library expansions are timed for construction, and volumes purchased, as areas grow and population increases, in order to maintain the adopted LOS. The location of new facility space is planned to provide adequate coverage and access to all areas of the county. The following tables present the required square footage of future facility space and number of volumes necessary in order to meet the needs of the county's growing population. **Table L-2** includes a project listing that will meet future demand for library square footage, and reflects the current excess capacity in facility space. Note that both the Woodstock and Rose Creek expansions are 20,000 sf projects that replace 10,000 sf facilities; only the net new square footage is shown here.

Table L-2
Future Library Facility Projects

Year	New Dwelling Units	SF Demanded (annual)	Running Total: SF Demanded	Project	Net New Square Footage
2000	*0*	*0*			
2001	2,963	3,979	3,979		
2002	2,963	3,979	7,958	Woodstock expansion*	10,000
2003	2,963	3,979	11,937		
2004	2,963	3,979	15,916		
2005	2,963	3,979	19,895		
2006	3,476	4,668	24,563		
2007	3,561	4,782	29,346		
2008	3,638	4,886	34,231	R.T. Jones expansion	5,000
2009	3,706	4,977	39,208		
2010	3,764	5,055	44,263	Southwest Area Facility	20,000
2011	3,811	5,118	49,381		
2012	3,848	5,168	54,549	Rose Creek expansion*	10,000
2013	3,874	5,203	59,752		
2014	3,891	5,226	64,978		
2015	3,896	5,232	70,210	Northeast Area Facility	18,000
2016	3,891	5,226	75,435		
2017	3,874	5,203	80,638		
2018	3,847	5,166	85,805		
2019	3,809	5,115	90,920		
2020	3,760	5,050	95,970	Future Facility	20,000
2021	3,700	4,969	100,939		
2022	3,629	4,874	105,812		
2023	3,548	4,765	110,577	Future Facility	20,000
2024	3,456	4,641	115,219		
2025	3,353	4,503	119,722		
2026	3,241	4,353	124,074	Future Facility	20,000
2027	3,117	4,186	128,260		
2028	2,986	4,010	132,270		
2029	2,841	3,815	136,086	Future Facility	16,700
2030	2,691	3,614	139,700		
			Total to Meet New Growth Demand:		**139,700**

*Both the Woodstock and Rose creek projects replace 10,000 square foot facilities; only net new square footage is shown here.

In **Table L-3** the future demand for collection materials is calculated. The library system's anticipated discard rate of 9.0% is included in these calculations so that enough volumes are acquired to leave the correct amount after "weeding" of materials. This "weeding" is done to replace out-of-date scientific and research materials, and worn out general volumes. A total of 337,446 volumes will be needed by 2030 to

accommodate new growth (309,581 volumes), and account for discarded volumes (27,865 volumes). Volumes purchased to replace discarded volumes are not impact fee eligible.

Table L-3
Future Collection Materials Demanded

	New Growth Demand				
Year	New Dwelling Units	Materials Demanded (annual)	Running Total	Plus Discarded Materials	Total Materials Needed (annual)
2000	*0*	*0*		0	0
2001	2,963	8,818	8,818	794	9,612
2002	2,963	8,818	17,635	794	9,612
2003	2,963	8,818	26,453	794	9,612
2004	2,963	8,818	35,270	794	9,612
2005	2,963	8,818	44,088	794	9,612
2006	3,476	10,345	54,433	931	11,276
2007	3,561	10,598	65,031	954	11,552
2008	3,638	10,827	75,858	974	11,801
2009	3,706	11,029	86,887	993	12,022
2010	3,764	11,202	98,089	1,008	12,210
2011	3,811	11,342	109,431	1,021	12,363
2012	3,848	11,452	120,883	1,031	12,483
2013	3,874	11,529	132,413	1,038	12,567
2014	3,891	11,580	143,993	1,042	12,622
2015	3,896	11,595	155,588	1,044	12,639
2016	3,891	11,580	167,168	1,042	12,622
2017	3,874	11,529	178,697	1,038	12,567
2018	3,847	11,449	190,146	1,030	12,479
2019	3,809	11,336	201,482	1,020	12,356
2020	3,760	11,190	212,673	1,007	12,197
2021	3,700	11,012	223,684	991	12,003
2022	3,629	10,800	234,484	972	11,772
2023	3,548	10,559	245,044	950	11,509
2024	3,456	10,285	255,329	926	11,211
2025	3,353	9,979	265,308	898	10,877
2026	3,241	9,646	274,954	868	10,514
2027	3,117	9,277	284,230	835	10,112
2028	2,986	8,887	293,117	800	9,687
2029	2,841	8,455	301,572	761	9,216
2030	2,691	8,009	309,581	721	8,730
		309,581		27,865	337,446
			Total to Meet new Growth Demand		**309,581**

Capital Projects Costs

The building floor area and new collection materials needed to serve new growth identified in Tables L-2 and L-3 are used to calculate the future cost to meet service demand, as shown in **Tables L-4** and **L-5**. The costs are shown in current (2007) dollars. Library facility construction cost is based on estimated costs of comparable facilities. Again, note that the Woodstock and Rose Creek expansions are 20,000 sf projects that replace 10,000 sf facilities; the total square footage for both projects is shown here (compare with Table L-2). Because each facility doubles the size of the facility it is replacing, only half of the project cost is impact fee eligible.

Table L-4
Facility Costs to Meet Future Demand

Year	Project	Square Footage	Gross Cost**	% for New Growth	New Growth Cost
2001	Woodstock expansion*	20,000	$4,400,000	50.00%	$2,200,000
2008	R.T. Jones expansion	5,000	$1,000,000	100.00%	$1,000,000
2010	Southwest Area Facility	20,000	$4,000,000	100.00%	$4,000,000
2012	Rose Creek expansion*	20,000	$4,000,000	50.00%	$2,000,000
2015	Northeast Area Facility	18,000	$3,600,000	100.00%	$3,600,000
2020	Future Facility	20,000	$4,096,386	100.00%	$4,096,386
2023	Future Facility	20,000	$4,096,386	100.00%	$4,096,386
2026	Future Facility	20,000	$4,096,386	100.00%	$4,096,386
2029	Future Facility	16,700	$3,420,482	100.00%	$3,420,482
		159,700	$32,709,639		**$28,509,639**

*Both the Woodstock and Rose creek projects replace 10,000 square foot facilities; total square footage is shown here.

**Project costs for future facilities based on Library Board estimates for first five facilities.

In Table L-5 collection materials costs are estimated at $29.92 per item. The percentage of the cost attributable for new growth in each year is based on the percentage of total items demanded that are attributable to new growth's demand (drawn from Table L-3).

Table L-5

Collection Materials Costs to Meet Future Demand

Year	Materials Needed (annual)	Gross Cost*	% for New Growth	New Growth Cost
2001	9,612	$287,579.29	91.74%	$263,822.81
2002	9,612	$287,579.29	91.74%	$263,822.81
2003	9,612	$287,579.29	91.74%	$263,822.81
2004	9,612	$287,579.29	91.74%	$263,822.81
2005	9,612	$287,579.29	91.74%	$263,822.81
2006	11,276	$337,376.27	91.74%	$309,520.75
2007	11,552	$345,633.26	91.74%	$317,089.58
2008	11,801	$353,088.13	91.75%	$323,946.05
2009	12,022	$359,711.68	91.74%	$330,001.12
2010	12,210	$365,325.10	91.74%	$335,165.74
2011	12,363	$369,899.17	91.74%	$339,350.85
2012	12,483	$373,493.04	91.74%	$342,645.52
2013	12,567	$376,017.66	91.74%	$344,960.70
2014	12,622	$377,651.10	91.74%	$346,474.46
2015	12,639	$378,156.17	91.74%	$346,919.69
2016	12,622	$377,651.10	91.74%	$346,474.46
2017	12,567	$376,017.66	91.74%	$344,960.70
2018	12,479	$373,374.08	91.75%	$342,556.48
2019	12,356	$369,691.16	91.74%	$339,172.76
2020	12,197	$364,938.99	91.74%	$334,809.55
2021	12,003	$359,117.57	91.74%	$329,466.85
2022	11,772	$352,226.89	91.74%	$323,144.65
2023	11,509	$344,355.99	91.75%	$315,931.99
2024	11,211	$335,445.77	91.74%	$307,739.85
2025	10,877	$325,436.36	91.74%	$298,568.20
2026	10,514	$314,565.71	91.74%	$288,595.15
2027	10,112	$302,536.76	91.74%	$277,553.56
2028	9,687	$289,824.65	91.74%	$265,888.65
2029	9,216	$275,746.23	91.74%	$252,977.11
2030	8,730	$261,192.67	91.74%	$239,620.35
	337,446	$10,096,369.61		**$9,262,648.81**

*Cost is based on average unit cost of $29.92 per item.

Fire Protection Facilities

Fire protection, as well as emergency medical services, is provided by the County to the entire county outside of the Cities of Canton and Woodstock through the Fire Department. The capital value of fire protection is based upon fire stations, administrative office space, land, and apparatus. In this section—unlike other public facility categories in this report—the impact fee calculations are carried out based on the current (year 2007) inventory and level of service. In 2007, fire protection and emergency medical services were provided by 32 stations and several other facilities with a combined square footage of 172,532, and utilizing a total of 71 heavy vehicles.

Service Area

The Fire Department, providing fire protection and emergency medical services, operates as a coordinated system, with each station backing up the other stations in the system. The backing up of another station is not a rare event; it is the essence of good fire protection planning. All stations do not serve the same types of land uses, nor do they all have the same apparatus. It is the strategic placement of personnel and equipment that is the backbone of good fire protection. Any new station would relieve some of the demand on the other stations. Since the stations would continue to operate as "backups" to the other stations, everyone in the county would benefit by the construction of the new station since it would reduce the "backup" times the station nearest to them would be less available. The Cities of Canton and Woodstock have their own fire departments, and operate independently from the County system. For these reasons the entire county outside of Canton and Woodstock is considered a single service area for the provision of the fire protection because all residents and employees within this area have equal access to the benefits of the County program.

Projection of Needs

Between 2007 and 2030, the day/night population (a combination of residents and employees) in the fire protection facilities service area will grow from 207,707 to 385,002, an increase of 177,295 persons.

Level of Service

For the purposes of impact fee calculations the County has determined that the current (2007) level of service will be adequate to serve the future service area population. Instead of continuing the previously calculated LOS from the 2000 Methodology Report, the adopted LOS will be based on the current inventory of facility space and heavy vehicles. The current LOS figures are multiplied by the forecasted day/night population increase to produce the expected future demand in **Table F-1**. There is no existing deficiency in either facility space or heavy vehicles.

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Table F-1
Future Demand Calculation
New Growth

SF per Day/night population	Day/night Pop Increase (2007-30)	SF Demanded by New Growth
0.8307	177,295	147,270

Heavy Vehicles/Day/ night pop	Day/night Pop Increase (2007-30)	New Heavy Vehicles Demanded
0.000342	177,295	61

Capacity to Serve New Growth

As new demand is calculated, fire service capacity is developed to meet the estimated demand. In a well-planned fire system such as that in Cherokee County, stations are timed for construction and built as areas grow and population increases, and heavy vehicles added to the fleet, in order to maintain the County's adopted LOS. The location of new facilities are planned to provide adequate coverage and access to all areas of the county. Tables F-2 and F-3 present a schedule of capital projects that will meet future demand. The facility projects shown in Table F-2 are based on the County's desire to increase the inventory of fire stations in a balanced way; the final projects could be reconfigured, with 147,270 square feet ultimately impact fee eligible. Additionally, 61 heavy vehicles are demanded to serve new growth.

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Table F-2

Future Fire Facility Projects

Year	Day/night Pop Increase	SF Demanded (annual)	Running Total: SF Needed	Project	Net New Square Footage
2007	*0*	*0*			
2008	9,020	7,492	7,492		
2009	9,126	7,581	15,073	Future Station A	7,000
2010	9,201	7,643	22,716		
2011	9,244	7,679	30,394		
2012	9,259	7,691	38,085	Storage/Warehousing	15,000
2013	9,241	7,676	45,761	Future Station B	7,000
2014	9,191	7,635	53,396		
2015	9,111	7,568	60,964	Future Station C	7,000
2016	8,997	7,473	68,437		
2017	8,852	7,353	75,790	Future Station D	7,000
2018	8,672	7,203	82,994	Training Space	20,270
2019	8,460	7,027	90,021	Future Station E	7,000
2020	8,214	6,823	96,844		
2021	7,934	6,590	103,434	Future Station F	7,000
2022	7,617	6,327	109,761		
2023	7,266	6,036	115,797	Future Station G	7,000
2024	6,879	5,714	121,511	Administrative Space	35,000
2025	6,454	5,361	126,872	Future Station H	7,000
2026	5,991	4,976	131,848		
2027	5,491	4,561	136,409	Future Station I	7,000
2028	4,952	4,113	140,523	Future Station J	7,000
2029	4,373	3,632	144,155	Future Station K	7,000
2030	3,750	3,115	147,270		
				Total New Square Footage:	**147,270**

Future fire stations will be built at locations to be determined in the future with regard to NFPA standards, ISO rating criteria and response times in order to adequately serve the demands created by new growth and development.

Table F-3
Future Heavy Vehicles Demanded

Year	Day/night Pop Increase	New Vehicles Demanded (annual)	New Vehicles
2007	*0*	*0.00*	0
2008	9,020	3.08	3
2009	9,126	3.12	6
2010	9,201	3.15	9
2011	9,244	3.16	13
2012	9,259	3.16	16
2013	9,241	3.16	19
2014	9,191	3.14	22
2015	9,111	3.11	25
2016	8,997	3.08	28
2017	8,852	3.03	31
2018	8,672	2.96	34
2019	8,460	2.89	37
2020	8,214	2.81	40
2021	7,934	2.71	43
2022	7,617	2.60	45
2023	7,266	2.48	48
2024	6,879	2.35	50
2025	6,454	2.21	52
2026	5,991	2.05	54
2027	5,491	1.88	56
2028	4,952	1.69	58
2029	4,373	1.49	59
2030	3,750	1.28	61

Capital Project Costs

The future facility and heavy vehicle plans of the Department are shown on the schedules in **Tables F-6** and **F-7**. By 2030, future demand based on square feet per day/night population can be met by the construction of the proposed facilities and the purchase of heavy vehicles. Estimated project costs are based on comparable facility construction and heavy vehicle purchase costs; all costs are shown in constant (2007) dollars. Since there are no existing deficiencies in either square footage or heavy vehicles, all the projects shown here are impact fee eligible.

Table F-4

Facility Costs to Meet Future Demand

Year	Project	Square Footage	Cost*	% for New Growth	New Growth Cost
2009	Future Station A	7,000	$1,085,000	100.00%	$1,085,000
2012	Storage/Warehousing	15,000	$2,325,000	100.00%	$2,325,000
2013	Future Station B	7,000	$1,085,000	100.00%	$1,085,000
2015	Future Station C	7,000	$1,085,000	100.00%	$1,085,000
2017	Future Station D	7,000	$1,085,000	100.00%	$1,085,000
2018	Training Space	20,270	$3,141,850	100.00%	$3,141,850
2019	Future Station E	7,000	$1,085,000	100.00%	$1,085,000
2021	Future Station F	7,000	$1,085,000	100.00%	$1,085,000
2023	Future Station G	7,000	$1,085,000	100.00%	$1,085,000
2024	Administrative Space	35,000	$5,425,000	100.00%	$5,425,000
2025	Future Station H	7,000	$1,085,000	100.00%	$1,085,000
2027	Future Station I	7,000	$1,085,000	100.00%	$1,085,000
2028	Future Station J	7,000	$1,085,000	100.00%	$1,085,000
2029	Future Station K	7,000	$1,085,000	100.00%	$1,085,000
		147,270	$22,826,850		**$22,826,850**

*Estimated costs based on comparable facility costs (an average of $155 per square foot).

Table F-5

Heavy Vehicle Costs to Meet Future Demand

Year	New Vehicles	Cost*	% for New Growth	New Growth Cost
2008	3	$631,000	100.00%	$631,000
2009	3	$971,000	100.00%	$971,000
2010	3	$1,125,000	100.00%	$1,125,000
2011	3	$1,125,000	100.00%	$1,125,000
2012	3	$1,125,000	100.00%	$1,125,000
2013	3	$1,125,000	100.00%	$1,125,000
2014	3	$1,125,000	100.00%	$1,125,000
2015	3	$1,125,000	100.00%	$1,125,000
2016	3	$1,125,000	100.00%	$1,125,000
2017	3	$1,125,000	100.00%	$1,125,000
2018	3	$1,125,000	100.00%	$1,125,000
2019	3	$1,125,000	100.00%	$1,125,000
2020	3	$1,125,000	100.00%	$1,125,000
2021	3	$1,125,000	100.00%	$1,125,000
2022	3	$1,125,000	100.00%	$1,125,000
2023	3	$1,125,000	100.00%	$1,125,000
2024	2	$750,000	100.00%	$750,000
2025	2	$750,000	100.00%	$750,000
2026	2	$750,000	100.00%	$750,000
2027	2	$750,000	100.00%	$750,000
2028	2	$750,000	100.00%	$750,000
2029	2	$750,000	100.00%	$750,000
2030	1	$375,000	100.00%	$375,000
	61	$22,227,000		**$22,227,000**

*Actual costs shown for 2008 and 2009; all other estimated costs based on an average of $375,000 per vehicle.

Public Safety Facility

The Cherokee County Sheriff's Office operates the County Jail; all aspects of the detention facility activities are administered from a central location. In addition to inmate housing and administration, the Public Safety Facility is also home to the 911 emergency communications center and the Emergency Operations Center (EOC).

Service Area

The entire county is considered a single service area for the provision of the detention/911/EOC facility services because all residents and employees in the county have equal access to the benefits of the program.

Projection of Needs

Between 2000 and 2030, the day/night population (a combination of residents and employees) in the Public Safety Facility service area will grow from 177,208 to 562,625, an increase of 385,417 persons.

Level of Service

In 2000, the County determined that it would adopt a LOS based on the addition of the Public Safety Facility (PSF). Based on the population-to-inmate housing ratio used in 2000, the current facilities (including the PSF) will adequately serve the County to the year 2011, at which time additional facility space will be required in order to maintain the LOS.[1] Based on the square footage added by the construction of the PSF,[2] there is a resulting year 2000 deficiency of 81,699 square feet.

The County has also determined that it will replace the current emergency communications system. Note that in 2000 there was, and still is, an emergency communication system in place. Since some portion of the new system will meet the service demands of county day/night population that was already in the county in 2000, the new system is only partially impact fee eligible. In other words, the portion of the new system that replaces the old system is not available to serve new growth. Based on the calculation of service area demand in 2000, 0.31 of the system (or 31%) is required to serve day/night population that was in the county at that time. The remainder, 0.69 of the system (69%) is available to serve new growth after 2000.

In **Table D-1** the adopted level of service is applied to future growth. The 'day/night population increase' figure is calculated from Table P-1. The additional number of forecasted day/night population to the year 2030 is multiplied by the adopted level of service to produce the future demand figure. New growth will demand a total of 307,108 square feet, but because of the original deficiency of 81,699 square feet, a total of 388,807 square feet will need to be provided to serve new and existing development. In addition, new growth will demand 0.69 of an emergency communications system. Again, note that there is technically an existing deficiency for emergency communications systems, but current day/night

[1] The PSF was forecasted to serve a day/night population of about 326,000 persons. In the previous impact fee calculations, this made the PSF adequate to serve the county to 2023. Based on the new Comprehensive Plan forecasts, the PSF—serving the same day/night population number—will now be adequate to 2011.

[2] Some square footage in the PSF is occupied by the Fire Department. This square footage does not appear here; it is included in the 'Fire Protection' section of this report.

population is being adequately served. There is already a system in place; the new system will replace the old system. A portion of this new system will serve existing day/night population, thus creating an existing deficiency when only one system will be in place.

Table D-1
Future Demand Calculation

SF per Day/night population	Day/night Pop Increase (2000-30)	SF Demanded by New Growth
0.7968	385,417	307,108
Year 2000 Deficiency		81,699
Total SF Needed		**388,807**

Comm System per Day/night population	Day/night Pop Increase (2000-30)	System Demanded by New Growth
0.000002	385,417	0.69
Year 2000 Demand		0.31
Total System Needed		**1.00**

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Capacity to Serve New Growth

A set of future projects are contemplated to meet future demand. **Table D-2** presents the annual forecasted square footage demand, accompanied by proposed facility projects. These projects could be reconfigured to be a series of projects; in the end, 307,108 square feet of new facility space is impact fee eligible. Beyond the Public Safety Facility built in 2002, one other project shown on this table—a special purpose garage at the Public Safety Facility—is also complete. (The communications system project does not add facility space.)

Table D-2

Future Expansion Projects

Year	Day/night Pop Increase	SF Demanded (annual)	Running Total: SF Demanded*	Future Projects	Net New Square Footage*
2000	*0*	*0*	*81,699*		(81,699)
2001	13,881	11,060	92,759		
2002	13,881	11,060	103,820	Public Safety Facility	195,866
2003	13,881	11,060	114,880		
2004	13,881	11,060	125,940		
2005	13,881	11,060	137,001		
2006	11,682	9,308	146,309		
2007	11,971	9,539	155,848	Special Purpose Garage	6,000
2008	12,231	9,746	165,594	Communications System	n/a
2009	12,466	9,933	175,527		
2010	12,673	10,098	185,625		
2011	12,852	10,241	195,866		
2012	13,005	10,363	206,229	Future Expansion	186,941
2013	13,130	10,462	216,691		
2014	13,227	10,540	227,230		
2015	13,299	10,597	237,827		
2016	13,342	10,631	248,459		
2017	13,359	10,645	259,103		
2018	13,347	10,635	269,738		
2019	13,310	10,606	280,344		
2020	13,245	10,554	290,898		
2021	13,152	10,480	301,378		
2022	13,033	10,385	311,763		
2023	12,886	10,268	322,031		
2024	12,712	10,129	332,160		
2025	12,511	9,969	342,129		
2026	12,281	9,786	351,915		
2027	12,026	9,583	361,497		
2028	11,744	9,358	370,855		
2029	11,433	9,110	379,965		
2030	11,097	8,842	388,807		
				Total to Meet New Growth Demand:	307,108

*Figures reflect existing deficiency.

Capital Project Costs

Future cost to meet the square footage demanded by new growth to 2030 is shown in **Table D-3**. The first two projects—the Public Safety Facility and special purpose garage—are already completed; costs shown for these projects are the actual construction costs for each facility. Future facility construction cost estimate is based on comparable facility costs; communications system estimate is based on current county estimate for a 7-channel 9-site system. All costs are shown in current (2007) dollars. Since there is an existing deficiency in facility space, a portion of the first project is not impact fee eligible. Likewise, a portion of the communications system project replaces the service provided to the day/night population in 2000; only the new system capacity is available to new growth.

Table D-3
Facility Costs to Meet Future Demand

Year	Future Projects	Square Feet	Cost*	% for New Growth	New Growth Cost
2002	Public Safety Facility	195,866	$28,447,981	58.29%	$16,581,840
2007	Special Purpose Garage	6,000	$125,512	100.00%	$125,512
2008	Communications System	n/a	$13,809,772	68.50%	$9,460,157
2012	Future Expansion	186,941	$27,151,762	100.00%	$27,151,762
			$69,535,027		**$53,319,271**

*Cost for special purpose garage based on actual expenditure; cost for communications system is based on County estimates; cost estimate for the expansion project based on an estimated per square foot cost of $145.

Sheriff's Patrol Facilities

The Cherokee County Sheriff's Patrol provides primary law enforcement throughout the unincorporated county, as well as back up and supplemental services within all the incorporated areas. Impact fee calculations for the Sheriff's Patrol functions will be limited to the unincorporated area of the county, limiting the scope of the service provided to the primary functions only.

Service Area

The unincorporated county is considered a single service area for the provision of primary law enforcement services because all residents and employees in this area of the county have equal access to the benefits of the program.

Projection of Needs

Between 2000 and 2030, the day/night population (a combination of residents and employees) in the Sheriff's Office facilities service area will grow from 152,590 to 346,469, an increase of 193,879 persons.

Level of Service

The level of service for Sheriff's Office services in Cherokee County is measured in terms of square footage per day/night population in the service area (the unincorporated county); day/night population is used as a measure in that the Sheriff's Office is a set of law enforcement services provided to both residences and businesses in the service area. The County has adopted a LOS based on the year 2000 level of service. In **Table S-1** the adopted level of service is applied to future growth. The 'day/night population increase' figure is calculated from Table P-1. The additional number of forecasted day/night population to the year 2030 is multiplied by the adopted level of service to produce the future demand figure. There is no existing deficiency.

Table S-1
Future Demand Calculation

SF per Day/night population	Day/night Pop Increase (2000-30)	SF Demanded by New Growth
0.0511	193,879	9,912

Capacity to Serve New Growth

A set of future projects are contemplated to meet future demand. **Table S-2** presents the annual forecasted square footage demand, accompanied by proposed facility expansion projects. These projects could be reconfigured; 9,912 square feet are ultimately impact fee eligible. The plans for future precinct space are based on sharing space at new fire stations, with an average of 2,936 square feet per location. These plans result in more square footage than is demanded under the current level of service standards. The resulting excess capacity provides capacity to serve new growth beyond the current forecasts; the value of this excess capacity can be recouped after 2030.

Table S-2
Future Facility Projects

Year	Day/night Pop Increase	SF Demanded (annual)	Running Total: SF Demanded	Project	Square Footage
2000	*0*	*0*			
2001	5,564	284	284		
2002	5,564	284	569		
2003	5,564	284	853		
2004	5,564	284	1,138		
2005	5,564	284	1,422		
2006	8,066	412	1,835		
2007	8,201	419	2,254		
2008	8,302	424	2,678	Precinct	2,936
2009	8,377	428	3,107		
2010	8,418	430	3,537	Precinct	2,936
2011	8,428	431	3,968		
2012	8,408	430	4,398		
2013	8,353	427	4,825		
2014	8,267	423	5,247	Precinct	2,936
2015	8,146	416	5,664		
2016	7,991	409	6,072		
2017	7,803	399	6,471	Precinct	2,936
2018	7,579	387	6,859		
2019	7,318	374	7,233		
2020	7,024	359	7,592		
2021	6,692	342	7,934		
2022	6,320	323	8,257		
2023	5,911	302	8,559		
2024	5,462	279	8,839		
2025	4,972	254	9,093		
2026	4,440	227	9,320		
2027	3,868	198	9,517		
2028	3,251	166	9,684		
2029	2,587	132	9,816		
2030	1,876	96	9,912		
				Total New Square Footage:	11,744

Capital Project Costs

Future costs to meet the square footage demanded by new growth to 2030 are shown in **Table S-3**. Estimated project cost is based on comparable facilities. All costs are shown in current (2007) dollars. Note that a portion of the last project is not impact fee eligible; this represents the excess capacity in facility space that would be available to serve new growth after 2030, and would be subject to impact fee collections from that future growth.

Table S-3
Project Costs to Meet Future Demand

Year	Project	Square Feet	Cost*	% for New Growth	New Growth Cost
2008	Precinct	2,936	$546,096	100.00%	$546,096
2010	Precinct	2,936	$546,096	100.00%	$546,096
2014	Precinct	2,936	$546,096	100.00%	$546,096
2017	Precinct	2,936	$546,096	37.60%	$205,317
			$2,184,384		**$1,843,605**

*Estimated costs provided by the department.

Parks and Recreation Facilities

Public recreational opportunities are available in Cherokee County through a number of parks facilities operated by the Cherokee Recreation and Parks Authority (CRPA). The County makes financial contributions toward these operations. Demand for recreational facilities is almost exclusively related to the county's resident population. Businesses make some incidental use of public parks for office events, company softball leagues, etc., but the use is minimal compared to that of the families and individuals who live in the county. Thus, the parks and recreation impact fee is limited to future residential growth.

Service Area

The county park system operates as part of a county-wide system of parks that includes municipal and state facilities. Parks and recreational facilities are made available to the county's population without regard to the political jurisdiction within which the resident lives. In addition, the facilities are provided equally to all residents, and often used on the basis of the programs available, as opposed to proximity of the facility. For instance, children active in the little leagues play games at various locations throughout the county, based on scheduling rather than geography. Other programs are located only at certain centralized facilities, to which any Cherokee County resident can come. As a general rule, parks facilities are located throughout the county, and future facilities will continue to be located around the county so that all residents will have recreational opportunities available on an equal basis. Thus, the entire county is considered a single service area for parks & recreation.

Projection of Needs

Demand for recreational facilities is almost exclusively related to the county's resident population. Businesses make some use of public parks for office events, company softball leagues, etc., but the use is minimal and considered incidental compared to that of the families and individuals who live in the county. Thus, a parks and recreation impact fee is limited to future residential growth. Between 2000 and 2030, the number of dwelling units in the park facilities service area will grow from 53,612 to 157,634, an increase of 104,022 dwelling units.

Level of Service

The County has adopted a level of service standard for parks acreage and developed components based on the year 2000 LOS for parks acres, and the year 2007 levels of service for developed components (ball fields, playgrounds, etc.). **Table PR-1** shows the future demand in parks acreage and components based on the adopted LOS standard for parks acreage and developed components. For parks acreage, the increase in dwelling units between 2000 and 2030 is multiplied by the level of service standard to produce the future demand. For developed components, the multiplier is the increase in dwelling units between 2007 and 2030 (82,171 dwelling units). This reflects the fact that developed components are in effect a new impact fee category being added to the existing program. There are no existing deficiencies in either parks acreage or developed components.

Table PR-1

Future Demand Calculation

New Growth

AC/1,000 Dwelling Units	Number of New Dwelling Units (2000-30)	Acres Demanded by New Growth
10.54	104,022	1,096

Adopted LOS per 1,000 Dwelling Units	New Components Demanded (2007-2030)*	
0.224	18.4	Playgrounds
0.485	39.9	Pavilions
0.093	7.7	Walking Trails
0.485	39.9	Ball Fields
0.410	33.7	Tennis Courts
0.112	9.2	Basketball Court
0.056	4.6	Bike Trails
0.019	1.5	Running Track
0.075	6.1	Multi-use Fields
0.056	4.6	Volleyball Courts

*Based on a 2007 to 2030 increase of 82,171 dwelling units.

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Capacity to Serve New Growth

Table PR-2 presents a schedule of future park acreage demand, and projects to meet that demand, based on the adopted LOS. While the specific land acquisition projects may be re-configured over time, 1,096 new acres are ultimately impact fee eligible.

Table PR-2
Future Park Land Acquisition

Year	New Dwelling Units	AC Demanded (annual)	Running Total: AC Demanded	Project	New Acres
2000	*0*	*0*			
2001	2,963	31.2	31		
2002	2,963	31.2	62		
2003	2,963	31.2	94	Little River/Mill Creek	110
2004	2,963	31.2	125	Waleska City Park	12
2005	2,963	31.2	156	Fields Landing	270
2006	3,476	36.6	193	Clayton Area Park	17
2007	3,561	37.5	230		
2008	3,638	38.3	269	Creighton Road	15
2009	3,706	39.1	308		
2010	3,764	39.7	347	Holly Springs	20
2011	3,811	40.2	388		
2012	3,848	40.6	428	Central Area Park	125
2013	3,874	40.8	469		
2014	3,891	41.0	510		
2015	3,896	41.1	551		
2016	3,891	41.0	592		
2017	3,874	40.8	633	North Area Park	175
2018	3,847	40.5	673		
2019	3,809	40.1	713		
2020	3,760	39.6	753		
2021	3,700	39.0	792		
2022	3,629	38.2	830	Future Park A	176
2023	3,548	37.4	868		
2024	3,456	36.4	904		
2025	3,353	35.3	939		
2026	3,241	34.2	974	Future Park B	176
2027	3,117	32.8	1,006		
2028	2,986	31.5	1,038		
2029	2,841	29.9	1,068		
2030	2,691	28.4	1,096		
				Total to Meet New Growth Demand:	1,096

Capital Project Costs

Table PR-3 is a listing of the future capital projects costs for the developed components required in order to maintain the adopted level of service standards. The 'units to be added' figures are drawn directly from Table PR-1, and rounded up to the next whole facility. As a result, some portions of these projects are not impact fee eligible since they provide excess capacity beyond that demanded by currently forecasted growth. This is because the County cannot construct a portion of a facility, but must provide developed components in 'whole' numbers. For example, new growth to 2030 requires 18.4 playgrounds in order to maintain the current LOS (see table PR-1). However, 19 playgrounds will have to be built, since 18 playgrounds is not enough, and there is no such thing as 0.4 of a playground. So 19 playgrounds will be built, and 0.6 of a playground will be excess capacity that can be recouped through future impact fee collections from growth beyond 2030. Project cost estimates have been supplied by the County, or are based on comparable facilities where no current County estimate exists. All costs are shown in current (2007) dollars.

Table PR-3
Future Park Facility Costs

Facility Type	Units to be Added (2007-2030)	Cost per Unit*	Gross Cost	% for New Growth	Net Cost to New Growth
Playgrounds	19	$50,000	$950,000	96.84%	$920,000
Pavilions	40	$60,000	$2,400,000	99.75%	$2,394,000
Walking Trails	8	$100,000	$800,000	96.25%	$770,000
Ball Fields	40	$106,419	$4,256,760	99.75%	$4,246,118
Tennis Courts	34	$35,000	$1,190,000	99.12%	$1,179,500
Basketball Court	10	$25,000	$250,000	92.00%	$230,000
Bike Trails	5	$75,000	$375,000	92.00%	$345,000
Running Track	2	$200,000	$400,000	75.00%	$300,000
Multi-use Fields	7	$275,000	$1,925,000	87.14%	$1,677,500
Volleyball Courts	5	$20,000	$100,000	92.00%	$92,000
			$12,646,760		**$12,154,118**

*Where available County cost estimates are shown; otherwise costs estimates are based on comparable facility costs.

Table PR-4 presents the estimated costs for the land acquisition projects. The cost estimate for land acquisition has been estimated by the County or is based on comparable land acquisition costs ($25,000 per acre). All costs are in current (2007) dollars.

Table PR-4
Land Acquisition Costs

Year	Project	Acres	Cost*	% for New Growth	New Growth Cost
2003	Little River/Mill Creek	110	$2,750,000	100.00%	$2,750,000
2004	Waleska City Park	12	$300,000	100.00%	$300,000
2005	Fields Landing	270	$6,750,000	100.00%	$6,750,000
2006	Clayton Area Park	17	$425,000	100.00%	$425,000
2008	Creighton Road	15	$375,000	100.00%	$375,000
2010	Holly Springs	20	$500,000	100.00%	$500,000
2012	Central Area Park	125	$3,125,000	100.00%	$3,125,000
2017	North Area Park	175	$4,375,000	100.00%	$4,375,000
2022	Future Park A	176	$4,400,000	100.00%	$4,400,000
2026	Future Park B	176	$4,400,000	100.00%	$4,400,000
			$27,400,000		**$27,400,000**

*Estimated acquisition costs based on an average of $25,000 per acre.

Road Improvements

The information in this section is derived from, or taken directly from, information developed for the 2000 *Cherokee County Capital Improvements Element*, with some additional data developed for two more recent projects. Specifically, road project data is drawn from engineering carried out for the County. Level of service calculations, as well as determination of need, are based on this engineering, carried out by the County's Engineering Department. Timing of projects and assignment of projects to the impact fee program have been determined by the County.

Service Area

The service area for these road projects is defined as the entire county. In that these road projects are recognized as providing primary—if not exclusive—capacity to properties within the county, the county has been adopted as the service area for the purpose of assessing impact fees. All new development within the county will be assessed the road impact fee, as calculated in this section. The road network within the county is considered in its entirety by the transportation model used to generate capacity data. Improvements in any part of this portion of the network improve capacity, to some measurable extent, throughout the county.

Projection of Needs

As the county continues to develop—converting vacant land into new development and redeveloping existing land uses—there will be a continuing need to maintain and upgrade the transportation network. As part of this effort, projects will be undertaken that provide new trip capacity on the road network that is intended to serve new growth. Future added capacity and determination of need is based on the County's road improvement plans.

Level of Service

Level of service for roadways and intersections is measured on a 'letter grade' system that rates a road within a range of service from A to F. Level of service A is the best rating, representing unencumbered travel; level of service F is the worst rating, representing heavy congestion and long delays. This system is a means of relating the connection between speed and travel time, freedom to maneuver, traffic interruption, comfort, convenience and safety to the capacity that exists in a roadway. This refers to both a quantitative measure expressed as a service flow rate and an assigned qualitative measure describing parameters. *The Highway Capacity Manual, Special Report 209*, Transportation Research Board (1985), defines level of service A through F as having the following characteristics:

1. LOS A: free flow, excellent level of freedom and comfort;
2. LOS B: stable flow, decline in freedom to maneuver, desired speed is relatively unaffected;
3. LOS C: stable flow, but marks the beginning of users becoming affected by others, selection of speed and maneuvering becomes difficult, comfort declines at this level;
4. LOS D: high density, but stable flow, speed and freedom to maneuver are severely restricted, poor level of comfort, small increases in traffic flow will cause operational problems;
5. LOS E: at or near capacity level, speeds reduced to low but uniform level, maneuvering is extremely difficult, comfort level poor, frustration high, level unstable; and
6. LOS F: forced/breakdown of flow. The amount of traffic approaching a point exceeds the amount that can transverse the point. Queues form, stop & go. Arrival flow exceeds discharge flow.

The traffic volume that produces different level of service grades differs according to road type, size, signalization, topography, condition and access. Post-improvement LOS conditions are based on the County's Engineering Department's calculations.

The adopted level of service is based on Level of Service "D" for arterials and major collector roads within the service area. This level of service is used to calculate existing deficiencies through the transportation modeling process, and is reflected in projects that are less than 100% impact fee eligible.

Capacity to Serve New Growth

Projects that provide road capacity intended to serve new growth to the year 2030 by road widening, new road construction or other capacity improvements have been identified by the County and are shown in **Table R-1**. This is not an inclusive list of all County road projects. These projects were selected for inclusion in the County's impact fee program in 2000, with the exception of Bells Ferry Rd 2 and 3, which appear here in the impact fee calculations for the first time. Local share of the project costs are shown. All but the last two of these projects have been completed at this time (2007), and appear in this report for the purposes of recoupment of the County's investment.

Table R-1
Road Projects and Estimated Costs

Project	Description	Local Cost*
Towne Lake Pkwy	improvement	$4,127,910
Business Hwy 5	relocation, new road construction	$2,568,641
Riverstone Blvd	new road construction	$550,000
Bells Ferry Rd - 1	ROW, design, safety planning	$784,956
Rope Mill Rd	new road construction	$1,671,989
Reinhardt College Pkwy	new road construction	$320,000
Eagle Dr	widening	$4,202,220
East Cherokee Dr	widening	$3,500,000
Bells Ferry Rd - 2	widening, Southfork to N Victoria	$38,788,000
Bells Ferry Rd - 3	widening, N Victoria over Little River	$1,500,000
		$58,013,716

*Cost figures provided by the County Engineering Department.

While the great majority of projects listed in table R-1 add new capacity, any portion that will meet an existing deficiency will reduce the net increase of capacity available to new growth and development. It is important to identify what portion of each project goes toward meeting an existing deficiency in that this portion of the total project cost cannot be funded through impact fees. In **Table R-2** figures are given for the trip capacity and volume on a set of road projects that provide new capacity, in the year in which the project was added. For the last two projects, the capacity figures shown are for 2007. All the previous projects have statistics representing their volume and capacity inn 2000.

Where the volume exceeds the capacity, a deficiency exists. Only one road has a measured deficiency at level of service "D"—Business Highway 5. Several road projects have no statistics in this table since they did not yet exist in 2000 (Riverstone, Rope Mill and Reinhardt Parkway); there is no capacity or traffic flow where no road exists.

Table R-2
Current Road Capacity and Deficiencies

Project	Volume (trips)	Capacity (trips)	Excess Capacity	Existing Deficiency
Towne Lake Pkwy	19,323	23,300	3,977	0
Business Hwy 5	23,316	23,300	0	16
Riverstone Blvd	0	0	0	0
Bells Ferry Rd - 1	11,761	23,300	11,539	0
Rope Mill Rd	0	0	0	0
Reinhardt College Pkwy	0	0	0	0
Eagle Dr	12,142	23,300	11,158	0
East Cherokee Dr	5,646	12,900	7,254	0
Bells Ferry Rd - 2	n/a	23,000	0	0
Bells Ferry Rd - 3	n/a	23,000	0	0

The excess capacity represents the available road capacity, in terms of daily trips, not used by the measured volume of traffic. For example, Town Lake had excess capacity in 2000. More trips could be made on this road without a degradation of the level of service “D” standard. Currently, the County does not intend to calculate a recoupment of the value of the excess capacity.

The next step in these calculations is to identify the net trip capacity added by each of the road improvement projects that is available to new growth. These 'net added capacity' figures are shown in **Table R-3**. In this table, the 'post improvement added capacity' is the capacity added for each project, following completion. The 'net added capacity' figure is the 'added capacity' figure less the 'existing deficiency' figure (only applicable here to Business Highway 5). The final calculation shown in this table is the identification of the portion of project costs that are attributable to new growth—the impact fee eligible project costs. This percentage is based on the 'net added capacity' figure as a percentage of the 'post improvement capacity' figure. Note that one project—Business Highway 5—is not 100% eligible in that a portion of the added capacity is required to meet the existing deficiency on that road.

Table R-3
Post-Improvement Statistics

Project	Post-Improvement ADDED Capacity	Existing Deficiency	Net ADDED Capacity	% Impact Fee Eligible
Towne Lake Pkwy	33,700	0	33,700	100.00%
Business Hwy 5	57,000	16	56,984	99.97%
Riverstone Blvd	20,500	0	20,500	100.00%
Bells Ferry Rd - 1	33,700	0	33,700	100.00%
Rope Mill Rd	20,500	0	20,500	100.00%
Reinhardt College Pkwy	28,200	0	28,200	100.00%
Eagle Dr	33,700	0	33,700	100.00%
East Cherokee Dr	28,200	0	28,200	100.00%
Bells Ferry Rd - 2	17,650	0	17,650	100.00%
Bells Ferry Rd - 3	17,650	0	17,650	100.00%
New Trip Capacity Added to Road Network:			255,484	

Capital Project Costs

Table R-4 presents a calculation of the impact fee eligible project costs for the road improvement projects from Table R-1. The total local cost, from R-1, is multiplied by the 'net added capacity as % as post improvement capacity' figure, from Table R-3, to produce the portion of local project costs that is impact fee eligible. Since one project is not 100% eligible, there is a non-eligible cost component.

Table R-4
Eligible Cost Calculation

Project	Local Cost	% Impact Fee Eligible	Eligible Cost
Towne Lake Pkwy	$4,127,910	100.00%	$4,127,910
Business Hwy 5	$2,568,641	99.97%	$2,567,920
Riverstone Blvd	$550,000	100.00%	$550,000
Bells Ferry Rd - 1	$784,956	100.00%	$784,956
Rope Mill Rd	$1,671,989	100.00%	$1,671,989
Reinhardt College Pkwy	$320,000	100.00%	$320,000
Eagle Dr	$4,202,220	100.00%	$4,202,220
East Cherokee Dr	$3,500,000	100.00%	$3,500,000
Bells Ferry Rd - 2	$38,788,000	100.00%	$38,788,000
Bells Ferry Rd - 3	$1,500,000	100.00%	$1,500,000
	$58,013,716		**$58,012,995**

Exemption Policy

Cherokee County recognizes that certain office, retail trade and industrial development projects provide extraordinary benefit in support of the economic advancement of the county's citizens over and above the access to jobs, goods and services that such uses offer in general. To encourage such development projects, the Board of Commissioners may consider granting a reduction in the impact fee for such a development project upon the determination and relative to the extent that the business or project represents extraordinary economic development and employment growth of public benefit to Cherokee County, in accordance with adopted exemption criteria. It is also recognized that the cost of system improvements otherwise foregone through exemption of any impact fee must be funded through revenue sources other than impact fees.