



# GAINESVILLE 2030 COMPREHENSIVE PLAN

## Community Agenda

*Prepared by URBAN COLLAGE, INC.  
The Jaeger Company, Clark Patterson Lee,  
Huntley Partners and The Bleakly Advisory Group*

*In partnership with  
The Georgia Mountains Regional Commission*

**JUNE 2012**

# ACKNOWLEDGEMENTS

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Mayor Pro Tem George Wangemann..... Ward 4  
Robert L. Hamrick ..... Ward 2  
Myrtle W. Figueras..... Ward 3  
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Bleakly Advisory Group..... Opportunity Zones

# CREDIT

This document was based in part on the research, analysis and observations of the planning director and staff of the Georgia Mountains Regional Center. The planning team is grateful for the Regional Commission's work to situate the City of Gainesville in the context of Northeast Georgia, especially in advance of full 2010 census data.

Additional thanks to Haydee de la Fuente-Anderson and Camille Viera for their translation assistance in Workshop #4.

Detailed large-format versions of the maps and diagrams included in this document are available from the City of Gainesville, Community Development Department.

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# 1 COMMUNITY VISION



## COMMUNITY PARTICIPATION OVERVIEW

The comprehensive plan community participation framework provided many opportunities for resident and stakeholder involvement at various stages of the planning process, utilizing a wide variety of input techniques including stakeholder interviews, a Web-based character survey, two open house events, and four public workshops. In particular, the workshop series conducted over the summer of 2011 was carefully designed using stakeholder interview input to create a platform for visioning that helped define future land use and mobility improvements for key areas across the city’s extensive geography. In addition, a bilingual workshop focused on Atlanta Highway obtained valuable input from Gainesville’s Hispanic community. The open house events were helpful in broadening public involvement; and the timing - one at the beginning and one at the end – provided the team with initial direction and closing thoughts. Each input vehicle is described in more detail below.

### Project Management / Task Force Meetings:

Two steering groups were formed early in the process – a 21-member Task Force to provide strategic guidance, and an 8-member Project Management Team to comment on technical and operational issues. The Task Force included representatives from Gainesville neighborhoods and businesses, the Greater Hall Chamber of Commerce, the Northeast Georgia Medical Center, Brenau University, Hall County, and other local stakeholder groups. The Project Management Team included city staff from various departments such as public works, fire, parks and recreation, public utilities, and community services. The planning team met with both the groups singly or jointly on a regular basis to review findings, discuss recommendations, and preview public workshops. In all, five meetings with the two groups were conducted during the process.

### Stakeholder Interviews:

Concurrent with quantitative research into the city’s existing conditions, the planning team conducted more than a dozen one-on-one stakeholder interviews with community representatives to discuss concerns, goals and objectives that became the qualitative basis of the issues and opportunities contained in the Community Assessment. The interview participants included members of council and city administrators, business owners, bankers, real



Public Open House , May 21, 2011

estate agents, local residents, and representatives of Brenau University, Northeast Georgia Medical Center, Gainesville City Schools, and the Greater Hall Chamber of Commerce. Interview subjects ranged from housing and historic preservation to transportation and open space.

**Press / Internet:**

Online and print media were integral components of the outreach strategy. The local newspaper covered each workshop and reported on the events with thoroughness and objectivity. To publicize the workshop series, the planning team and city staff designed flyers unique to each event and circulated them through city’s e-mail distribution list as well as posted them at several locations in Downtown. Other digital outreach included a project page dedicated to the 2030 Comprehensive Plan on the city’s website which was updated on a regular basis with project news, documents, maps, presentations, and workshop events ([www.gainesville.org/comp-plan](http://www.gainesville.org/comp-plan)). And, the city’s online television spot, TV-18’s “Eye on Gainesville”, featured an interview with Gainesville Community Development Director Rusty Ligon and John Skach of Urban Collage. Host Catiel Felts engaged the two planning team members in a discussion on the purpose, process, and early highlights of the comprehensive plan.

**Open House Events:**

As the first step in the community visioning process, the comprehensive plan team organized a public kick-off open house at the Georgia Mountains Center on May 21, 2011. This three-hour event was well attended and the format gave ample opportunity for direct input. The open house was structured around several planning stations that covered topics such as an introduction to comprehensive planning; an overview of the 2030 planning process; existing conditions findings (land use, circulation, community amenities, and utility infrastructure, among others); and branding and identity. The centerpiece of the open house was a “dot exercise” where participants indicated their preferences for preservation and change on a ten-foot square aerial map of the city.

A second open house was held on February 21, 2012 to obtain feedback on planning recommendations, character areas and future land use, and the short-term work program. This open house gave the community a final opportunity to provide comments and thoughts on the draft comprehensive plan before the adoption of the document.

home / departments / community development / 2030 comprehensive plan

**Community Development**

- Applications / Forms
- Boards, Meetings and Minutes
- Codes / Guidelines
- Fees
- Historic Preservation
- Links
- Maps
- 2030 Comprehensive Plan**

**Upcoming Workshops**

**Comp Plan News & Updates**

**Comp Plan Maps & Documents**

## 2030 Comprehensive Plan

The City of Gainesville is updating the 20-year comprehensive plan to take stock of how it has changed over the last ten years, and to plan for continued growth in challenging economic times. It builds on the strong precedent established by local efforts like the Midtown Greenway, the Neighborhood Planning Units, and Vision 2030. Because the comprehensive plan is a document by and for Gainesville citizens, your participation is crucial.

### Why Now?

- Gainesville has experienced many changes after the last comprehensive plan was completed in 2004, and anticipates more changes in the near future.
- Gainesville has emerged as one of Georgia’s most competitive and entrepreneurial locations, and should continue to position itself to take full advantage of positive business trends and opportunities.
- Gainesville remains the capitol of the Northeast Mountains with a quality of life driven by good access to healthcare, and a small-town style increasingly in demand among senior families.
- Gainesville is located on one of the most important – and evolving - regional transporta the country.



click to view r

### What is a Comprehensive Plan?

- A community-based long-term roadmap for a city or county to achieve...
- A growing / balanced economy

## Public Workshops:

Four public workshops were conducted on a monthly basis starting shortly after the online survey was posted in late June. The workshop study areas and agendas were chosen based on the previous 2009 Comprehensive Plan Partial Update (the “Areas Requiring Special Attention”) and feedback from stakeholders, city staff and the Task Force. Each workshop was well attended by the public and brought forth creative ideas and vision to guide the future growth of the city. All workshops featured carefully crafted interactive planning exercises customized to the areas and issues at hand:

Public Workshop #1: was held on July 14, 2011 at the Frances Meadows Aquatic Center and involved three Gateway Corridors with future growth potential located on the north and east sides of the city – Thompson Bridge Road, Athens Highway / Athens Street, and Limestone Parkway / Park Hill Drive / Cleveland Highway. The workshop featured three 20-minute visioning exercises in a chess game format that contained numerous architectural pictures, maps and words designed to engage participants as though playing a strategic game. Participants “played” the chess pieces on the various pictures and words printed on the game board to create a distinctive character for each corridor. Their responses described what was most important about each corridor, its uniqueness, its natural boundaries and gateways, and what should be changed and preserved.

Public Workshop #2: was held on August 11, 2011 at the Fair Street Neighborhood Center and focused on the central core of Gainesville including Downtown, Midtown, the Brenau campus area, and nearby neighborhoods such as



Community Engagement at Public Workshop #1



Community Engagement at Public Workshop #2



Community Input on Downtown / Midtown Core

Bradford-Ridgewood, Newtown and Fair Street. Participants were asked to spend 20 minutes on each area and discussed their future development strategies through hands-on planning exercises using markers and pictures. People from various neighborhoods expressed their thoughts on future land uses, transportation / streetscape improvements, and potential character of the focus areas.

Public Workshop #3: was held on September 8, 2011 at Gainesville High School, to discuss the west side of the city including the Browns Bridge Road and Atlanta Highway corridors and the Lakeshore Mall area. Owing to the somewhat blighted and congested conditions and poor pedestrian amenities, the interactive exercises were structured to give participants an opportunity to create a vision of “Suburban Reinvention” vis-à-vis three 20-minute tasks: strip commercial recovery on Browns Bridge Road; public improvements on Atlanta Highway; and redevelopment of Lakeshore Mall and surrounding areas. The exercises used techniques such as drawing, collages, streetscape puzzles, and building blocks to provide groups the tools with which to indicate future activity centers at key corridor locations; desired street cross-sections, and potential redevelopment massing, open space layouts, and area connections.

Public Workshop #4: was held on September 15, 2011 at the Rescate 2000 Church, focused on the Atlanta Highway and Browns Bridge Road corridors which included mostly property owners and business owners from the Atlanta Highway area. Participants focused on ways to improve pedestrian connectivity, aesthetics, safety and embracing the unique and diverse culture that currently exists along Atlanta Highway.



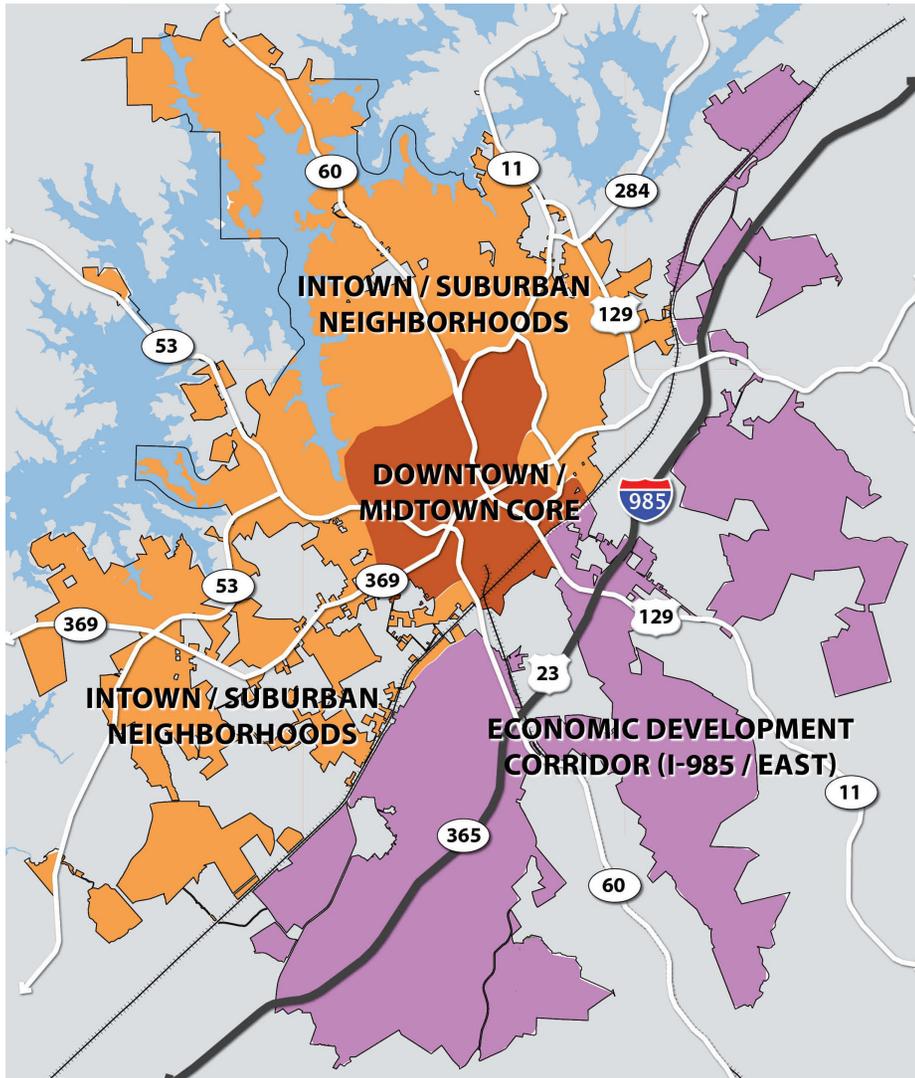
Community Engagement at Public Workshop # 3



People working with building blocks on Lakeshore Mall Site



Community Input at Public Workshop #4



## COMPASS SURVEY

In order to capture input from a larger audience on the comprehensive plan vision, the planning team prepared a web-based compass survey which was on the city's website for almost four months from July 2011 through October 2011.

The bilingual survey (English and Spanish) expanded opportunities to gain input from a variety of communities. The survey included a series of images to be ranked from one to five based on the level of appropriateness as a model for future development; and several multiple choice or short-answer questions on issues and priorities regarding future development and public improvements. The online compass link got more than 500 hits and approximately 468 completed responses. The compass was divided into four sections based on four geographic areas; the summary of responses is described below:

1. Citywide (197 responses) – included images related to identity and branding for all of Gainesville. There was a strong preference for the existing natural and cultural resources of Gainesville, including Lake Lanier, the historic buildings of Brenau University, the downtown monument square, and Engine 209. Also, images related to a traditional / walkable street, green promenade, and art installation were found to be appropriate.
2. Downtown / Midtown Core (126 responses) – was identified by historic neighborhoods and districts in the center of the city, such as the central business district; the Midtown area; the Brenau campus; the neighborhoods of Fair Street, Newtown, Bradford-Ridgewood, and Green Street; the Gainesville High School complex; and Alta Vista Cemetery.

The preferred future development images included a traditional mixed-use “Main-Street” four to five stories building, the existing downtown square retail and compact single-family residential. Some low-ranked images were strip retail, suburban townhomes, contemporary institution, and high-density multifamily. On the public space side, the preference was shown for what already exists around downtown; including outdoor dining, traditional streetscape, multiuse trail, and amphitheater. Some other desired open spaces were large gathering places and streetscapes in residential neighborhoods.

3. Intown Neighborhoods (79 responses) - included the areas of predominantly residential development around the Downtown / Midtown Core and north of the Norfolk Southern railroad. They are located along the major road corridors radiating away from the core. There was an inclination towards low-density suburban character with traditional architectural style of development. The high-ranked images included lakefront development, mixed-use, “town center” subdivision with single family detached, and retail. The conventional suburban development such as garden apartment, out parcel retail, stand-alone office and Lakeshore Mall, did not score well at all. There was preference for pastoral open space with walking/biking trails, small pocket park within development, lakefront park amenities, sustainable and multimodal streetscapes. The existing photos of Limestone Parkway and Atlanta Highway scored the lowest.

4. Economic Development Corridor / South of I-985 (66 responses) - an area of predominantly industrial development along the I-985 corridor, and south and east of the Norfolk Southern railroad right-of-way. The images were for the future growth of the industries / business parks located near three main exists (20, 22, and 24) on I-985. On the development images section, there was a strong preference for energy efficient green industrial buildings, preservation of existing Chicopee Mill, residential and commercial development with traditional architecture, and higher density office (could be near the interchange). A variety of open spaces were preferred with tree preservation, water feature, and streets with environment-friendly pedestrian amenities.



**High Ranked Images - Citywide Identity**

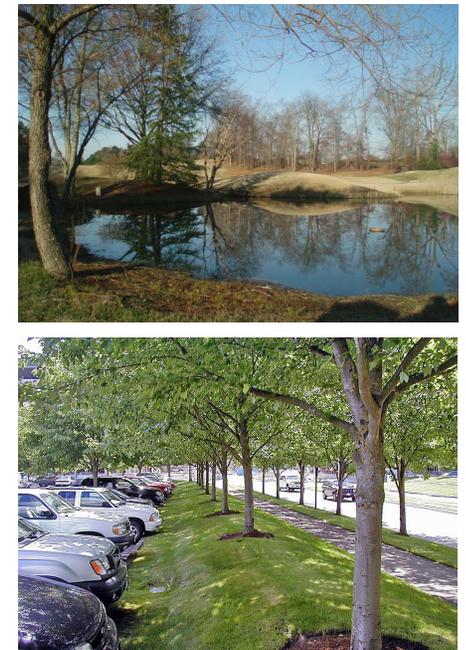
## High Ranked Images - Downtown/Midtown



## Economic Development



## Intown Neighborhoods



## CHARACTER AREA PRINCIPLES

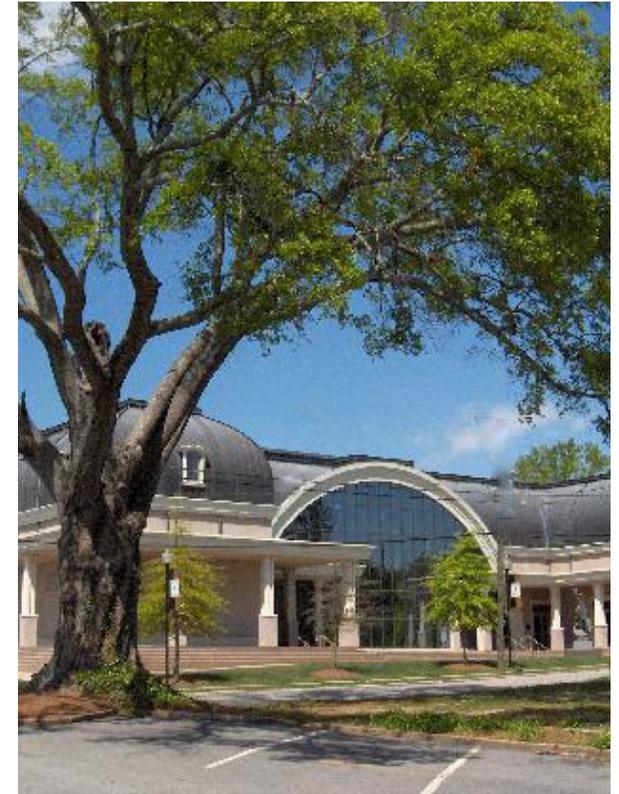
Department of Community Affairs (DCA) defines character areas as special geographic areas that...

- “Have unique or special characteristics to be preserved or enhanced...”
- Have potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation...; or
- Require special attention due to unique development issues.”

The community participation process identified seventeen unique areas in Gainesville which met at least one, if not more, of the criteria listed above. This vision for future growth, development and preservation in the city - condensed into thirteen final Character Areas - is not random, but based on a widespread understanding of where strong direction is needed to reorient the physical environment to achieve desired quality community objectives; where past quality of life investments are beginning to show economic benefits; and where limited development or existing land use practice does not pose immediate issues. Like the rings of the Millennium Project, four zones radiating out from Downtown’s central square organize the character areas according to the level of intervention needed to respond to the points above.



Millennium Project , Downtown Square



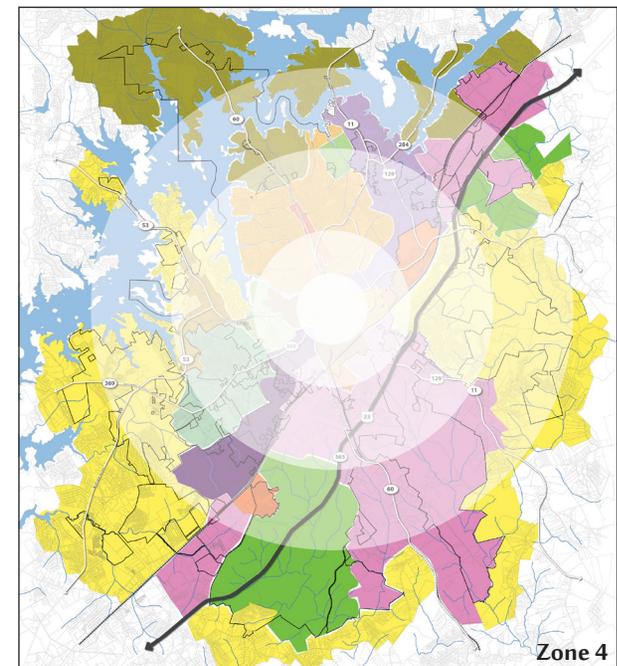
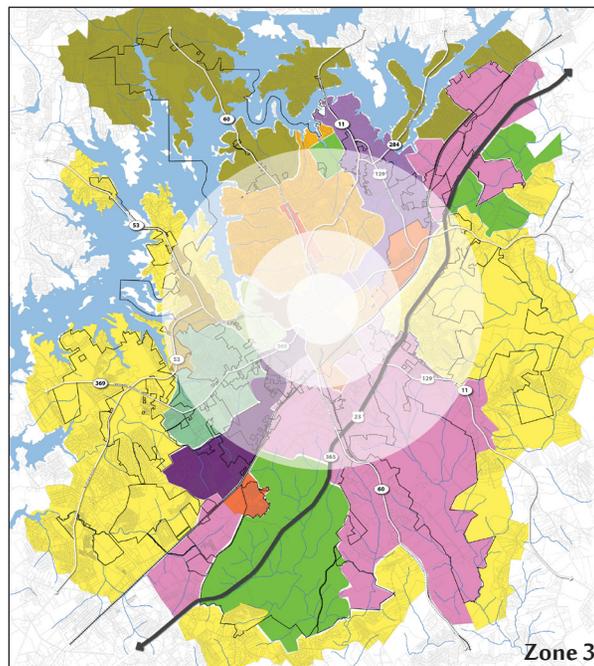
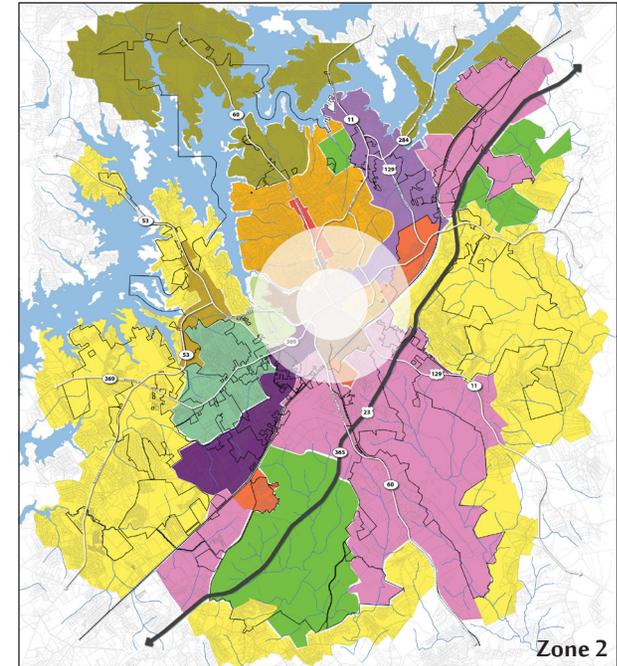
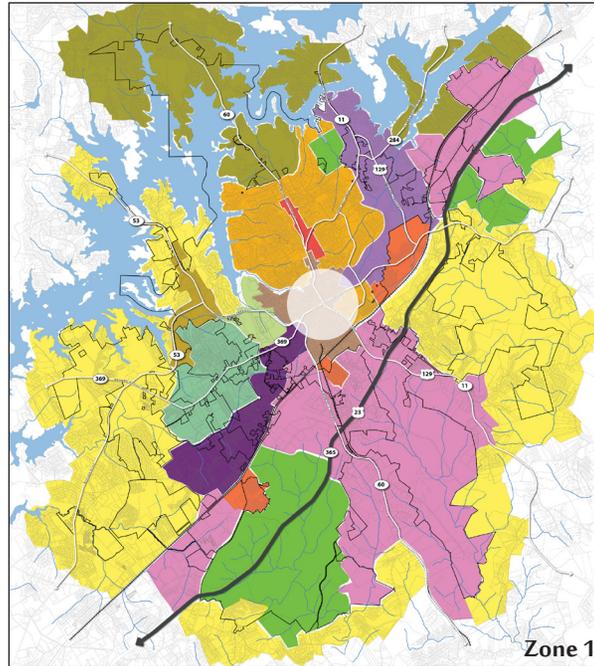
John S. Burd Center for the Performing Arts



Olympic Rowing Venue, Clarks Bridge Road

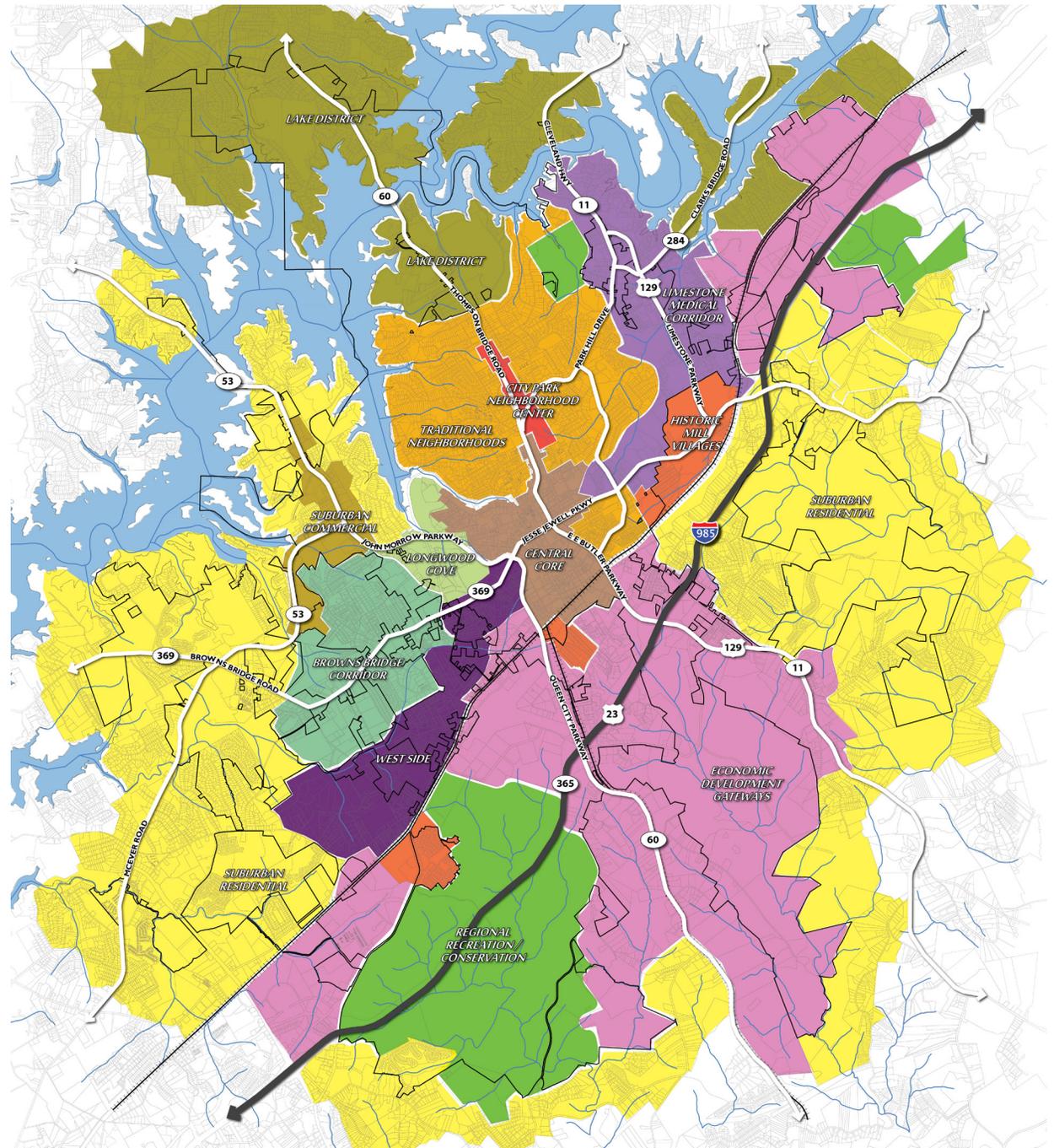
**Zone 1** consists of the area immediately around the central core of the city including Downtown, Midtown, and portions of nearby neighborhoods. There has been ongoing planning in Zone 1 for many years; and the area has seen considerable investment in public improvements with streetscapes and public art in the Square, Rock Creek Park, and the Midtown Greenway - all building momentum toward increasing private investment. Public input on Zone 1 was the focus of Workshop #2, which led directly to the creation of the Central Core character area and its three subareas: Downtown / Midtown, Brenau, and the Oak / Rainey / Washington Corridors.

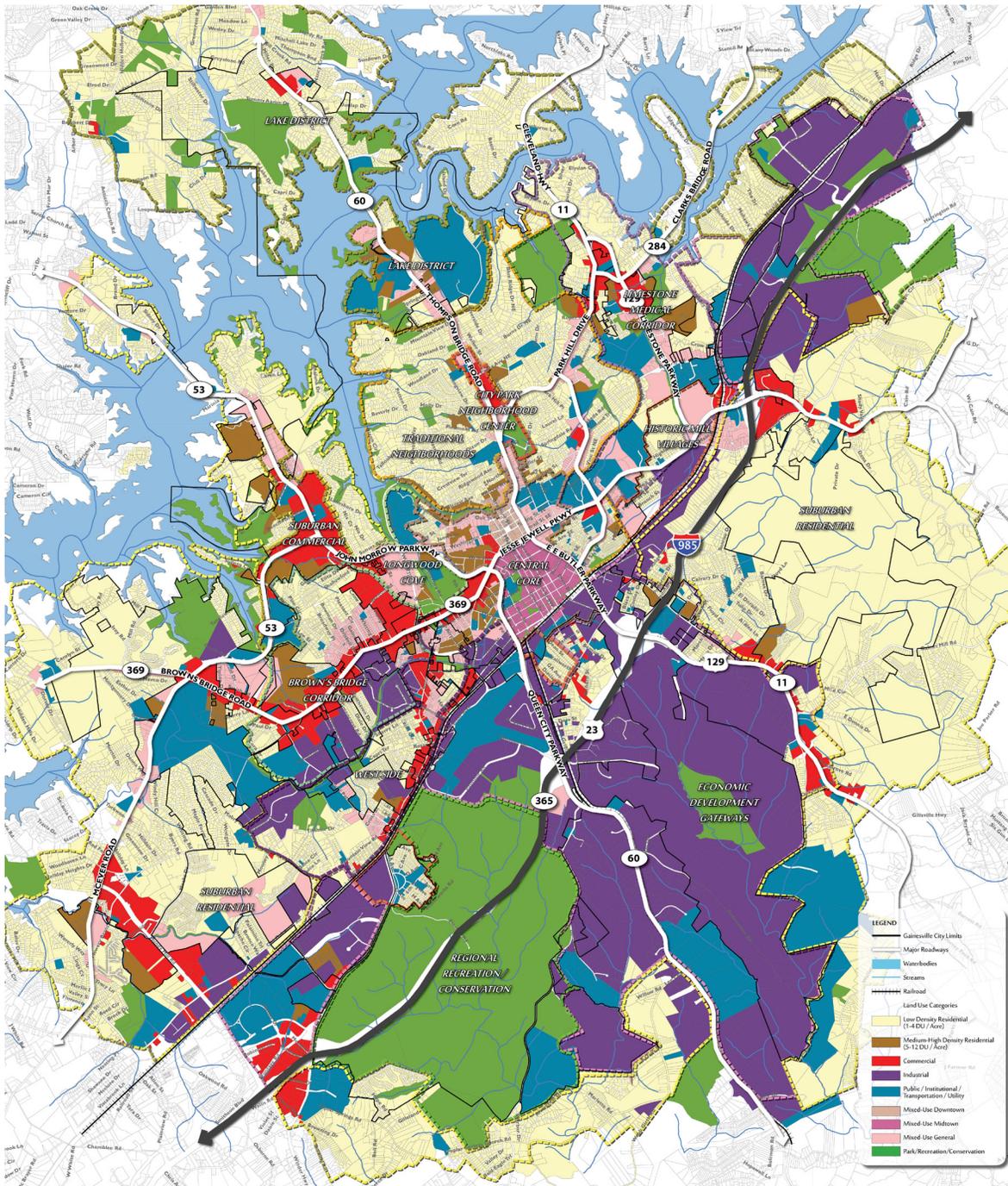
**Zone 2** describes the inner tier of the traditional city including portions of Gainesville's older neighborhoods like Bradford-Ridgewood, Fair Street and Longstreet Hills; the neighborhood commercial district north of City Park; the high school campus; and the hospital. Unlike the core, Zone 2 has had little prior planning and is dominated by major arterial roads despite its older settlement history. It is also showing signs of conflict between this regional infrastructure and smaller, local development patterns. Because of the threat of sprawl development, marginal retail, and lack of human scale in some areas, Zone 2 generally requires major responses to re-imagine or re-invent some of the places most affected. The corresponding character areas include the City Park Neighborhood Center, Longwood Cove, and the West Side. The traditional neighborhoods comprise a fourth character area with three subareas that include the two existing Neighborhood Planning Units.



**Zone 3** traces the outer tier of the traditional city where pre-war urban Gainesville transitions into postwar suburban development. Because the future hangs between these two types of urbanism, the character areas intersecting Zone 3 need a strong long-term vision to define growth. Consequently both the Lake District and the Limestone Medical Corridor face down development pressure and seek to shape it to enhance and harmonize with two of Gainesville’s natural features – Lake Lanier, and the rolling topography of Limestone Creek. The third character area, Brown’s Bridge Road, does not anticipate short term change but puts forth a long-term vision for mixed-use activity centers that would change the form of the corridor over time.

**Zone 4** generally represents the outer limits of the city, mostly suburban or rural areas that lap over into Hall County. The associated character areas – Suburban Residential, Suburban Commercial, and Economic Development Gateways - have their growth vision in place and require only incremental improvements. Two other character areas, Historic Mill Villages and Regional Recreation, play a greater role in strengthening the city’s sense of place.





## FUTURE DEVELOPMENT MAP

The Future Land Use Map on the adjacent page represents a parcel-by-parcel translation of the physical vision and desired development for each character area into the nine land use categories described below. The map also includes areas in Hall County similarly coded for reference, with the notion that the character areas do not necessarily stop at jurisdiction lines but encompass broader areas with physical boundaries like roads, streams and property limits.

### Parks / Recreation / Conservation

Parks / Recreation / Conservation includes areas containing or planned for parks and recreation facilities, permanently designated open space, and conservation areas, including buffers along waterways and other environmental features.

### Low-Medium Density Residential

Low-Medium Density Residential includes areas containing or planned for single-family detached or semi-detached housing at densities ranging from two to four dwelling units per acre. There is limited light office (home occupation, etc.) use allowed.

### Medium-High Density Residential

Medium-High Density Residential includes areas containing or planned for single-family attached or multifamily housing at densities ranging from four to twelve dwelling units per acre. There is limited light office (home occupation, etc.) use allowed.

### Mixed-Use General

Mixed-Use General includes areas containing or planned for a mixture of land uses including office, neighborhood retail, and residential. The types of non-residential uses that are desirable in this area would include restaurants, specialty retail, and low-intensity office.

### Mixed-Use Downtown

Mixed-Use Downtown is similar to Mixed-Use General and includes areas containing predominately retail uses in conjunction with the Main Street Gainesville program. Residential above ground-floor retail or office uses are encouraged.

### Mixed-Use Midtown

Mixed-Use Midtown is similar to Mixed-Use General and includes areas to be developed in accordance with the Midtown Redevelopment Plan. Residential uses are strongly encouraged and should be the dominant land use wherever possible.

### Retail Commercial

Retail Commercial generally includes areas containing or planned for focused retail or commercial service activities such as grocery stores, banks, restaurants, theaters, hotels, and automotive-related businesses. Commercial uses may be located as a single use in one building or grouped together in a shopping center.

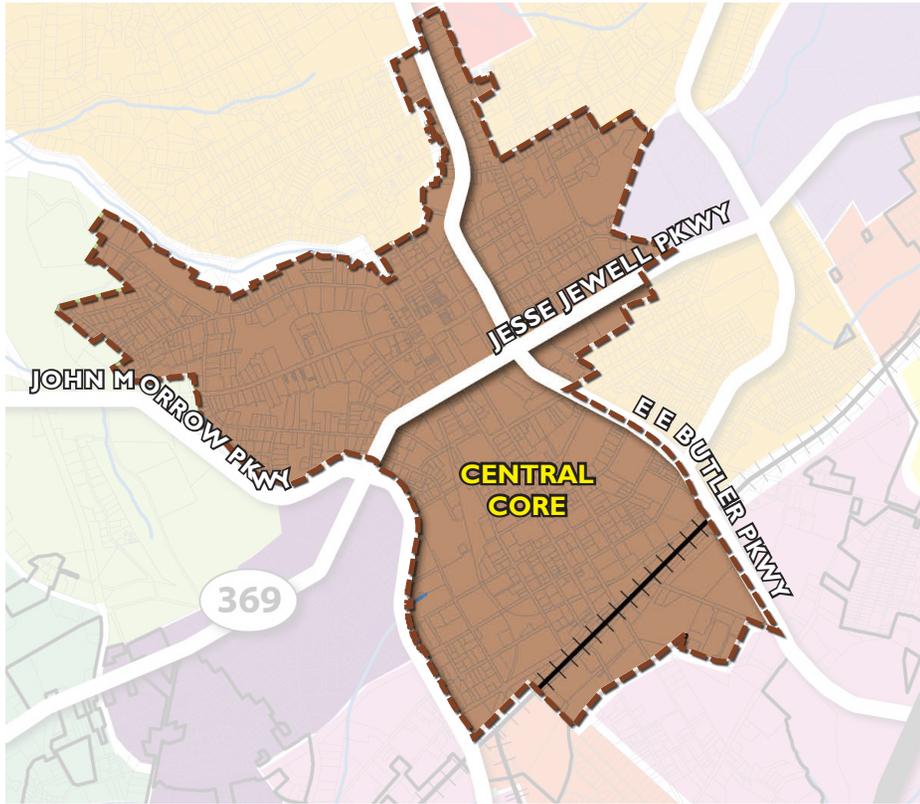
### Public / Institutional / TCU

Public / Institutional / TCU (transportation, communication, utilities) includes areas containing or planned for public and institutional uses including governmental, educational and medical facilities, houses of worship, and similar institutional facilities; or for major transportation, utilities or communication facilities.

### Industrial

Industrial includes a wide range of office, business, light industrial, manufacturing, research, and development uses; and commercial uses that directly support or are otherwise linked to the dominant business use.





Character Area Location - Central Core



Downtown Square

## FUTURE DEVELOPMENT STRATEGY

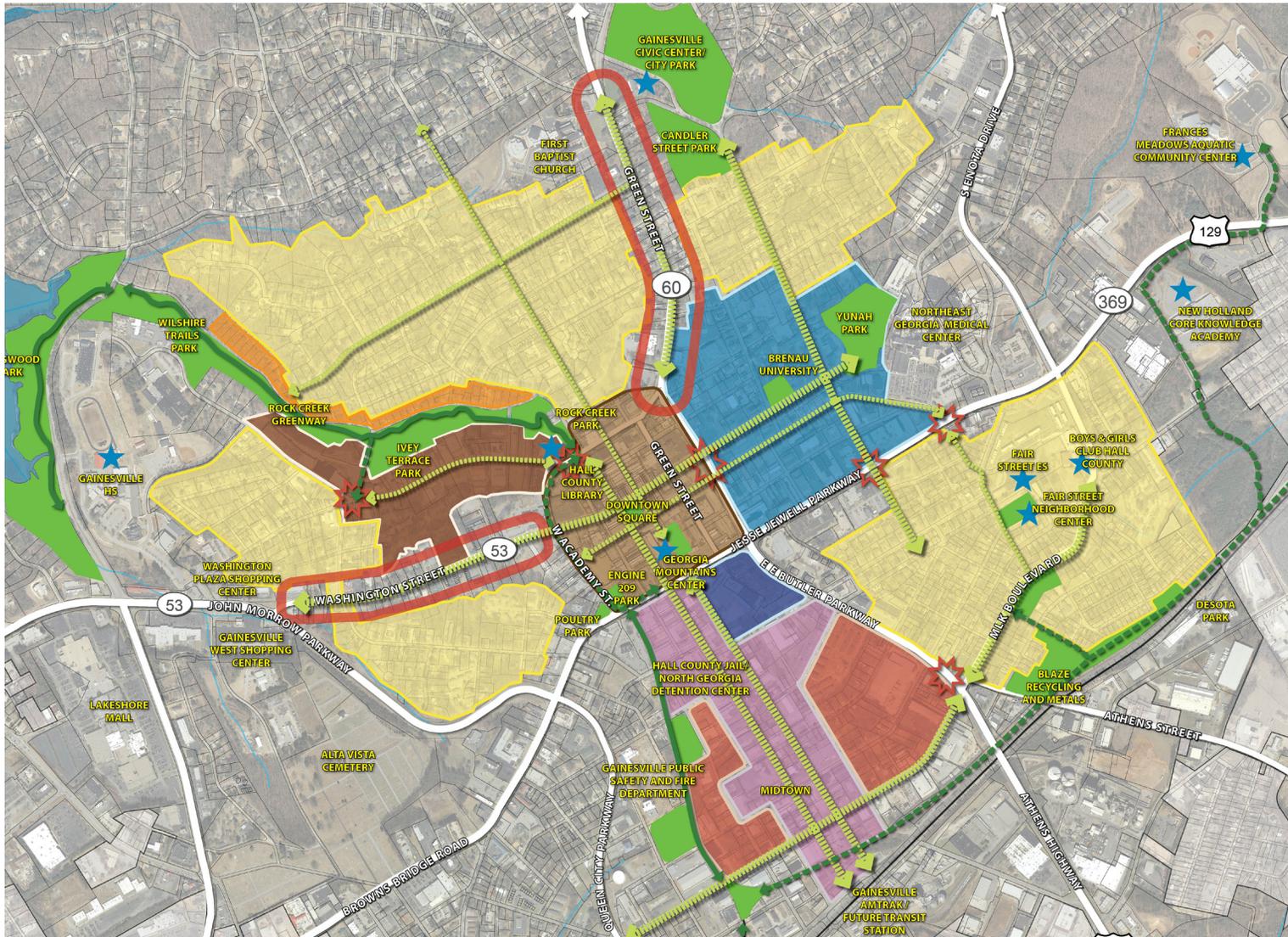
### 1. CENTRAL CORE

The Central Core character area is the historic heart of Gainesville, centered on the Square and extending to the east, west and south. The area includes three subareas with similar historic provenance and urban identity but different mixes of existing and future uses: Downtown / Midtown, the Brenau Quarter; and the Oak / Rainey / Washington Corridors. The vision for each subarea is described below.

#### Subarea Ia: Downtown / Midtown

**Existing Situation:** Gainesville's Downtown and Midtown are the traditional economic centers of the city – Downtown as the regional staging point and the seat of Hall County; and Midtown as the industrial district and rail corridor for the Norfolk Southern Railroad. Downtown has maintained its governmental role but has shifted from everyday basics to destination retail, services and special events. Midtown also has preserved some of its early manufacturing near the rail lines, but small commercial uses and warehouse retail have replaced most of the scattered housing between MLK Jr. Boulevard and College Avenue.

**Area Vision:** Downtown should continue to evolve as the symbolic heart of the city and the seat of local government, but should strive for additional office and housing to provide a more sustainable mix of uses. Historic preservation and sensitive infill are key to maintaining the strong sense of place, and compatible development should be a priority to complete the south side of the Square. Recent public improvements to Midtown including the Greenway and the Jesse Jewell pedestrian bridge have begun a long-term transition to more diverse land uses including a mixed-use core along Main and Bradford streets; flanking multifamily (ideally mixed-income) housing; a multimodal transportation node at the Amtrak station; and an office / conference / hospitality extension of Downtown across Jesse Jewell Parkway.



**NEIGHBORHOOD PRESERVATION FOCUS AREAS**

- 1. FAIR STREET / NEWTOWN**
  - Historic Preservation/rehab of existing housing
  - Focus on code enforcement
  - Limited infill construction on vacant lots
- 2. BRADFORD / RIDGEWOOD**
  - Historic preservation/rehab of existing housing
  - Focus on code enforcement
- 3. WASHINGTON STREET AREA**
  - Preservation/rehab of existing housing
  - Focus on code enforcement
  - Strategic redevelopment of aging multifamily housing

- 4. GREEN STREET EAST**
  - Historic Preservation/rehab of existing housing
  - Focus on code enforcement - controls on student housing
  - No Brenau expansion north of Perry Street
- 5. CORRIDOR ENHANCEMENT**
  - Focus on preservation of existing character through adaptive reuse where feasible (e.g., commercial uses in existing historic housing)
  - Preserve existing large growth trees and tree canopy
- 6. MIDTOWN TRANSIT-ORIENTED DEVELOPMENT**
  - Focus on new higher-density mixed-use development associated with long-term transit station
  - Adaptive reuse where feasible to maintain existing character

- 7. MIDTOWN RESIDENTIAL/COMMERCIAL REDEVELOPMENT**
  - Focus on multifamily/commercial redevelopment associated with long-term transit station
  - Adaptive reuse where feasible to maintain existing character
- 8. OAK STREET ARTS DISTRICT**
  - Focus on adaptive reuse where feasible to create a new intown 'arts district'
  - Opportunities for lofts, studios, galleries, cafes, etc.
- 9. WILSHIRE DRIVE / IVY TERRACE HOUSING**
  - Focus on new housing facing park / greenway
  - Opportunities for attached product types
- 10. BRENAU**
  - Campus expansion to Jesse Jewell Parkway & E. E. Butler
  - Relocation of post office
- 11. CONFERENCE CENTER**
  - New conference center and hotel

**KEY STREETScape IMPROVEMENTS**

- PRIMARY STREETScape CORRIDORS**
  1. Washington Street
  2. Prior Street
  3. MLK Boulevard - Midtown
  4. MLK Boulevard - Fair Street Neighborhood
  5. Bradford Street - South
  6. Main Street South

- SECONDARY STREETScape CORRIDORS**
  7. Oak Street
  8. Bradford Street - North
  9. Ridgewood Street
  10. Spring Street
  11. Fair Street

- EXISTING TRAILS**
  - Rock Creek Greenway
  - Midtown Greenway (under construction)

- PROPOSED TRAILS**
  1. Ridgewood Terrace Trail Head (connect to Rock Creek Greenway)
  2. Downtown Connector Trail (connects Rock Creek Greenway to Midtown Greenway)
  3. Midtown East Greenway
  4. Barn Street Greenway (connects to Knowledge Center and Aquatic Center)

- EXISTING PARK SPACES**
  1. Longwood Park
  2. Wilshire Trails Park
  3. Ivey Terrace Park
  4. Rock Creek Park
  5. City Park / Candler Street Park
  6. Poultry Park / Engine 209 Park
  7. Downtown Square
  8. Brenau Square
  9. Yonah Park
  10. Fair Street Neighborhood Center
  11. Desota Park

- NEW PARK SPACES**
  12. Midtown Greenway Park (junction of Greenway Trail system)
  13. MLK Boulevard Park
  14. Desota Park Expansion (conversion of Blaze Recycling - longer term)

- INTERSECTION / GATEWAY ENHANCEMENTS**
  1. Oak Street Plaza (public art, district focal point, trail head)
  2. Academy Street / Maple Street (Oak Street District gateway)
  3. Brenau / E. E. Butler (pedestrian crossing(s) - connects campus to Downtown)
  4. Athens Highway / MLK Boulevard (Downtown gateway, pedestrian enhancements)
  5. Jesse Jewell Parkway / Prior Street and/or Fair Street (pedestrian connections between Brenau / Medical Center and Fair Street neighborhood)

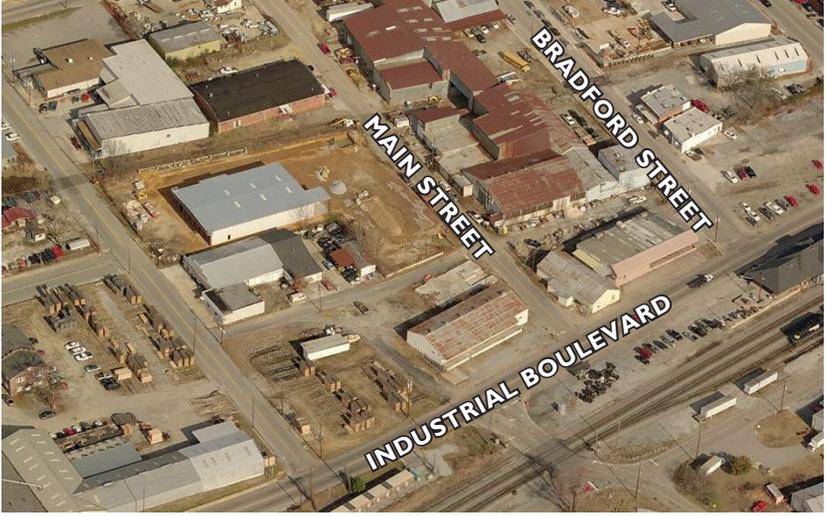


Downtown / Midtown Framework Diagram

Land uses allowed in Downtown include mixed-use, commercial, public / institutional. Land uses allowed in Midtown include mixed-use, multifamily residential, commercial, public / institutional, and transportation / communications / utilities.



Potential Future Development Character on Main / Bradford



Aerial view of Midtown South near Amtrak Station



Before - Bradford Street NW



After - Bradford Street NW

**GAINESVILLE COMPREHENSIVE PLAN**

Urban Collage, Inc. | The Jaeger Company | Clark Patterson Lee | Huntley Partners | Bleakly Advisory Group



Before - Martin Luther King Jr. Boulevard and E E Butler Parkway Intersection looking northeast



After - Martin Luther King Jr. Boulevard and E E Butler Parkway Intersection

DOWNTOWN/MIDTOWN: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods		<i>Residential development is appropriate in Downtown and Midtown but in a mixed-use format, not traditional residential-only neighborhoods</i>
Infill Development	X	<i>Future development potential in Midtown (and to some extent Downtown) exists largely in infill opportunities</i>
Sense of Place	X	<i>The Downtown square, the Midtown greenway, and the rail station area contribute greatly to Gainesville's sense of place</i>
Transportation Alternatives	X	<i>Downtown and Midtown are the multimodal centers of Gainesville and mobility will expand with future intercity and commuter rail</i>
Regional Identity	X	<i>Gainesville's historic role as regional rail and urban center of the Northeast mountains is still relevant for Downtown and Midtown</i>
Heritage Preservation	X	<i>Historic preservation is key to maintaining Downtown's uniqueness, architectural diversity, and links to the past</i>
Open Space Preservation		<i>Downtown and Midtown are fully urbanized and do not have open space preservation issues</i>
Environmental Protection		<i>Environmentally sensitive areas in Downtown or Midtown and brownfield assessments and creek restoration should continue to be explored</i>
Growth Preparedness	X	<i>Future Midtown development should be capable of absorbing substantial new residential units and long-term office and retail space</i>

Appropriate Businesses	X	<i>Small businesses should be encouraged to locate in Downtown and Midtown, and existing businesses should be retained</i>
Employment Options	X	<i>Downtown and Midtown should increase and diversify its share of Gainesville employment over time</i>
Housing Choices	X	<i>Future housing in Midtown should offer urban products in a variety of types, and expand options for different household income levels</i>
Educational Opportunities	X	<i>Adult / continuing education classes should be encouraged, especially at the Featherbone Community and the Brenau Graduate Center (at the former Georgia Mountains Center)</i>
Regional Solutions	X	<i>The Midtown Greenway serves as a necessary link to the Central Hall Trail</i>
Regional Cooperation		<i>The future of the area is not contingent on regional cooperation</i>



Aerial view of Midtown

DOWNTOWN/MIDTOWN: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>Undertake a detailed redevelopment planning effort for Downtown and the northern portion of Midtown to develop strategies for city-owned underutilized parcels</li> <li>Revise the existing zoning in Midtown to allow for urban residential and mixed-use development</li> <li>Consider adopting urban design guidelines for Downtown and Midtown</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>Continue to promote Downtown through Main Street Gainesville, and consider expanding to Midtown as urban redevelopment occurs</li> <li>Continue to offer business investment incentives through the Opportunity Zone and redevelopment support through the TAD</li> <li>Support the creation of a new conference facility to replace the Georgia Mountains Center</li> </ul>
Housing	<ul style="list-style-type: none"> <li>Redevelop Green-Hunter homes either as mixed-income housing or as commercial / mixed-use with possible mixed-income replacement housing elsewhere in Midtown</li> <li>Target mixed-income high quality multifamily housing development to take advantage of the open space investment in the Midtown Greenway and related parks</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>Implement the recommendations of the Historic Resources Phase II - V surveys for new or expanded districts or additional listings</li> <li>(Re)assess the feasibility of Flat Creek restoration east of the Midtown Greenway, possibly in conjunction with a district stormwater management utility</li> </ul>

Community Facilities & Services	<ul style="list-style-type: none"> <li>Determine the feasibility and funding strategy of creating a skate park in the former railroad interchange “triangle” or on the former Gainesville Feed Mill property</li> <li>Reclaim the former rail spur / brownfield area along the CSX right-of-way at the foot of Chestnut Street as a new urban park / greenway</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>Study congestion mitigation measures on Jesse Jewell and E. E. Butler parkways as part of a broader Downtown / Midtown plan</li> <li>Upgrade MLK Jr. Boulevard to a “Complete Street” focused on pedestrian improvements, from Queen City Parkway to E E Butler Parkway</li> <li>Undertake phased streetscape improvements on Main and Bradford streets to link Downtown with a long-term future intermodal transit center at or near the Amtrak station</li> <li>Expand the Midtown Greenway along the disused CSX interchange track right-of-way to connect to Newtown and New Holland</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>Work with Hall County to relocate / redevelop the North Georgia Detention Center to a use more compatible with the desired mixed-use character of Midtown</li> </ul>



BRENAU QUARTER: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods	X	The Park / Prior / Perry area is a classic intown historic neighborhood but is threatened by insensitive development
Infill Development	X	While vacant infill sites are rare, long-term redevelopment of struggling medical office buildings can provide space for Brenau growth
Sense of Place	X	The historic Brenau campus is a city landmark and includes a rare example of Second Empire architecture (Bailey Hall)
Transportation Alternatives		The Brenau Quarter is walkable, with an existing street grid that provides a safe pedestrian and cycling environment
Regional Identity	X	Brenau 's 1877 Female Seminary roots and evolution into a major coed university mirror the urban growth of the region
Heritage Preservation	X	Both the larger Brenau campus and the Park / Prior / Perry neighborhood are historic resources worth protecting
Open Space Preservation		There is little opportunity for new open space in the area
Environmental Protection		Environmental protection is not an issue for the area
Growth Preparedness		The area cannot accommodate population growth, though Brenau will continue to expand in size and student population
Appropriate Businesses	X	The area is not a primary destination for business, however it includes supportive small medical and professional offices to the nearby NE Georgia Medical Center.

Employment Options	X	Brenau operations provides another employment option for existing residents as well as attracting new hires from outside the city
Housing Choices		New housing opportunities are limited, with student dorms and apartments dominating the landscape
Educational Opportunities	X	Brenau will continue to anchor advanced education in the city, and should play a greater role in continuing ed or professional programs
Regional Solutions	X	The expansion of Brenau University will have a significant role in regional issues.
Regional Cooperation		The future of the area is not contingent on regional cooperation



Nassau Street, Princeton's Communitiversity

BRENAU QUARTER: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Integrate Brenau’s master plan and expansion program into a larger redevelopment planning effort for Downtown and the northern portion of Midtown</li> <li>• Consider changing the GB zoning to OI on parcels fronting Jesse Jewell and E. E. Butler over time, to facilitate Brenau expansion</li> <li>• Redevelop the post office site to a use compatible with the Green Street historic district and adjacent Brenau facilities</li> <li>• Work with Brenau and local residents to formally designate / adopt the already completed set of design guidelines for the campus and surrounding areas to prevent incompatible residential development</li> <li>• Where reuse of residential structures is proposed, encourage compatible scale and character of potential nonresidential uses to existing residential uses</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Support Brenau’s “Discovery Incubator” as a vehicle to expanding cutting-edge research and business in the city</li> <li>• Market the Northeast Georgia History Center as a regional destination, and increase its visibility from E. E. Butler Parkway</li> <li>• Support the Quinlan Visual Arts Center</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Mixture of housing types should be encouraged, while existing historic houses should be preserved to maintain single family residential scale</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Implement the recommendations of the Historic Resources Phase I and II survey for new or expanded districts for Brenau and the Park / Prior / Perry neighborhood area</li> <li>• Encourage continued adaptive reuse of historic residential structures and historically-appropriate upgrades to existing structures on the Brenau campus</li> </ul>

	<ul style="list-style-type: none"> <li>• Work with Brenau to redesign and improve the landscape around the old university gate to function as a better ceremonial entry to the campus</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>• Continue to partner with Brenau to open university facilities and the campus to greater public use</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Study congestion mitigation measures on Jesse Jewell and E. E. Butler parkways as part of a broader Downtown / Midtown plan</li> <li>• Undertake phased streetscape improvements on Washington and Spring streets to link Downtown with the heart of the campus</li> <li>• Improve pedestrian safety at crossings along E. E. Butler, possibly through the construction of a pedestrian bridge</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• Work with the U.S. Postal Service to find a suitable relocation for the Green Street facility</li> <li>• Work with GDOT to improve pedestrian safety crossing along E E Butler Parkway</li> </ul>



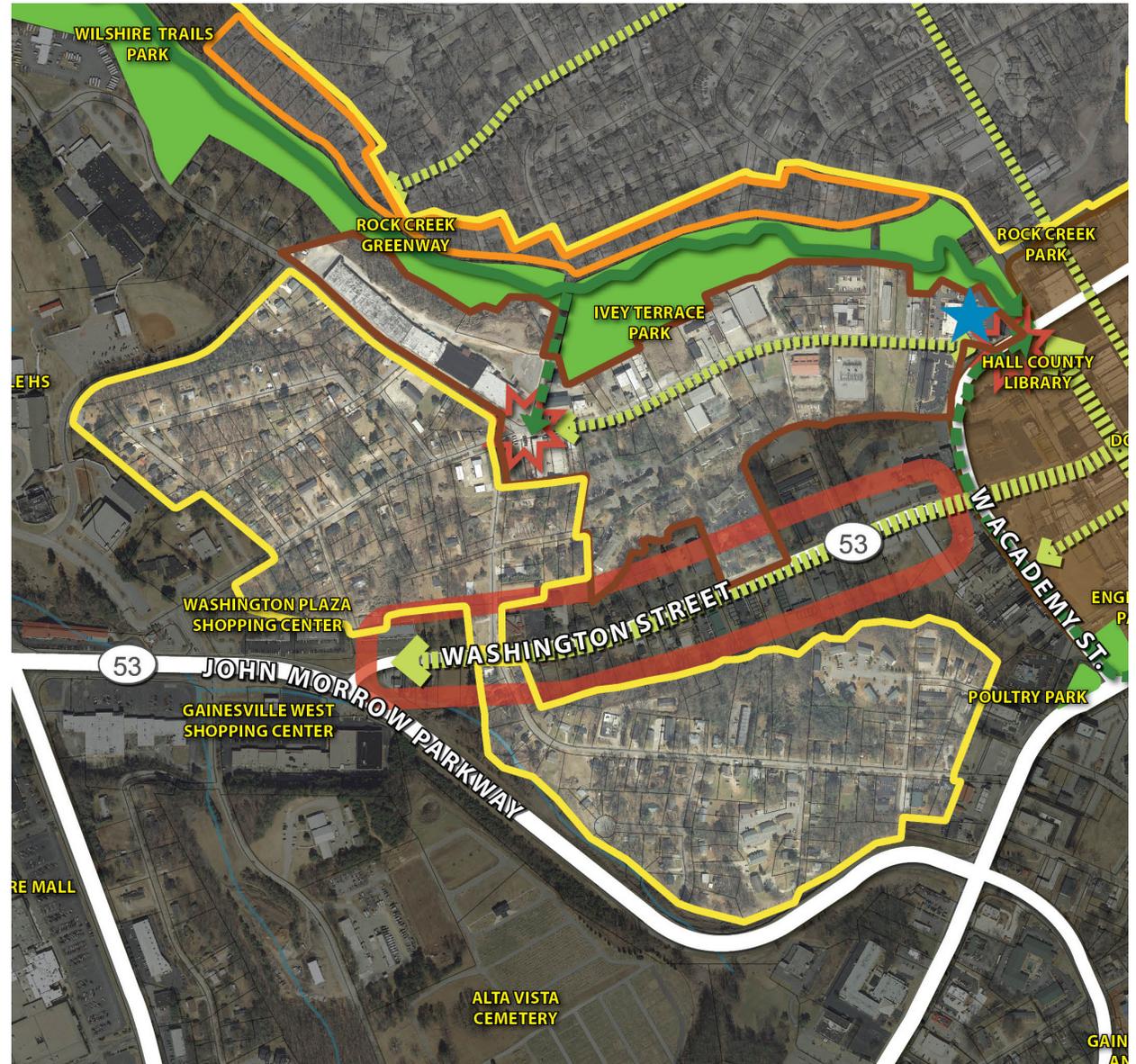
Brenau Quarter

## Subarea 1c: Oak / Rainey / Washington Corridors

This character area encompasses the near west side of Downtown and is focused on the corridors of Oak Street, Rainey Street and the “five points” intersection at Woodmill Drive; Washington Street; and West Avenue from Rainey to Jesse Jewell. It is bounded by John Morrow Parkway, Jesse Jewell Parkway, Academy Street, and the Rock Creek / Wilshire Trail linear parks; and extends to west of the Gainesville High School campus.

**Existing Situation:** The area is defined in part by its topography, which consists of two ridges – one crowned by Oak Street, the other by West Avenue – sloping gently to Washington Street, which itself is on a slight ridge that slopes from Downtown to a low spot at John Morrow Parkway. The Oak Street ridge broadens to several smaller ridges that make up the Rainey Street neighborhood. Each corridor has a distinctive development pattern – Oak Street with small businesses and repair shops, some dating to the 1940s; West Avenue with a variety of modest historic houses mixed in with newer homes; Rainey Street with simple vernacular and ranch-type houses, some in disrepair; and Washington Street with traces of once-grand housing but now fragmented with scattered parcels of strip office and commercial.

**Area Vision:** The unique topography is the foundation for three distinct corridor experiences. With the strong sense of place created by the five points intersection and surrounding historic structures including a one-story mill, Oak Street could become a mixed-use loft / warehouse district that functions



Oak / Rainey / Washington Corridor Framework Diagram

as an extension of Downtown as well as a local main street for the Bradford-Ridgewood neighborhood. The Rainey Street neighborhood could be stabilized and expanded with new infill cottage housing on small lots with traditional architecture. As a leg of the intersection, West Avenue also could benefit from appropriate cottage infill, continued renovation, and redevelopment of some of the aging apartment buildings. Washington Street might over time be returned to a character more like Green Street, with commercial buildings styled as large houses on vacant or underutilized infill parcels or on redevelopment sites. The area's isolation also could be mitigated by a linear park along John Morrow Parkway that reclaims the cul-de-sac on several of the lateral streets along West Avenue.

*Land uses allowed in the Oak / Rainey / Washington corridors include mixed-use, multifamily residential, medium-density residential, commercial, and parks / recreation / conservation.*



Aerial view of Oak / Rainey Corridor



Oak Street, Rainey Street and the "five points" intersection near Woodsmill Road - Before



The "five points" intersection - After

OAK/RAINEY/WASHINGTON CORRIDORS: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods	X	<i>The Rainey Street and West Avenue neighborhoods are traditional Intown residential areas but are in need of some revitalization</i>
Infill Development	X	<i>Vacant land is limited, but long-term redevelopment of aging apartment complexes and strip commercial could provide infill sites</i>
Sense of Place	X	<i>The Oak-Rainey “Five Points” area should anchor a future loft district; while Washington Street should resemble Green Street in character</i>
Transportation Alternatives		<i>The corridors are currently walkable, though north-south connections and bike facilities could be improved</i>
Regional Identity	X	<i>The Rock Creek Greenway connection will enhance this area’s regional identity through increased access and connectivity</i>
Heritage Preservation	X	<i>The mill building and vernacular housing at Rainey Street and Woodsmill Road are valuable local resources, as are the few remaining along Washington Street</i>
Open Space Preservation	X	<i>The tributaries of Longwood Creek are an excellent opportunity for open space preservation, especially adjacent to John Morrow Parkway</i>
Environmental Protection	X	<i>The Longwood Creek watershed should be protected and restored</i>

Growth Preparedness		<i>Accommodating population growth is not a major priority, though increased density could be accommodated on redevelopment sites</i>
Appropriate Businesses	X	<i>New mixed-use development along Oak Street could provide a loft-type product to attract innovative small businesses and restaurants</i>
Employment Options		<i>The area is not a traditional employment district, though new business investment would increase residents’ job options</i>
Housing Choices	X	<i>Revitalizing the Rainey Street neighborhood and redeveloping aging multifamily could expand Gainesville’s inventory of affordable housing</i>
Educational Opportunities		<i>The corridors do not contain educational facilities</i>
Regional Solutions		<i>The area does not have a significant role in regional issues</i>
Regional Cooperation		<i>The future of the area is not contingent on regional cooperation</i>

OAK/RAINEY/WASHINGTON CORRIDORS: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Rezone the parcels along Oak Street, including the mill building at the “Five Points” intersection, to allow for residential mixed-use to support the creation of a loft / warehouse district</li> <li>• Create a set of design guidelines for Washington Street to bring it closer to Green Street in character over time</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Expand the TAD to include the Oak Street Corridor</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Prepare a revitalization plan for the Rainey Street neighborhood that includes renovation, selective demolition / infill, and redevelopment of the duplex apartments on Smith Drive</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Work with the owner of the “Five Points” mill building to research the building’s history, as the cornerstone of a new “Five Points” historic district</li> </ul>

Community Facilities & Services	<ul style="list-style-type: none"> <li>• Explore creating a linear park and habitat restoration along the length of Longwood Creek, as an open space amenity for the West Avenue neighborhood</li> <li>• Link to the Rock Creek Greenway with a trail spur along Ridgewood Terrace</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Undertake phased streetscape improvements on Washington and Oak streets to enhance the pedestrian environment and provide a design context for future development</li> <li>• Explore creating a greenway paralleling Longwood Creek and John Morrow Parkway, connecting at key points to West Avenue</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• No intergovernmental coordination required</li> </ul>



Potential Future Development Character on Washington Street



Potential Future Development Character around “five points”

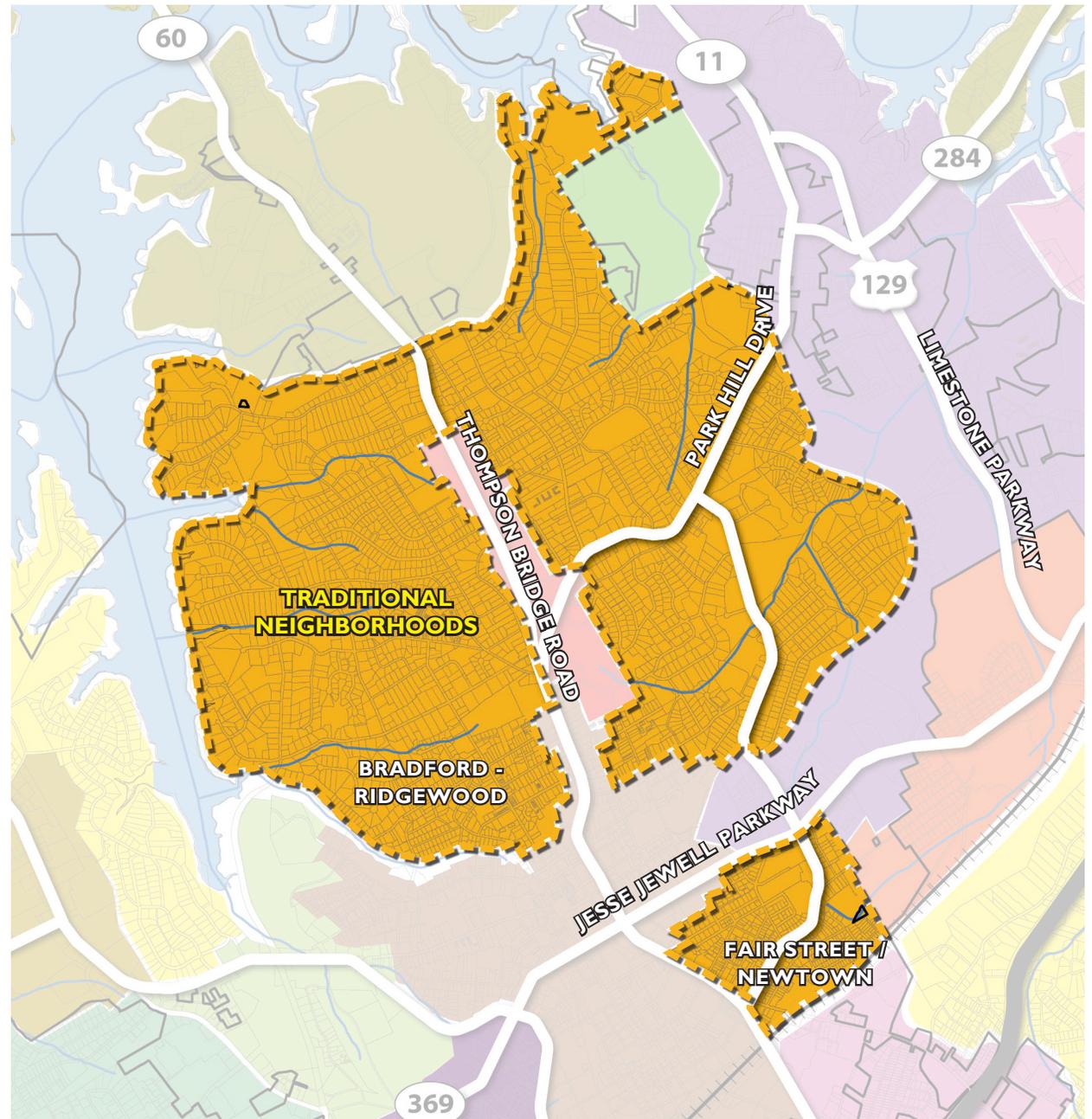
## 2. TRADITIONAL NEIGHBORHOODS

Gainesville's historic neighborhoods and other traditional residential areas primarily were developed prior to WWII. While there are differences in housing size, mix and architectural style, general identifying characteristics include relatively small lots, pedestrian orientation (sidewalks, street trees, and street furniture), formal or informal on-street parking, and limited open space. Older areas also exhibit buildings close to the front property line and a low degree of building separation. This character area is divided into three subareas to reflect the presence of two formalized Neighborhood Planning Units (NPUs) that have ongoing planning dialogues and established sets of goals and objectives.

### Subarea 2a: Fair Street Area NPU

The Fair Street Area is the first of the two NPUs and includes the smaller neighborhoods of Fair Street and Newtown. The neighborhoods are divided by the M.L. King Jr. Boulevard - Fair Street to the north and Newtown to the south - while the NPU boundaries are E. E. Butler Parkway, Jesse Jewell Parkway, the Norfolk-Southern railroad, and the city limit.

*Existing Situation:* Fair Street and Newtown are traditional neighborhoods of Craftsman bungalows, small vernacular cottages and ranch houses from the 1920s through the 1960s. Both have a rich African-American heritage and strong sense of community. However, the proximity to Downtown and the peripheral highways have contributed to commercial encroachment, and the railroad has influenced ongoing industrial

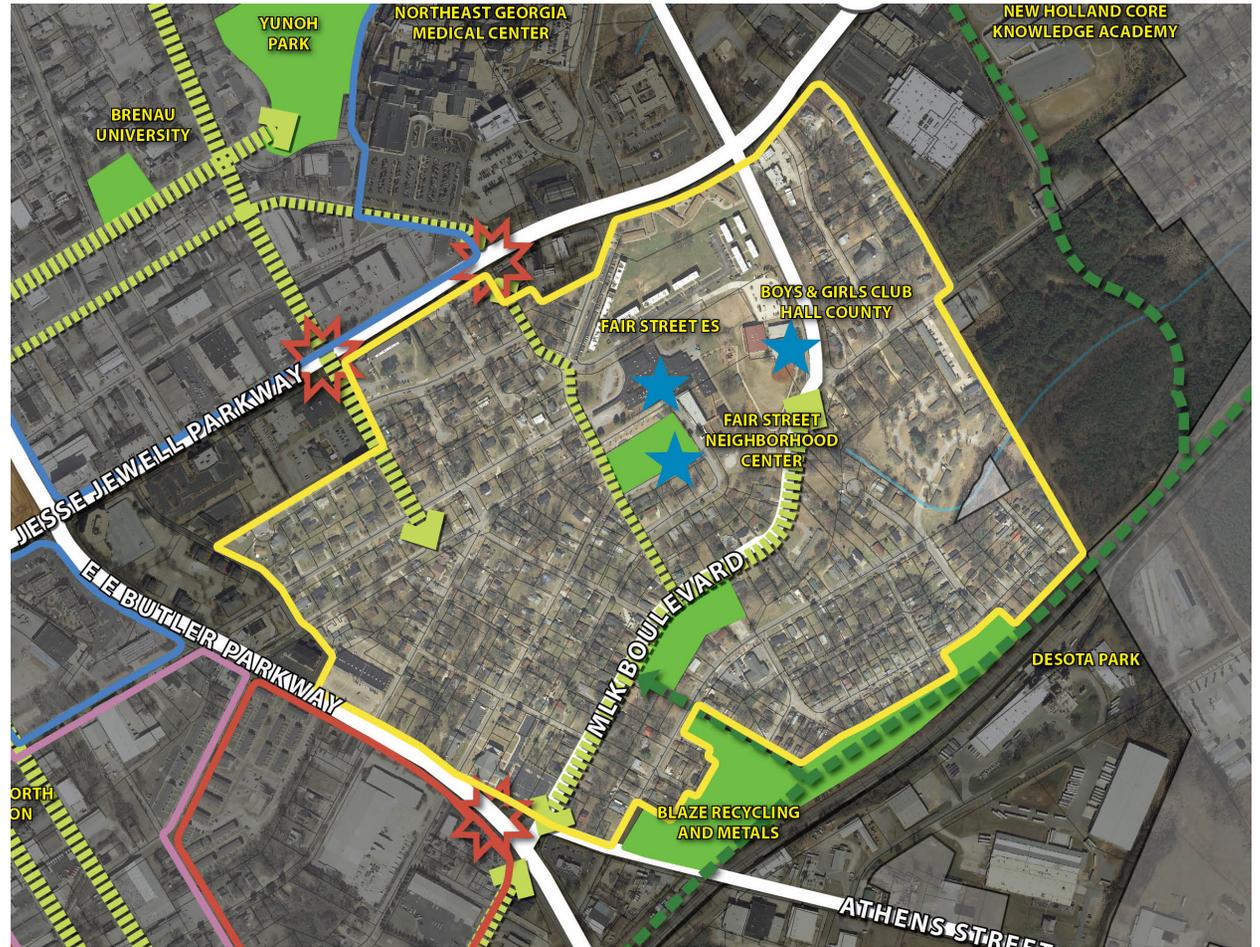


Character Area Location - Traditional Neighborhoods

uses like Blaze Recycling. Other major land uses include subsidized multifamily apartments and institutional uses like the Fair Street International Baccalaureate School (reconstruction in progress), the Hall County Boys and Girls Club, and several churches. Residential properties are generally well-maintained but some housing in Newtown is in need of repair; and the subsidized apartments at Jesse Jewell Parkway are declining.

**Area Vision:** The NPU vision statement affirms the traditional single-family character of the neighborhood through goals of historic preservation, architectural standards, code enforcement, and increased safety and beautification. Moreover, early in the planning process a large portion of the neighborhood was rezoned from multifamily to Neighborhood Conservation, realizing the goal of preserving the single-family orientation. The NPU was discussed heavily during the second public workshop with consensus on neighborhood improvements like a new park at the heart of the community; greenway linkages to Midtown; redevelopment of the Blaze property; and “Complete Street” enhancements to M.L. King Jr. Boulevard. The resulting vision is one of a small-scale historic neighborhood rich with community amenities.

*Land uses allowed in the Fair Street Area NPU include medium-density residential, mixed-use / commercial (limited to the fringe arterial corridors), public / institutional, and parks / recreation / conservation.*



Fair Street / Newtown Neighborhood Framework Diagram





Martin Luther King Jr. Boulevard near Fair Street - Before



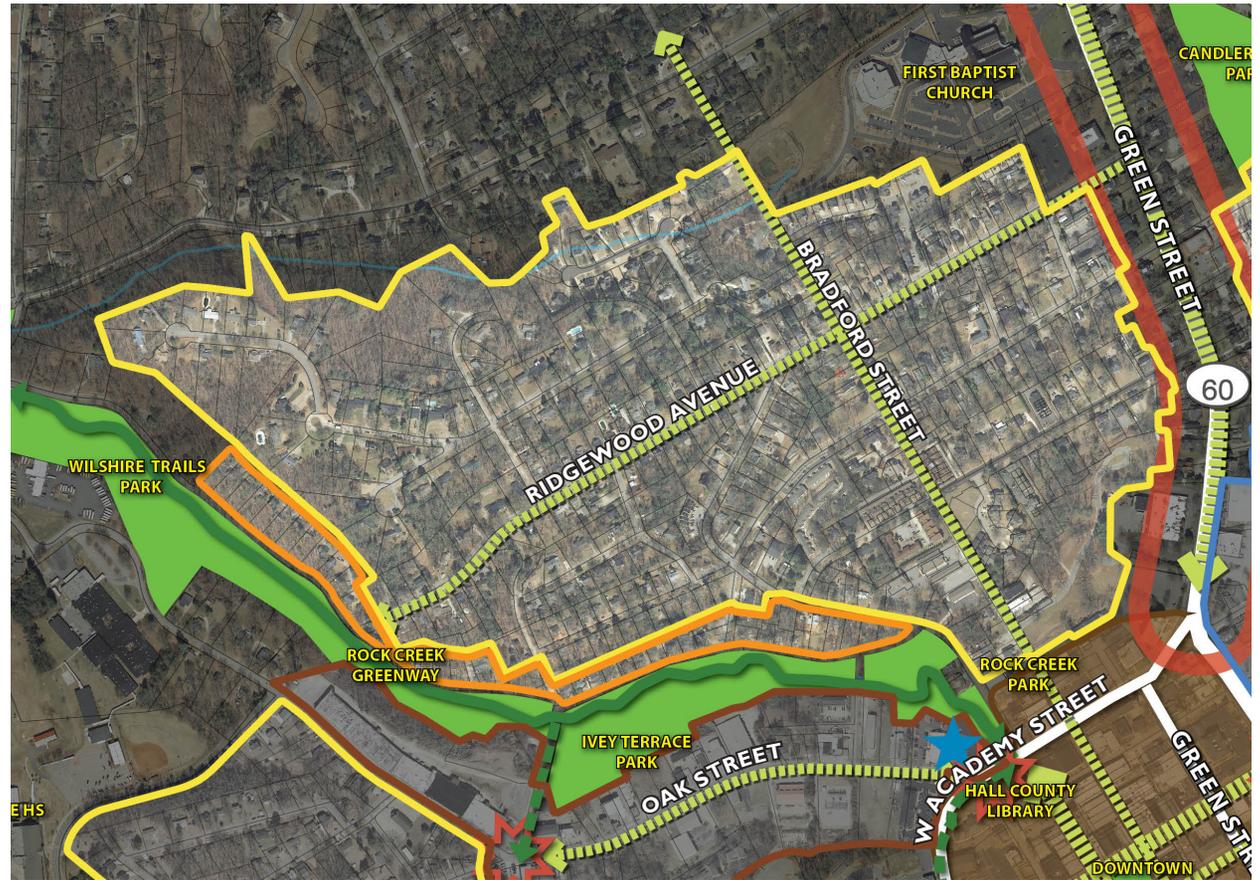
Martin Luther King Jr. Boulevard near Fair Street - After

## Subarea 2b: Bradford-Ridgewood NPU

The Bradford-Ridgewood neighborhood is the second of two NPUs put in place as an implementation action item from the 2004-2025 Comprehensive Plan. Its boundaries are set by Green Street on the east, Academy Street and the Rock Creek linear parks on the south and west, and the rear property lines of parcels fronting Dixon Drive.

*Existing Situation:* Bradford-Ridgewood is a historic residential district and contains modest Craftsman bungalows and Tudor / English Vernacular Revival houses from the 1920s through the 1950s, along with scattered townhouse clusters and small apartment buildings, and limited commercial along Academy Street. More recent residential development is concentrated along the south end of Bradford Street and in the block bounded by Forrest Avenue, North Avenue and Northside Drive. The housing stock is in generally good condition and, with the canopy of mature trees, gives the impression of a well-preserved older suburban neighborhood.

*Area Vision:* The NPU vision statement affirms the traditional single-family character of the neighborhood through goals of historic preservation and compatible infill development, enhanced walkability, increased safety and beautification, and protection of the tree canopy. A key objective is to keep any new development (other than single-family infill) to the southern and western fringe of the neighborhood; and to ensure that all development is compatible with the design quality of the existing structures.



Bradford-Ridgewood Neighborhood Framework Diagram

Housing deterioration also is an NPU concern. Neighborhood stakeholders were quite interested in encouraging some innovative housing development in the fringe areas; and in particular saw the properties fronting Ivey Terrace and Wilshire Drive transitioning over time to rowhouses or townhouses to provide an urban edge to the Rock Creek park system. This objective should be balanced with the preservation recommendations of the historic resources survey.

*Land uses allowed in the Bradford-Ridgewood NPU include medium-density residential, mixed-use / commercial (limited to southern fringe), and parks / recreation / conservation.*

## Subarea 2c: Northern Neighborhoods

The balance of the character area comprises the remaining residential districts north of City Park, east to Lakeview Drive and west to Lake Lanier. There are many historic neighborhoods - Longstreet Hills, Green Street Circle, Riverside Drive, Mountain View Drive - and the housing stock ranges from the early 1900's to mid twentieth century modern, to homes built in the last ten years.

**Existing Situation:** There is great variety in the topography and architectural styles throughout, but with the exception of Green Street Circle, the area encapsulates the evolution of suburban housing patterns from the 1930s Federal Housing Administration (FHA) era onward. As such, lots tend to be wide with generous setbacks and ample landscaping; houses are oriented parallel to the street in ranch fashion with exposed garages in some cases; and streets are meandering and generally without sidewalks. Denser housing is confined to major road corridors and a few isolated locations along Holly Drive and Piedmont Road; and scattered commercial uses are present along South Enota Drive. Housing density decreases near Lake Lanier where the folded topography and watersheds confine development to ridges.

**Area Vision:** Minimal change is anticipated or desired in the northern neighborhoods. One of the primary issues is incompatible infill development and the threat of encroaching urban sprawl, though some recent commercial projects have used compatible architecture and street details. Future commercial development should respect and mirror the small scale of the surrounding neighborhoods, especially along Thompson Bridge Road, Park Hill Drive, Martin Luther King Jr. Boulevard, Downey Boulevard, and South Enota Drive. Historic districts for several of the neighborhoods have been proposed and would also secure the character area's sense of place. While park improvements and new sidewalks would enhance the area's environment, the purity of the landscape and quality of housing should be preserved and commercial encroachment minimized.

*Land uses allowed in the Northern Neighborhoods include low-density and medium-density residential, mixed-use / commercial (expand to Enota Drive, Park Hill Drive, Thompson Bridge Road, MLK Boulevard, and Downey Boulevard), public / institutional, and parks / recreation / conservation.*



Brenau North Residential Neighborhood Framework Diagram



Potential Future Development Character in Northern and Bradford-Ridgewood Neighborhoods

TRADITIONAL NEIGHBORHOODS: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods	X	<i>Gainesville's older neighborhoods fulfill the larger objective of providing housing that is walkable, human scaled and close to goods and services</i>
Infill Development		<i>Although there are some opportunities for compatible infill development, the city's traditional neighborhoods are largely built out</i>
Sense of Place	X	<i>Much of Gainesville's unique sense of place is driven by the character of its traditional neighborhoods</i>
Transportation Alternatives	X	<i>While most neighborhoods are served by transit and are walkable, there is a need to expand the sidewalk network to provide more connectivity</i>
Regional Identity		<i>The traditional neighborhoods have connections to the regional narrative but are not significant forces in its current identity</i>
Heritage Preservation	X	<i>Historic preservation and the creation and expansion of local historic districts is a priority for this area</i>
Open Space Preservation		<i>There is little opportunity for open space preservation, though some of the undevelopable land might be suitable for future park space</i>
Environmental Protection		<i>Environmental protection is generally not an issue for the area, though some neighborhoods are affected by brownfield sites. Protection of Lake Lanier is vital</i>

Growth Preparedness		<i>Significant population growth is not expected to occur in the area</i>
Appropriate Businesses		<i>The area is not a primary destination for business, however neighborhood serving business development should be encouraged</i>
Employment Options		<i>While not a direct source of jobs, property maintenance and construction may provide employment opportunities for businesses located elsewhere</i>
Housing Choices	X	<i>Gainesville's traditional neighborhoods should have a range of housing that meets the needs of different household types, sizes and incomes</i>
Educational Opportunities	X	<i>Early childhood education and elementary schools are fundamental to the concept of a traditional family-oriented neighborhood</i>
Regional Solutions		<i>The area does not have a significant role in regional issues</i>
Regional Cooperation		<i>The future of the area is not contingent on regional cooperation</i>

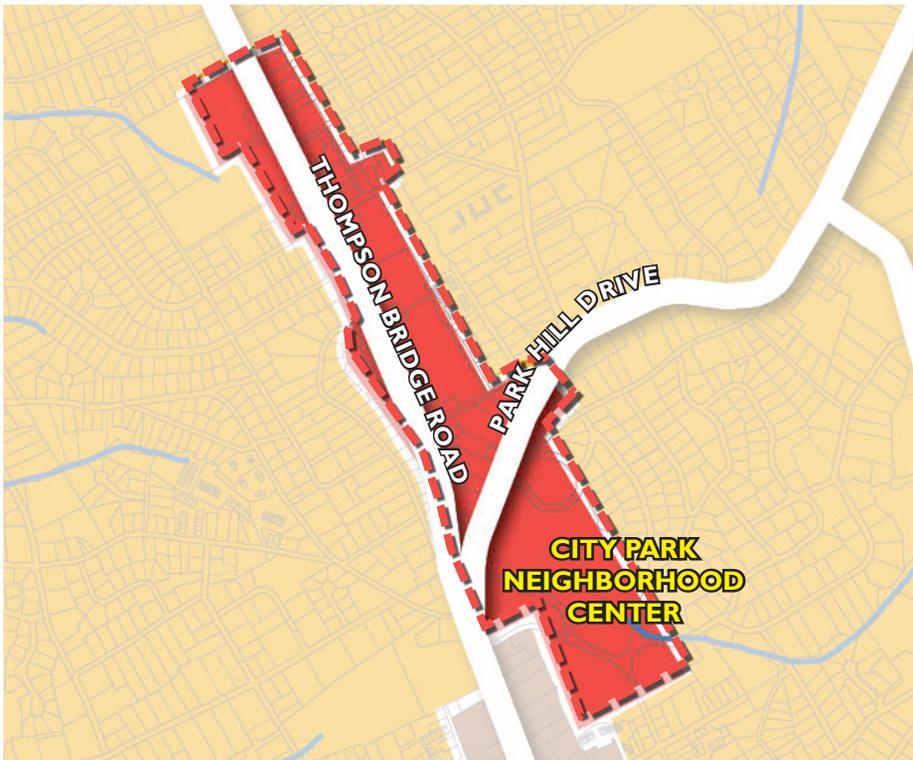
TRADITIONAL NEIGHBORHOODS: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Amend current N-C zoning standards to better reflect existing lot conditions, to accommodate modifications to existing homes for growing families</li> <li>• Determine the feasibility of rezoning select areas in the Bradford - Ridgewood NPU from R-II to N-C to maintain the low-density orientation</li> <li>• Consider adopting design / architectural standards that are compatible with each neighborhood's historic character for new construction and rehabilitation, or consider modifying the current infill standards to achieve the same purpose</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Market and promote the city's intown neighborhoods as a unique, close-in opportunity for knowledge workers and entrepreneurs as a way to increase the economic spending power intown</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Create a neighborhood revitalization loan / grant program to assist qualifying property owners with home improvements, possibly in conjunction with home maintenance workshops and/or CDBG funding</li> <li>• Work with the Gainesville Housing Authority and other affordable housing providers to create a strategy to increase affordable / workforce ownership opportunities in the area</li> <li>• Improve or redevelop blighted multifamily housing along Park Hill Drive corridor</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Expand existing historic districts and create new districts as per the historic resources structural survey recommendations</li> <li>• Determine the feasibility of creating a tree canopy preservation / replacement program, possibly in partnership with local volunteer groups</li> </ul>

Community Facilities & Services	<ul style="list-style-type: none"> <li>• Implement recommendations of the Strategic Parks and Recreation Plan, and look for opportunities to create new open space such as the park discussed for the Fair Street / Newtown NPU</li> <li>• Construct a greenway extension through Newtown to connect to the Midtown Greenway, possibly in conjunction with a new stormwater basin and park on the Blaze Recycling site</li> <li>• Study existing neighborhood street lighting to determine necessary improvements</li> <li>• Work with neighborhood residents (at a minimum of both NPUs) to institute neighborhood watch programs</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Conduct a traffic calming / congestion mitigation study for the two NPUs at a minimum</li> <li>• Continue the program of sidewalk / streetscape improvements as specified in the city's Sidewalk System Improvement Program and the GHMPO's Pedestrian / Bike plan</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• No pressing intergovernmental coordination issues</li> </ul>

### 3. CITY PARK NEIGHBORHOOD CENTER

This character area describes the near north side neighborhood retail center that originated in the 1940s and 1950s as the automobile became more dominant in family life as well as American culture. It is small, comprised of the commercial properties flanking Thompson Bridge Road and Riverside Drive from City Park to Virginia Avenue.

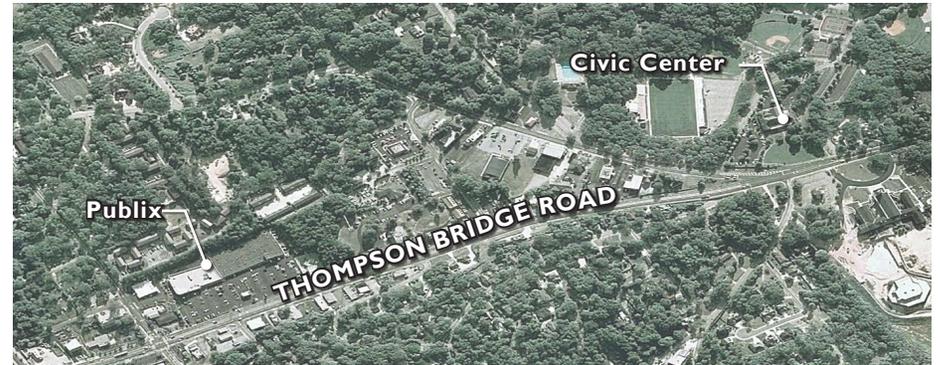
Existing Situation: The neighborhood center is defined by the broad section and vehicular nature of Thompson Bridge Road. However, the imprint of the road is tempered by the small scale of buildings, scattered parking, and local businesses particularly in the Thompson Bridge Road, Oak Tree Drive / Riverside Drive triangle. The area also includes the Enota Drive portion of Thompson Bridge Road which has a mix of older neighborhood retail and newer chain stores and restaurants including a larger strip commercial center anchored by a Publix grocery. A second strip commercial center, Lanier Plaza, is partially vacant.



Character Area Location - City Park Neighborhood Center

Area Vision: The proximity to historic, walkable neighborhoods, City Park, and Green Street underscore the need for pedestrian improvements, traffic calming and neighborhood commercial preservation. Thompson Bridge Road should be transformed into a “Complete Street” with sidewalks, landscaping, bike lanes and transit stops. Preservation of local small businesses should be a priority, and key early commercial buildings targeted for preservation. New commercial development should be compatible with the small scale of the older structures, and parking should be located to the rear with inter-parcel connectivity where possible.

*Land uses allowed in the City Park Neighborhood Center are mixed-use, commercial, and public / institutional.*



Potential Character of Thompson Bridge Road



Thompson Bridge Road near Enota Avenue / Publix - Before



Thompson Bridge Road - After

CITY PARK NEIGHBORHOOD CENTER: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods	X	<i>The area should grow as the walkable, locally-oriented commercial core of Gainesville's older residential neighborhoods</i>
Infill Development	X	<i>Several large parking lots and vacant structures provide an opportunity for infill commercial development and redevelopment</i>
Sense of Place	X	<i>The small mom-and-pop / neighborhood serving businesses and the Civic Center / stadium complex are essential contributors to the city's sense of place</i>
Transportation Alternatives	X	<i>Pedestrian connections to adjacent neighborhoods should be strengthened, and primary roads diversified in function</i>
Regional Identity	X	<i>The Martha Hope Cabin and the rolling topography of City Park are important links to Gainesville's Appalachian context</i>
Heritage Preservation	X	<i>In addition to recognized resources like the Civic Center, Bobby Gruhn Field, the Redwine House and older highway retail is an emerging area of preservation interest</i>
Open Space Preservation	X	<i>While City Park is the open space heart of Gainesville's northern neighborhoods, pocket parks could add another dimension to the area</i>
Environmental Protection	X	<i>The mature forest in City Park is an important natural resource and should be protected</i>

Growth Preparedness		<i>The area is not anticipated to see major economic growth, but remain oriented toward addressing existing neighborhood needs</i>
Appropriate Businesses	X	<i>Businesses providing basic goods and services that neighborhood residents depend on in daily life (for example food, household supplies, medicine etc.) should be encouraged</i>
Employment Options		<i>The area is not envisioned as a major employment center, though job opportunities are an added benefit of commercial growth</i>
Housing Choices		<i>New housing is not a major component of the area's future development profile, though mixed-use development would be welcome</i>
Educational Opportunities		<i>No significant educational opportunities are anticipated</i>
Regional Solutions		<i>The area does not have a significant role in regional issues</i>

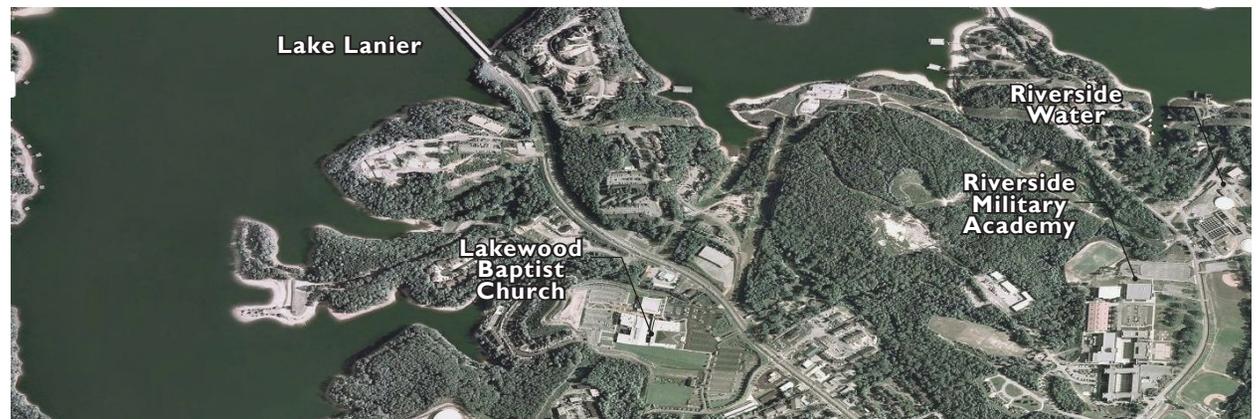
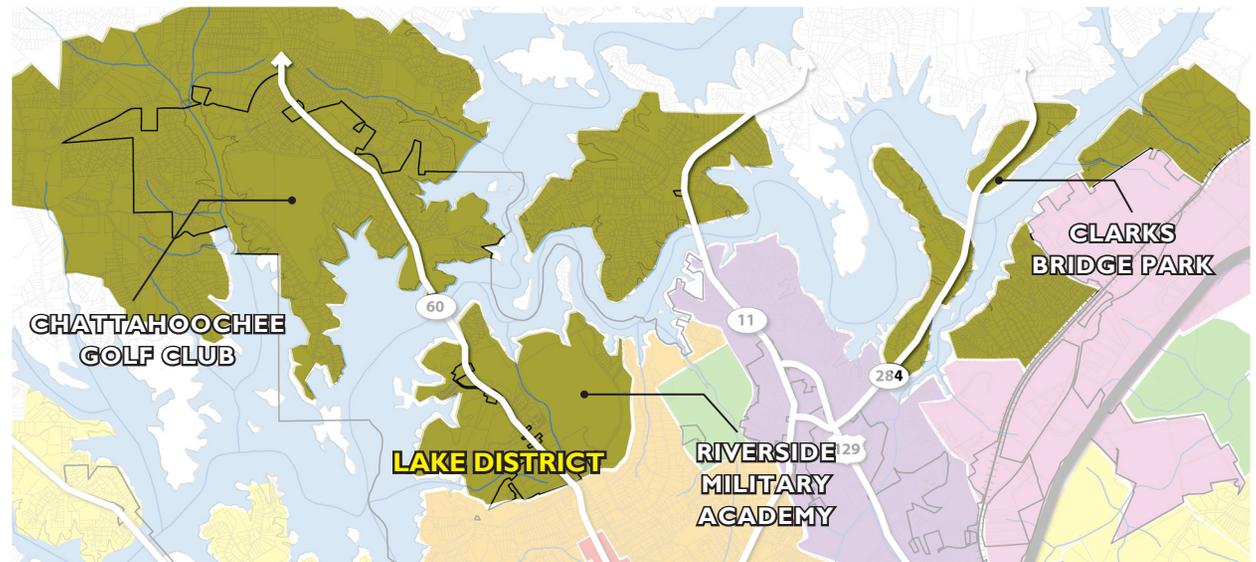
CITY PARK NEIGHBORHOOD CENTER: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Revise the existing corridor design overlay standards to enhance connectivity and reflect the small scale vernacular architecture and site layout of early commercial development</li> <li>• Explore landscaping or green development standards to increase the presence of open space / green space and reduce the environmental impacts of large paved areas that are typical of suburban or strip shopping centers</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Promote and market the presence of locally-owned / family-owned businesses</li> <li>• Encourage small business investment / entrepreneurship</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Support mixed-use (residential over retail) if contemplated for renovations or new development / redevelopment</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Continue to preserve and strengthen the urban forest in and around City Park</li> <li>• Renovate the City Park stadium, field, associated structures while keeping the historic character intact</li> <li>• Consider building a new field house</li> <li>• Work with owners of early roadway commercial buildings to recognize, maintain and preserve them as unique cultural resources</li> </ul>

Community Facilities & Services	<ul style="list-style-type: none"> <li>• Implement the recommendations (and/or update as needed) in the Vision 2014 parks plan for City Park including softball field renovations and parking improvements</li> <li>• Evaluate the potential for expanding events capacity at Martha Hope Cabin to an outdoor venue at Candler Field</li> <li>• Explore alternative uses for the Green Street Pool in lieu of demolishing existing building</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Expand mode options on Thompson Bridge Road to include sidewalks with landscaping, bike facilities, and transit shelters at a minimum</li> <li>• Close the gaps in sidewalk continuity along Park Hill Drive, possibly as part of a streetscape program that “brands” the district</li> <li>• Examine access management along Thompson Bridge Road and Park Hill Drive to determine if driveways could be consolidated in conjunction with streetscape improvements</li> <li>• Expand the sidewalk network on all feeder streets to Thompson Bridge Road and Park Hill Drive</li> <li>• Study traffic operations / signalization at the Enota Avenue and Virginia Avenue intersections to improve pedestrian safety</li> <li>• Assess prior Green Street / Park Hill Drive intersection improvement concepts for future applicability</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• Work with the Gainesville - Hall MPO to transition Thompson Bridge Road into a “Complete Street”</li> </ul>

## 4. LAKE DISTRICT

The Lake District character area is an expansion of the existing Country Club district south across Lake Lanier, to include the peninsula bracketed by Riverside Drive and the Linwood Water Reclamation facility, including the Thompson Bridge Road corridor north of Mountain View Drive. The Lake District includes a portion of Clarks Bridge Road as well, taking in the Olympic Rowing Venue and neighborhoods north along Cleveland Highway.

*Existing Situation:* The north and south portions of the Lake District have distinctly different land use patterns. The north is characterized by the Chattahoochee Golf Club and estate houses tucked in the undulating forest fringing Lake Lanier. Aside from a small commercial center at Nancy Creek Road, Thompson Bridge Road has the character of a rural parkway, flanked by trees and split by a landscaped median. The landscape of the north is highly picturesque and evocative of a lakeside resort in the Appalachian foothills. The south, conversely, is dominated by expanding commercial development focused on Thompson Bridge Road. While the rolling topography and forest is similar to the north, there is no comparable lakeside single-family neighborhood with the exception of the small subdivisions of High Vista Pointe and The Island. Moreover, despite significant undeveloped land on either side of Thompson Bridge, the commercial nature of the road overpowers the natural landscape. The city and county also share in the maintenance of the Olympic Rowing Center, which is used occasionally for rowing events but on the whole is underutilized relative to its potential. This area



includes developed or undeveloped land paralleling the route of a major arterial street or highway in town that is already or likely to experience intense – and potentially uncontrolled - strip development if growth is not properly managed.

*Area Vision:* The main character area driver is the presence of Lake Lanier and its distinctive rolling landscape. While the vision for the north is single-family preservation, limited commercial intensification of the existing node, protection of the tree canopy and shoreline ecosystem, and continued enhancement of the golf club, opportunities for land use changes are more prevalent south of Thompson Bridge. Here, the focus should be taking advantage of the lake and forest to build a character more similar to the north. This includes repositioning Thompson Bridge Road as a multimodal “Great Street” and supporting new conservation-based single-family housing and open space preservation on undeveloped land. New commercial development should be concentrated at or near the existing Linwood Drive node; and any future commercial development should follow a mixed-use “village” format. The area is also ideal for a mixed-use “Harbor Town” that could occur as part of future redevelopment of the Old Thompson Bridge Road / Minor Drive / Lakeshore Villa corridors. Together with Holly Park and open space at the Linwood facility, this lakefront destination could provide exciting amenities and unparalleled public access to the lake.

*Land uses allowed in the Lake District are low-density residential, medium-density residential, multifamily residential, mixed-use, commercial, public / institutional, transportation / communications / utilities, and parks / recreation / conservation.*



Chattahoochee Golf Course



Potential “Harbor Town” Development near Lake Lanier



Riverside Military Academy

LAKE DISTRICT: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods	X	The area should maintain and advance a residential focus on both sides of the Lake Lanier bridge, combining Traditional Neighborhood Development (TND) walkability with the natural character of the Country Club
Infill Development		Fine-grained infill development is not a priority for the area, although redevelopment of older apartments, retail and office space is important
Sense of Place	X	Lake Lanier is the physical driver of the Lake District, and leveraging while protecting it should be considered in every planning decision
Transportation Alternatives	X	Thompson Bridge Road is the district's Main Street and should maximize mobility alternatives without compromising environmental quality
Regional Identity	X	Lake Lanier, the Upper Chattahoochee, and the Olympic Rowing Facility are all regional icons that deserve ongoing attention and care
Heritage Preservation		Aside from individual resources such as the American Legion pavilion and scattered Mid-Century Modern houses, preservation is not a priority issue
Open Space Preservation	X	Expanding public access to Lake Lanier - possibly through an expansion of Holly Park - is critical, although privately-owned open space is plentiful
Environmental Protection	X	Shoreline conservation or restoration and the protection of forested areas on undeveloped land are important goals

Growth Preparedness	X	The area can accommodate residential and mixed-use / commercial growth, but it must be carefully planned to avoid suburban sprawl
Appropriate Businesses	X	Neighborhood-serving retail and office is appropriate for the Thompson Bridge Road / Linwood Drive intersection, for frontage of a limited depth along Thompson Bridge Road, and for a potential Harbor Town project
Employment Options		The area is not envisioned as a major employment center, but new office and retail development could provide some employment
Housing Choices	X	Housing is a major avenue of growth and can be in a wide range of product, from quality townhouses to high-end single-family detached
Educational Opportunities	X	The Riverside Military Academy is one of Gainesville's signature institutions and will grow in enrollment and importance in the future
Regional Solutions	X	Managing potential traffic on Thompson Bridge Road will depend on regional solutions including understanding and mitigating the impacts of traffic from GA-400 to the north and Interstate 985 to the east. Similarly the condition of Lake Lanier has far reaching impacts to the metro Atlanta region as a whole
Regional Cooperation	X	Regional cooperation is essential for enhancing Lake Lanier's quality and transforming Thompson Bridge Road into a "Complete Street" or urban boulevard

LAKE DISTRICT: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• With the exception of the Holly Park Drive / Rubicon / Firelight Pointe area, ensure that future zoning changes or rezonings preserve the residential / institutional orientation, with limited walkable commercial or mixed-use development at or near the Thompson Bridge Road / Linwood Drive intersection</li> <li>• Revise the existing corridor design overlay standards to encourage inter-parcel connectivity, walkability, and Traditional Neighborhood Development (TND) formats</li> <li>• Explore landscaping or green development standards to increase the presence of open space / green space and reduce the environmental impacts of large paved areas</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Undertake a national marketing campaign for the Olympic Rowing Center as a world-class destination</li> <li>• Consider developing a mixed-use lakefront Harbor Town on or near Holly Park Drive (including more active programming and possibly expansion of Holly Park) as a regional attraction</li> <li>• Support office and neighborhood scale retail development in the areas along Thompson Bridge Road mentioned above</li> <li>• Continue to market the Chattahoochee Country Club as one of the region's premier destinations</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Stress quality housing production in any major new development projects or annexations</li> <li>• Consider creating a set of residential design guidelines that formalize a Lake District aesthetic, taking cues from the mature neighborhoods that surround Lake Lanier</li> <li>• Explore housing as a program component of a possible Harbor Town</li> <li>• Explore the opportunity of large institutions (such as Lakewood Baptist Church) for partnering on affordable housing development</li> </ul>

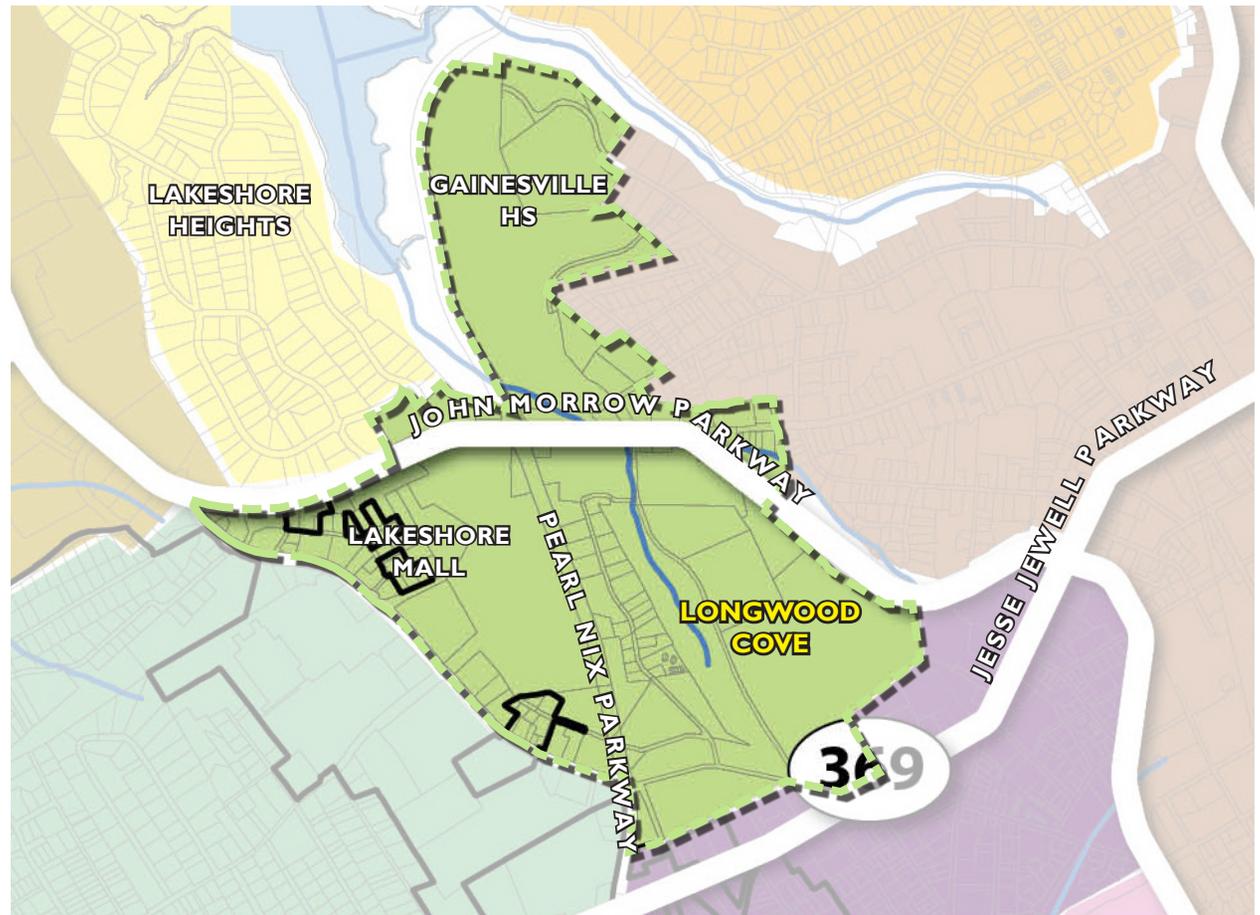
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Preserve and improve the Lake Lanier Olympic Center as the only remaining fully-intact venue from the 1996 Olympics</li> <li>• Advocate for the preservation and stewardship of the urban forest on privately-owned land</li> <li>• Continue the program of shoreline restoration in partnership with the Army Corps of Engineers</li> <li>• Explore the possibility of a wetland preservation park between Crystal Drive and Lake Lanier, potentially utilizing the Springview Drive extension / access road as a pedestrian trail</li> <li>• Work to improve the American Legion picnic grounds and pavilion structure as an important cultural landscape</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>• Rethink the role of Holly Park as part of a larger redevelopment of the lakeshore, potentially with more active programming and possible expansion</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Expand mode options on Thompson Bridge Road to include sidewalks with landscaping, bike facilities, and transit shelters at a minimum</li> <li>• Explore other boulevard treatments to Thompson Bridge Road such as median landscaping and access management</li> <li>• Expand the sidewalk network on all feeder streets to Thompson Bridge Road</li> <li>• Study traffic operations / signalization at intersections to improve pedestrian safety on Thompson Bridge Road</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• Work with the Greater Hall MPO to transition Thompson Bridge Road into a "Complete Street"</li> <li>• Continue to work with the Army Corps of Engineers, Hall County and other stakeholders on Lake Lanier sustainability</li> <li>• Work with Hall County to renovate Clarks Bridge Olympic Venue site</li> </ul>

## 5. LONGWOOD COVE

Longwood Cove describes the commercial district and surroundings at the west end of the Washington Street corridor, anchored by Lakeshore Mall. The character area extents include Longwood Park, the Gainesville High School campus, the Tower Heights Road neighborhood, and Alta Vista Cemetery.

**Existing Situation:** Longwood Cove is dominated by Lakeshore Mall, the major intersection of John Morrow and Pearl Nix parkways, and related strip retail development. While high-quality open spaces and public facilities bookend the character area to the north and south, the overwhelming presence of John Morrow Parkway and the shopping centers creates the impression of heavy suburban strip commercial sprawl even though Lake Lanier is less than a quarter mile away, and Downtown is within walking distance to the east. Longwood Cove is one of the most pressing redevelopment areas in the city next to Midtown and Westside Atlanta Highway area.

**Area Vision:** Future development or redevelopment of Longwood Cove must consider the presence of the lake and extend its character further inland. Intensification and repositioning of Lakeshore Mall as a premium retail center is a primary short-term development goal, while long-term conversion of the mall into a mixed-use “town center” is highly desirable. Other aging strip commercial centers like Washington Square and Gainesville West could be redeveloped as mixed-use with mixed-income residential to expand the city’s quality affordable housing inventory. However, taming John Morrow Parkway traffic and increasing walkability are essential for any successful residential



development. Public improvements should stress increasing pedestrian access from Alta Vista Cemetery to Longwood Park and Lake Lanier, ideally by creating greenways along the Longwood Cove’s tributary creeks and John Morrow Parkway. A very long-term possibility might be the realignment of Pearl Nix Parkway north of the mall, swinging east to intersect with Century Place. This would allow restoration of Longwood Creek and conversion of its valley to new open space, essentially bringing Longwood Cove to the foot of John Morrow Parkway. The Century Place / John Morrow intersection area could be redesigned as a gateway to the Rainey Street / Oak Street / Washington Street district; while pedestrian and bike improvements to Alta Vista Road would link the historic cemetery to the new mixed-use cove district and the Bradford-Ridgewood neighborhood.

*Land uses allowed in Longwood Cove are medium-density residential, multifamily residential, mixed-use, commercial, public / institutional, and parks / recreation / conservation.*

LONGWOOD COVE : QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods		Commercial and institutional uses and open spaces constitute the majority of the Character Area
Infill Development	X	The Lakeshore Mall site is a major infill opportunity, with long-term redevelopment possible at the mall and several adjacent sites
Sense of Place	X	Longwood Park and Alta Vista Cemetery are important links to the city's history and development, but could benefit from additional exposure
Transportation Alternatives	X	Expanding pedestrian and bicycle mobility and linking to broader networks is a priority, as is improving safety at main intersections
Regional Identity	X	Repositioning Lakeshore Mall as a regional destination could benefit the city's economic development program as well as raise its profile
Heritage Preservation	X	Alta Vista Cemetery is a valuable historic asset and can play a part in expanding tourism as well as offering a unique open space experience
Open Space Preservation		Opportunities for preserving existing undeveloped land are very limited since the area has been largely urbanized
Environmental Protection	X	Longwood Cove and its tributaries should be protected from the effects of intensifying development, with thought given to stream restoration of the creek at the headwater of Longwood Cove

Growth Preparedness	X	Redeveloping underutilized land and buildings may enable commercial / residential growth
Appropriate Businesses	X	Repositioning Lakeshore Mall could stem some of the retail leakage that has been affecting the city's economic contours
Employment Options		Intensifying and diversifying retail may provide some job opportunities, but high-growth industries (healthcare, services) are clustered elsewhere
Housing Choices	X	High quality multifamily housing could be a redevelopment strategy on some of the strip commercial sites, but housing is not a community priority here
Educational Opportunities	X	Education is a cornerstone of the area with the presence of two charter academies and Gainesville High School
Regional Solutions		The area does not face issues that require regional solutions apart from ongoing coordination regarding Lake Lanier
Regional Cooperation		The need for regional cooperation to realize Longwood Cove's potential is relatively minimal

# Lakeshore Mall Area Redevelopment - Short-term

- Commercial
- Institutional
- Mixed-use
- Multifamily
- Open space
- Townhomes



# Lakeshore Mall Area Redevelopment - Long-term

- Commercial
- Institutional
- Mixed-use
- Multifamily
- Open space
- Townhomes



LONGWOOD COVE: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>Evaluate the impacts and benefits of allowing residential uses in the areas currently zoned Regional Business (RB)</li> <li>Create a set of design guidelines that encourage walkable, green development with standards to increase the presence of open space and reduce the environmental impacts of large paved areas</li> <li>Ensure that the Tower Heights Road neighborhood is adequately buffered from higher-intensity redevelopment</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>Establish an Opportunity Zone to encourage business investment and job creation</li> <li>Support future investment in repositioning / redeveloping Lakeshore Mall and adjacent strip retail, possibly through the creation of a tax allocation district</li> <li>Explore ways to leverage the presence of Longwood Cove through improvements to Longwood Park that physically engage Lake Lanier</li> <li>Integrate Alta Vista Cemetery into a citywide heritage tourism trail</li> <li>Consider an events program for Alta Vista Cemetery that includes activities like twilight or themed tours, readings, seasonal events, concerts, etc.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>Investigate the physical and market feasibility of high quality multifamily (ideally mixed-income) housing as a redevelopment option for underutilized / underperforming strip commercial centers</li> </ul>

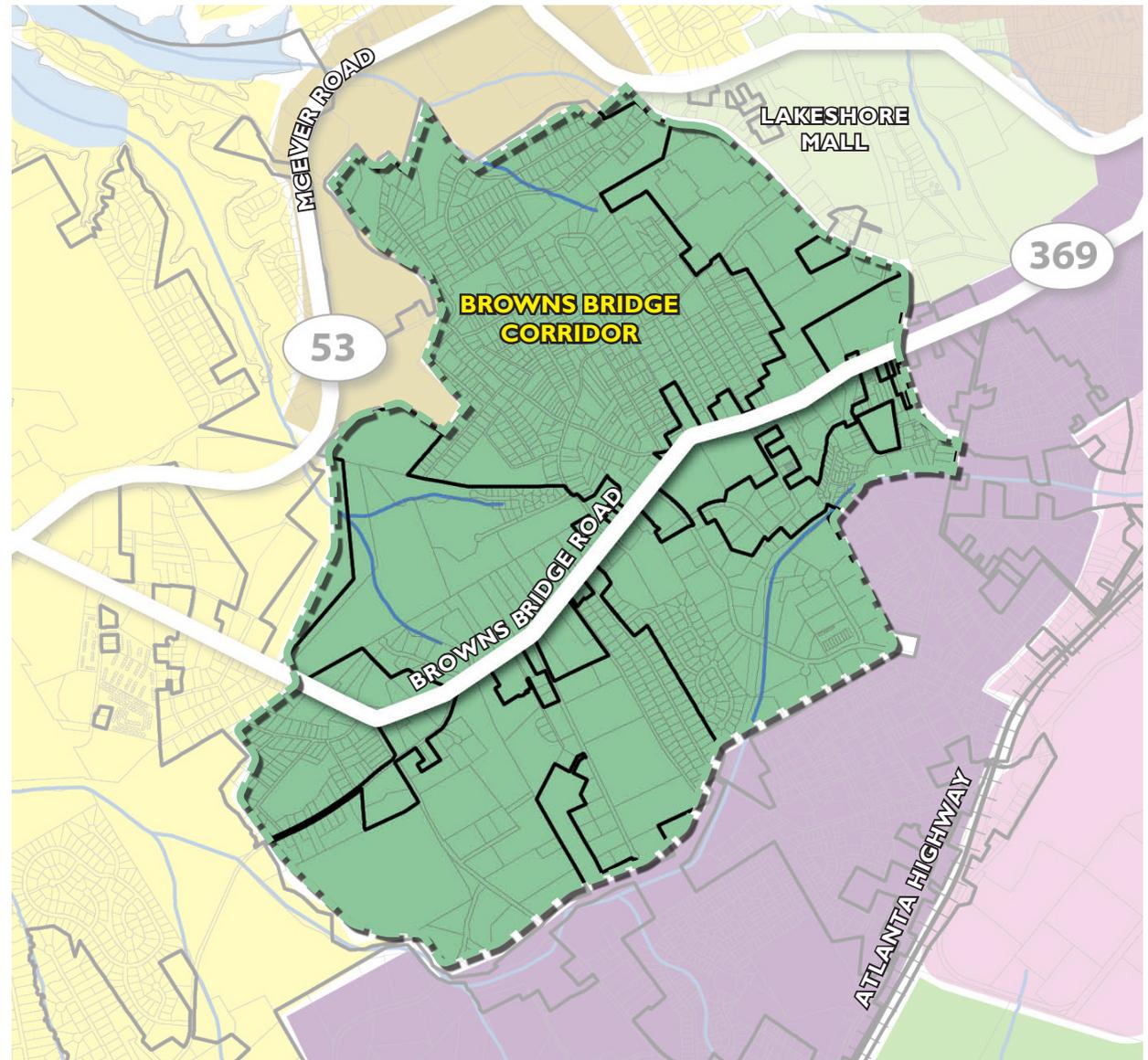
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>Continue the program of shoreline restoration in partnership with the Army Corps of Engineers</li> <li>Restore the Longwood Cove tributary creeks and wetland environments and improve them as linear parks / greenways connecting the lakefront and Wilshire Trails to Alta Vista Cemetery</li> <li>Designate Alta Vista Cemetery as a local historic district</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>Consider the long-term relocation of the public works transfer station and redevelopment of the site to a use compatible with Alta Vista Cemetery</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>Construct a multiuse trail along John Morrow Parkway to connect the West Avenue neighborhood to Longwood Park and Alta Vista Cemetery</li> <li>Install sidewalks and other pedestrian and bicycle improvements along Pearl Nix Parkway</li> <li>Provide for better and safer pedestrian connections across John Morrow Parkway, especially at the Pearl Nix Parkway intersection</li> <li>Explore continuing the parkway / median cross-section of John Morrow Parkway west to Shallowford Road as part of a larger urban redevelopment plan for the Lakeshore Mall area</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>Work with the Greater Hall MPO on mobility enhancements and pedestrian safety projects for John Morrow Parkway</li> <li>Continue to work with the Army Corps of Engineers, Hall County and other stakeholders on Lake Lanier sustainability</li> <li>Work with city school system to reposition Pearl Nix Parkway / public art / pocket park</li> </ul>

## 6. BROWNS BRIDGE CORRIDOR

The Browns Bridge character area roughly corresponds to the land north of Flat Creek and west of Shallowford Road, extending north to include properties fronting on (or accessed from) Browns Bridge and Shallowford. Phase I of Atlas Industrial Park also is included in its entirety - extends all the way to Atlanta Highway.

**Existing Situation:** The immediate road corridor is dominated by strip commercial development heavily biased toward auto retailing and services, particularly at the western end. The Shallowford Road frontage also is strip / big-box commercial with Wal-Mart, Target and Lowes as major retail anchors. The balance of the character area is roughly split between residential neighborhoods and industrial parks including Atlas and Centennial. The neighborhood housing stock is divided comparably between 1950-1960s ranches and mobile homes, with a few apartment complexes present to the west. Other significant land uses include the Memorial Park cemetery and undeveloped parcels of forested stream valleys stretching back to McEver Road at the western fringe. Like the West Side, the area is a blend of city and county land, with commercial mostly in the city, residential mostly in the county and industrial split between the two.

**Area Vision:** Long-term activity center nodes should be encouraged at the Memorial Park Drive and Pearl Nix Parkway intersections. Future public space improvements could include better pedestrian facilities and connections; possible road and signal enhancements to Browns Bridge; and aesthetic guidelines. Targeted redevelopment of outdated strip commercial is encouraged. Browns



Bridge Road could be a future Community Improvement District for the corridor businesses.

*Land uses allowed in the Browns Bridge Corridor are medium-density residential, multifamily residential, mixed-use, commercial, light industrial, and parks / recreation / conservation.*

BROWNS BRIDGE CORRIDOR: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods		<i>Area neighborhoods were developed under older suburban subdivision standards</i>
Infill Development	×	<i>The corridor is mostly built out, but low land use intensity and underutilized property makes redevelopment likely and desirable</i>
Sense of Place		<i>The generic commercial strip character does not advance Gainesville's sense of place</i>
Transportation Alternatives	×	<i>Pedestrian and bicycle facilities are critical to providing more mobility options in the corridor</i>
Regional Identity		<i>The corridor is not important to defining regional identity</i>
Heritage Preservation		<i>There are few recognized heritage resources in the area</i>
Open Space Preservation	×	<i>The forested stream corridors north of the Memorial Park intersection could become prime parkland for a future activity center node</i>
Environmental Protection	×	<i>Restoration of Flat Creek is an extension of upstream improvement projects and could be combined with future greenway construction</i>
Growth Preparedness		<i>The corridor is urbanized, with future growth potential contingent on redevelopment and land use intensification</i>

Appropriate Businesses	×	<i>The existing industrial parks provide venues for businesses in line with Gainesville's traditional light manufacturing / base</i>
Employment Options	×	<i>The existing auto retail / service and light industrial uses are a good source of potential jobs for a skilled workforce</i>
Housing Choices	×	<i>Plentiful and affordable housing is an asset of the area, but housing quality could be improved</i>
Educational Opportunities	×	<i>The Interactive College of Technology is a good resource for job training relevant to area employment</i>
Regional Solutions		<i>The area does not face issues that require regional solutions apart from transportation projects</i>
Regional Cooperation	×	<i>The city and county must work cooperatively to address housing and commercial blight, re-assessing the costs and benefits of annexation</i>

BROWNS BRIDGE CORRIDOR: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Create a set of design guidelines that encourage walkable, green development at strategic nodes along the corridor</li> <li>• Conserve land along creek buffers to become future park/green space</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Diversify uses along the corridor to ensure a variety of businesses that will attract a multitude of users to help buffer the area from changing economic trends</li> <li>• CID / Opportunity Zone</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Investigate the physical and market feasibility of multifamily (ideally mixed-income) housing as a redevelopment option for the areas adjacent to the proposed commercial hubs</li> <li>• Work with Hall County to revitalize blighted neighborhood areas</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Utilize the forested stream corridors north of the Memorial Park intersection as prime parkland for a future activity center node along Browns Bridge Road</li> <li>• Create a greenway along the northern forested stream corridors which connects into the larger Gainesville park system</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>• Work with Hall County to determine the need for a community facility for the Skelton Road neighborhood</li> </ul>

Transportation	<ul style="list-style-type: none"> <li>• Provide better accessibility and safety along Browns Bridge Road through improved sidewalks / streetscapes, bike lanes, limited curb cuts, better lighting, street trees, and medians</li> <li>• Work with Hall County to institute a sidewalk program in neighborhood areas</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• Continue to collaborate with Hall County on service delivery to offset island annexation</li> <li>• GDOT - sidewalks / streetscape improvements</li> </ul>



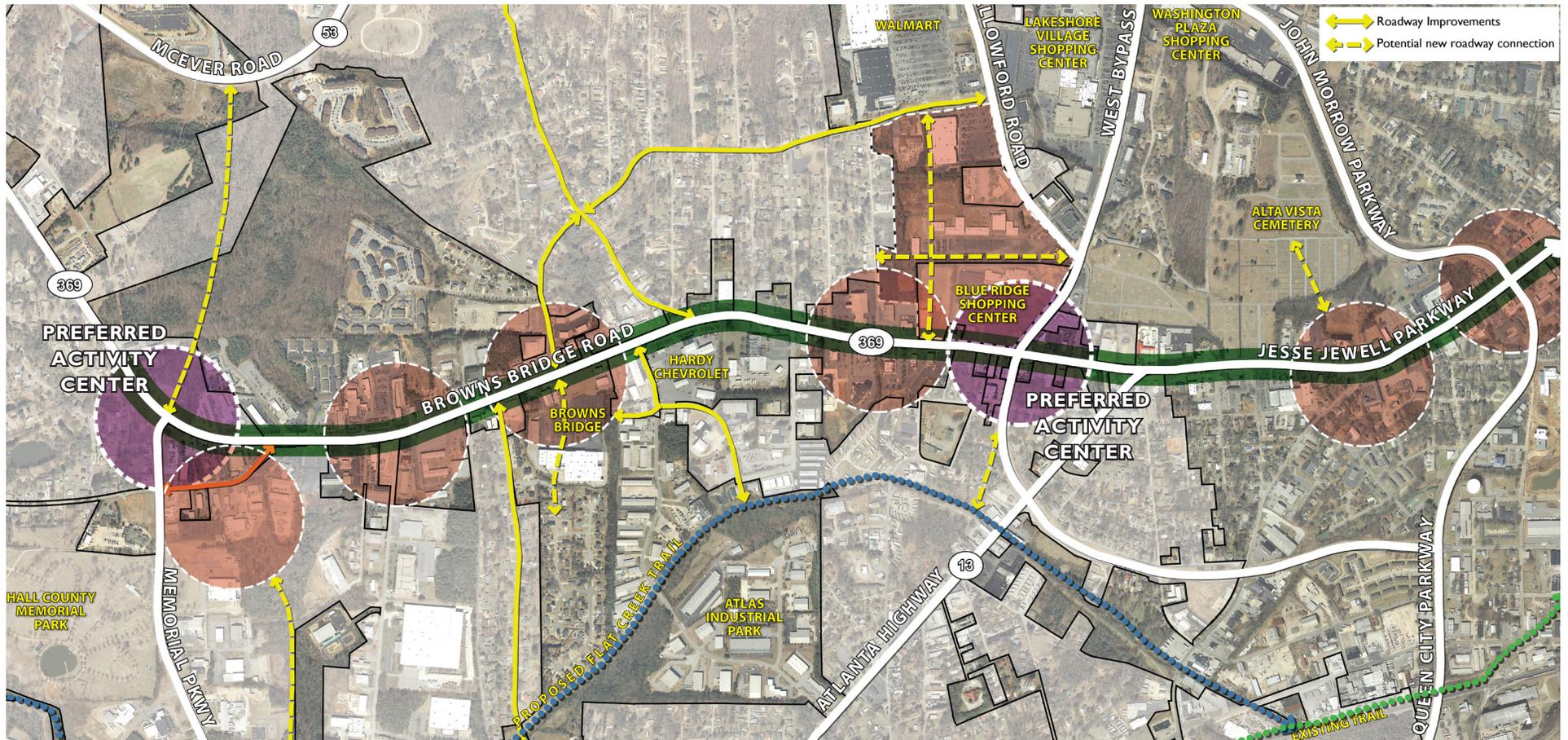
Potential Open Space within the Future Development/Redevelopment around Browns Bridge



Potential Development Character of Activity Center on Browns Bridge Corridor



Potential Development Character on Browns Bridge Corridor

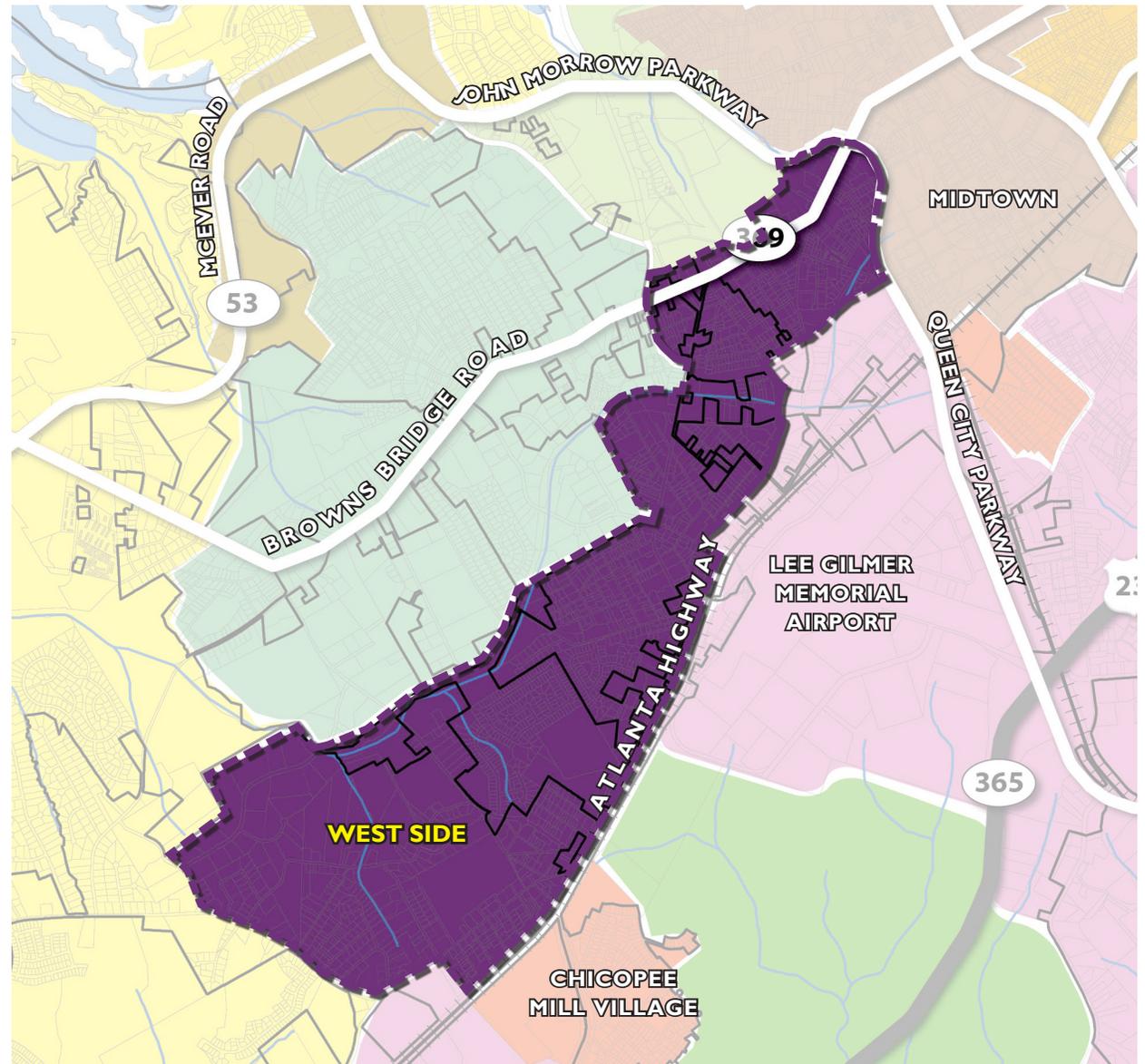


Browns Bridge Corridor Workshop Summary - Identification of Preferred Activity Center and Connectivity Improvements

## 7. WEST SIDE

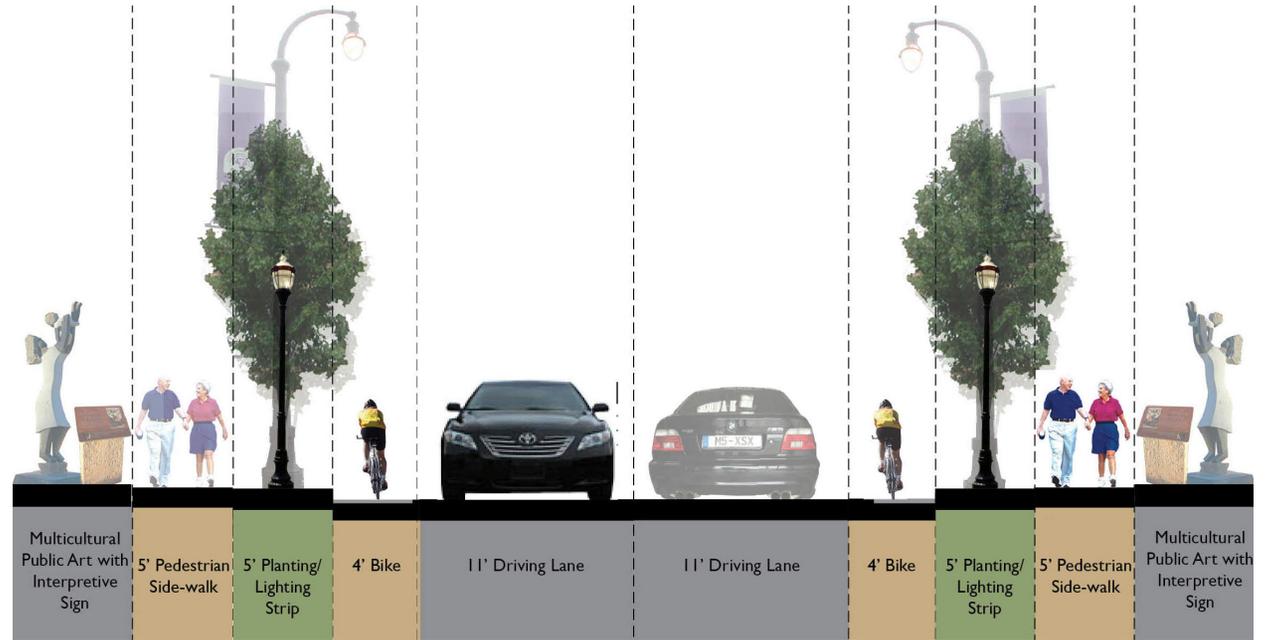
The West Side character area is essentially the expanded Atlanta Highway corridor from the Norfolk Southern railroad line on the south to Flat Creek and Jesse Jewell Parkway on the north. It includes the entire extent of Atlanta Highway to the railroad overpass at Queen City Parkway, most of the Dorsey Street corridor, and the residential areas served by the two. Phase II of Atlas Industrial Park is included in this area as well. The West Side is marked by “island” annexation, and most of its acreage lies in Hall County.

*Existing Situation:* The development patterns of the West Side are vestiges of highway commercial and suburban growth from the 1940s and 1950s. Almost all commercial uses along Atlanta Highway are small, locally-owned establishments blending older businesses from the early years of the corridor, with newer shops catering to the large multi-ethnic population. The neighborhoods vary from simple frame houses from the 1930s to 1950s ranch houses and newer construction, to mobile homes. Small apartment complexes, light industrial uses, and churches are scattered throughout. While much of the West Side is stable and in fair condition, there are pockets of severe blight and deteriorated housing; and most of the area lacks sidewalks and curb-and-gutter paving. The overall impression is that of an area that has been in slow decline for decades but has seen some recent stabilization and revitalization by new residents, small investors and entrepreneurs determined to remake the area.



**Area Vision:** The stakeholder vision for the West Side embraces the cultural richness of Atlanta Highway and adjoining neighborhoods by upgrading and branding the road corridor to an “International District” with coordinated pedestrian and road improvements, new landscaping, and a community-based public art program. Other considerations include better pedestrian connections to residential areas, a new central open space / community facility near the planned Flat Creek Greenway, improved access to the Central Hall Trail, a future CID for corridor businesses, and potential annexation to address blighted areas. In addition, a gateway park marking the beginning of the International District could be created at the Jesse Jewell / Atlanta Highway intersection by redevelopment of the triangular block adjacent to West End Avenue. This gateway could take the form of an open market hall and plaza with a small lawn area at the north. Incremental mixed-use redevelopment would surround the market / park over time. The proximity to Alta Vista Road should be exploited to create a pedestrian and bike connection to Longwood Cove. At the opposite end of the corridor, long-term realignment of SR 13 from Atlanta Highway to Memorial Park Drive would reduce congestion and the threat of widening, allowing Atlanta Highway to remain a walkable neighborhood main street.

*Land uses allowed in the West Side are medium-density residential, multifamily residential, mixed-use, commercial, public / institutional, and parks / recreation / conservation.*



Potential Future Streetscape on Atlanta Highway



Potential Future Streetscape on Atlanta Highway



Atlanta Highway Corridor near Ray Street looking north - Before



Atlanta Highway Corridor - After

**GAINESVILLE COMPREHENSIVE PLAN**

Urban Collage, Inc. | The Jaeger Company | Clark Patterson Lee | Huntley Partners | Bleakly Advisory Group

WESTSIDE: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods	X	<i>The West Side abounds with traditional neighborhoods that are closely related to Downtown and Midtown but need revitalization</i>
Infill Development	X	<i>Distressed housing, marginal or obsolete commercial, and vacant parcels provide substantial opportunities for new infill development</i>
Sense of Place	X	<i>The Atlanta Highway corridor is an emerging “International District” that offers another dimension to the Gainesville experience</i>
Transportation Alternatives	X	<i>Comprehensive pedestrian improvements and multimodal restructuring of Atlanta Highway are high priorities, as is transit expansion</i>
Regional Identity	X	<i>The growing social diversity of the city, county and metro area is an emerging identity characteristic that is evident on the West Side</i>
Heritage Preservation		<i>There are few recognized heritage resources in the area</i>
Open Space Preservation		<i>Opportunities for preserving existing undeveloped land are very limited since the area has been largely urbanized</i>

Environmental Protection	X	<i>Restoration of Flat Creek is an extension of upstream improvement projects and could be combined with future greenway construction like the Central Hall Trail</i>
Growth Preparedness		<i>The West Side has limited capacity for new growth, though recent population decreases create an opportunity for new residents</i>
Appropriate Businesses	X	<i>Atlanta Highway retail offers goods and services not found elsewhere in the city, and attracts customers from a wide market area</i>
Employment Options	X	<i>Small businesses and entrepreneurs are important to the West Side and should be encouraged and supported</i>
Housing Choices	X	<i>Plentiful and affordable housing is an asset of the area, but housing quality could be improved</i>
Educational Opportunities	X	<i>Expanding opportunities for early childhood education and childcare is a priority for the West Side, either in new or existing facilities such as Central Hall Elementary School</i>
Regional Solutions	X	<i>Bringing underrepresented populations into the mainstream will require the combined effort of Gainesville and Hall County</i>
Regional Cooperation	X	<i>The city and county must work collaboratively to address housing and commercial blight, re-assessing the costs and benefits of annexation</i>

WESTSIDE: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Create a set of design guidelines for the Atlanta Highway corridor targeted at reducing visual clutter, improving building aesthetics, and spotlighting the area's unique international flavor</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Establish an Opportunity Zone to encourage business investment and job creation</li> <li>• Work with local businesses to assess the feasibility of a community improvement district (CID) for Atlanta Highway to fund improvements such as signage and public art, and events programming / marketing</li> <li>• Create an Atlanta Highway Merchant's Association to discuss common issues, and advocate for public investments</li> <li>• Develop a partnership with Chamber of Commerce to market the Atlanta Highway corridor</li> <li>• Create an events facility, accessible from Atlanta Highway, possibly doubling as community meeting space, that could create a niche market aligned with the area's diversity</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Undertake a joint housing revitalization program with Hall County to address distressed conditions and unoccupied or foreclosed homes</li> <li>• Determine the extent of homelessness issues facing the area, and work on a strategy with Hall County to address the problem</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Restore Flat Creek's natural stream environment as part of the future Central Hall Multiuse Trail development</li> <li>• Continue to support the Chamber's Vision 2030 Intercultural Arts Conference Center</li> <li>• Work with the Hispanic community to integrate them into existing events on the Square, or create a new festival celebrating the diverse culture of the West Side</li> </ul>

Community Facilities & Services	<ul style="list-style-type: none"> <li>• Plan and construct a new community park adjacent to Flat Creek in the vicinity of Dixie Drive</li> <li>• Develop a new park and farmers market facility at or near Browns Bridge Road and Atlanta Highway split</li> <li>• Conduct a needs assessment / feasibility study for a new community center, possibly doubling as a revenue-generating events facility</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Redesign / reconfigure the Atlanta Highway right-of-way to include sidewalks, planting strips and bike lanes</li> <li>• Redesign key intersections along Atlanta Highway to improve pedestrian safety and create gateway opportunities</li> <li>• Study the feasibility, impacts and cost implications of realigning SR13 to Memorial Park Drive, and assuming responsibility for Atlanta Highway from GDOT</li> <li>• Create an urban complement like to the Central Hall Trail as a part of the redesigned Atlanta Highway right-of-way</li> <li>• Work with Hall County to advance the Flat Creek phase of the Central Hall Multiuse Trail</li> <li>• Undertake a comprehensive sidewalk construction program for the Hazel Street neighborhood</li> <li>• Expand the sidewalk network on primary feeder streets to Atlanta Highway</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• Work with Hall County to adopt the Urban Redevelopment Plan and to establish Opportunity Zone in the Character Area</li> <li>• Work with the Greater Hall MPO on the realignment of SR13</li> </ul>



Atlanta Highway - Potential Future Character



Atlanta Highway Gateway - Potential Future Infill Development

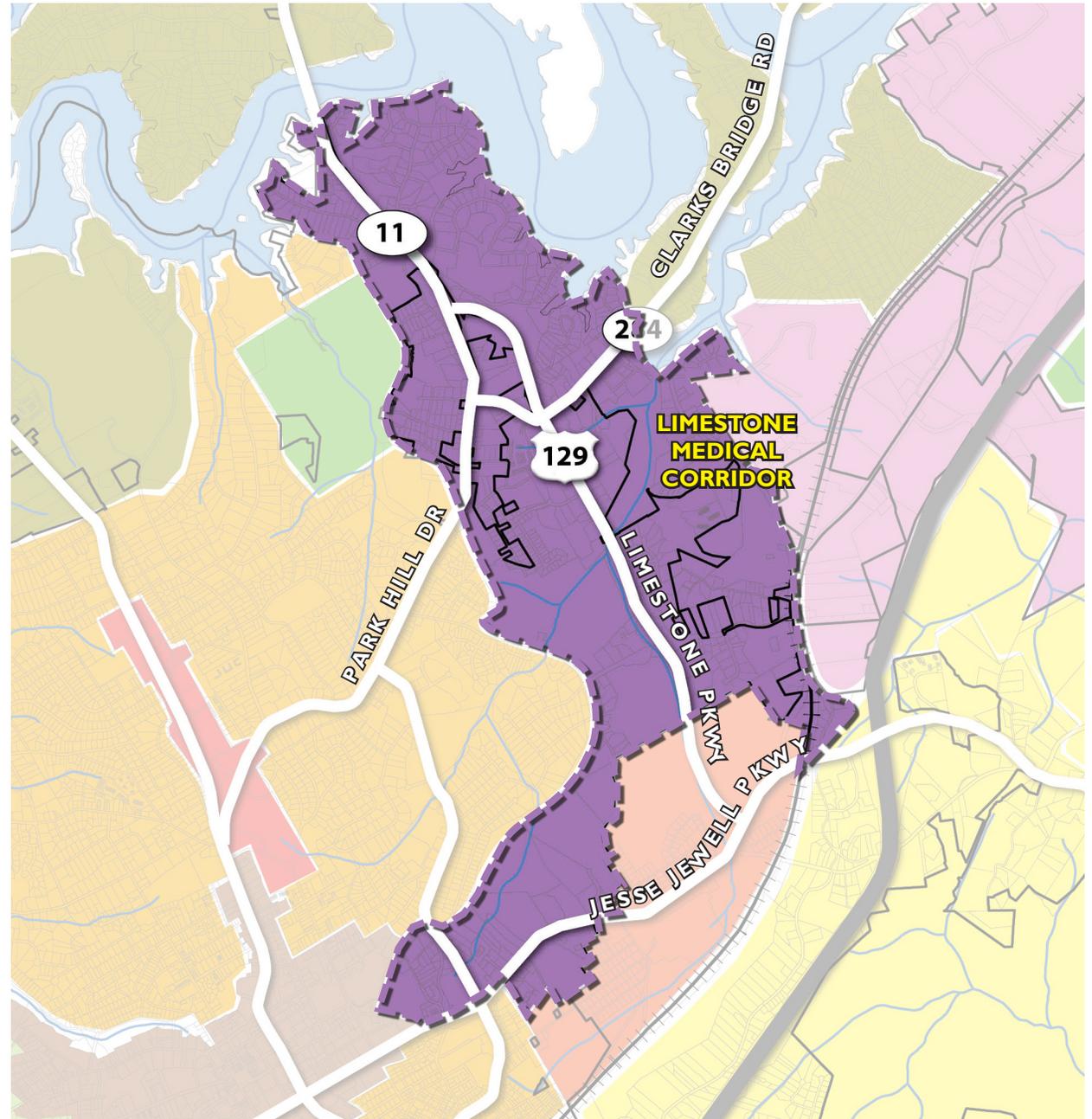


Atlanta Highway Gateway - Potential Future Farmers Market

## 8. LIMESTONE MEDICAL CORRIDOR

The Limestone Medical Corridor character area formalizes the concentration of medical facilities, clinics, and professional offices already in place along Limestone Parkway. The area encompasses the land east and west of Limestone Parkway and Cleveland Highway from Lakeview Drive to Pine Valley Road, and from the city limit to Lake Lanier. A western extension to the Northeast Georgia Medical Center takes in the cluster of medical and institutional uses along Jesse Jewell Parkway.

*Existing Situation:* The corridor is lightly developed and heavily biased toward institutional uses including the hospital, the Frances Meadows Aquatic Center, four major schools including Lakeview Academy, and the Bariatric Center at Lanier Park. Medical office buildings, clinics, support labs, and limited multifamily and retail round out the mix south of Cleveland Highway. The majority of land uses north of Limestone Parkway are lake-oriented estate homes similar to the Country Club within the Lake District; while Cleveland Highway south of Limestone is a colorful mix of roadside restaurants, small strip retail, aging apartment complexes, and pockets of suburban single-family homes. The diversity of land uses is balanced by the remarkable natural landscape with forest, streams and wetland, and rock outcrops all providing a unique rural environment close to the city center.



*Area Vision:* The medical corridor concept grew out of Vision 2030 and was validated by stakeholders during the comprehensive planning process. Furthermore, the Limestone Corridor zoning overlay formalizes much of the district and ensures design consistency and a degree of protection of the natural environment. This is especially important for the stream corridor paralleling the southern portion of Limestone Parkway, a key natural feature linking to the Pacolet / Milliken mill grounds. Interconnected nodal development on greenfield sites is also essential to the corridor’s future sustainability; and long-term redevelopment of Northlake Plaza and adjacent apartment complexes on Cleveland Highway could become the northern equivalent of New Holland – a self-contained, visually distinctive “village” surrounded by a largely rural landscape. In addition, the role of Limestone Parkway as a major downtown bypass should be explored further, as should the potential intersection realignment at Cleveland Highway to encourage vehicular use and mark the entry to the medical corridor, the Park Hill neighborhoods, and the gateway to the Smithgall Woodland Garden.

*Land uses allowed in the Limestone Medical Corridor are public / institutional, low-density residential, medium-density residential, multifamily residential, mixed-use, commercial, and parks / recreation / conservation.*



Potential Future Development Character around Limestone Parkway



Community feedback on Limestone Parkway Corridor



Potential Future Development Character around Limestone Parkway

LIMESTONE MEDICAL CORRIDOR: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods		<i>The area is envisioned as an employment corridor and not anticipated to expand Gainesville's traditional neighborhood fabric</i>
Infill Development	X	<i>Undeveloped land with good access to Limestone Parkway presents an excellent opportunity for infill development</i>
Sense of Place	X	<i>The rolling contours and stream corridors reinforce the sense of Gainesville's Piedmont context</i>
Transportation Alternatives	X	<i>Pedestrian and bicycle facilities are in demand, as is better transit coverage</i>
Regional Identity	X	<i>The area vision advances Gainesville as the medical hub of Northeast Georgia</i>
Heritage Preservation		<i>There are few recognized heritage resources in the area</i>
Open Space Preservation	X	<i>The Limestone Creek floodplain presents an excellent opportunity to expand open space beyond the provisions in the overlay regulations</i>
Environmental Protection	X	<i>Limestone Creek is a sensitive environment and should be buffered and protected from new development</i>

Growth Preparedness	X	<i>The Limestone Parkway corridor is one of Gainesville's priority growth areas, with an employment focus but space for housing development</i>
Appropriate Businesses	X	<i>The area is anchored by the Northeast Georgia Medical Center, Lanier Park and other medical offices forming a healthcare cluster</i>
Employment Options	X	<i>Healthcare can provide a wide range of good job options in a broad range of education, experience and skill levels</i>
Housing Choices		<i>Most types of housing can be accommodated in the area although the land use priority is health-related employment</i>
Educational Opportunities	X	<i>Take advantage of the growing concentration of medical services to expand high-tech / biotech training Lakeview Academy, Riverbend Elementary School, New Holland Elementary School, and Gainesville Middle School are located within the Limestone Medical Corridor</i>
Regional Solutions		<i>The area does not face issues that require regional solutions apart from transportation projects Northeast Georgia Medical Center is a major regional hospital serving northeast Georgia</i>
Regional Cooperation		<i>The need for regional cooperation to realize the Limestone Medical Corridor's potential is relatively minimal</i>

LIMESTONE MEDICAL CORRIDOR: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Explore possible modification to the Limestone Overlay District</li> <li>• Redevelopment plan for Cleveland Highway</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Partner with the Northeast Georgia Medical Center on a parking deck or remote parking strategy to facilitate further development of the hospital campus</li> <li>• Consider gateway landscaping and public art - possibly in conjunction with traffic improvements near the entrance to the Smithgall Botanical Garden – at or near the Limestone Parkway / Cleveland Highway intersection</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Consider redevelopment of the aging apartment complexes along Cleveland Highway in partnership with the Gainesville Housing Authority and the owners of the aging apartment complexes along Cleveland Highway</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Protect the Limestone Creek watershed through regulation, conservation easements, land purchases, or other mechanisms</li> <li>• Continue the program of park improvements to the forest adjacent to the Frances Meadows Aquatic Center</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>• Future plans for the Frances Meadows Center - trail network, additional services to include community fitness center</li> </ul>

Transportation	<ul style="list-style-type: none"> <li>• Study the feasibility of intersection realignment at the Limestone Parkway / Cleveland Highway intersection to encourage an I-985 alternate access route, and to act as a northern gateway</li> <li>• Work with Hall Area Transit to implement the transit extensions on Limestone Parkway (make sure it connects to Lanier Park and the Northeast Georgia Medical Center)</li> <li>• Improve pedestrian and vehicular connections between the Northeast Georgia Medical Center and the Milliken campus</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• Work with Milliken and Hall County to determine the costs, benefits and feasibility of annexation of the New Holland mill area</li> </ul>

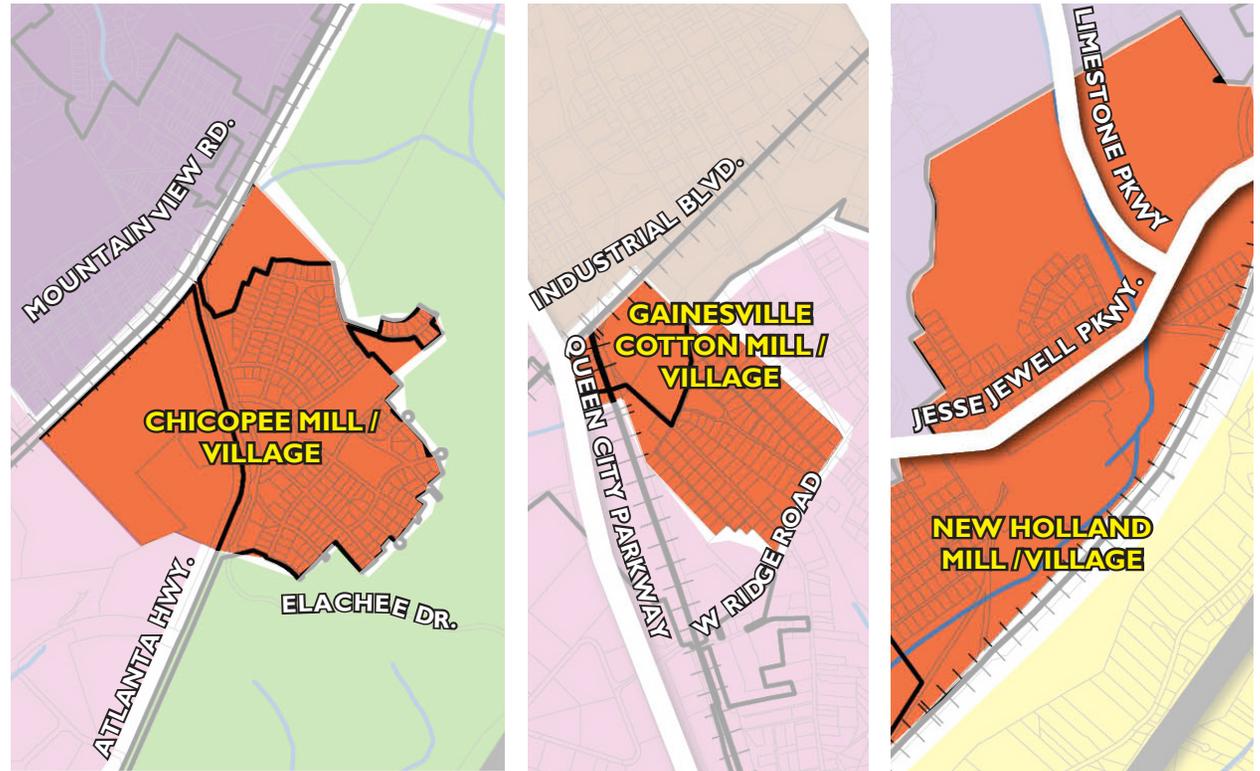


Northeast Georgia Medical Center

## 9. HISTORIC MILL VILLAGES

The three remaining textile mills - Gainesville Cotton, Pacolet Milliken New Holland, and Chicopee - and their relatively intact mill villages, both inside the city and on adjacent county land, constitute this character area. They are strung out evenly along the Norfolk-Southern rail line, with the Gainesville Cotton Mill anchoring the south end of Midtown. All three have some community or institutional buildings remaining from the company town days.

**Existing Situation:** Only the Pacolet Milliken mill operates as originally designed. The Gainesville cotton mill buildings are owned and used by a local storage company; and the Chicopee complex, an extension of the city's Industrial Park West, is privately owned and is for lease. All buildings are intact and, although they have bricked-in window openings, each complex is in a good state of preservation. The mill housing is also mostly intact, but conditions vary from stable and well-maintained at Chicopee, to isolated instances of deterioration at New Holland, to a more general sense of decline at Gainesville. All complexes have some defining landscape features (ponds, streams, curvilinear streets, formal open space); and New Holland and Chicopee almost are entirely surrounded by Piedmont forest. Some of the unimproved land at New Holland is being considered by Pacolet Milliken Enterprises as New Holland Village, a master planned retail / mixed-use center with diverse residential products including affordable multifamily apartments, and senior living at the city limits on Myrtle Street.



**Area Vision:** All three mills / villages tell a story about the development of industry in the south in general and Gainesville in particular; and one – Chicopee – has national significance as a model in company town planning. These unique places could evolve into three very distinctive mixed-use neighborhoods in the future, with the potential to be demonstration projects for sustainable urbanism. Historic preservation and incremental restoration should be a priority for each, and new development should be designed to incorporate green technologies and practices as well as architecture consistent with the forms and materials of the mills and housing. Moreover, they will be connected in the future by the Central Hall Trail and an eastern extension of the Midtown Greenway both of which could be positioned as a textile heritage trail.

*Land uses allowed in the Historic Mill Villages include medium-density residential, mixed-use, commercial, public / institutional, and parks / recreation / conservation.*

HISTORIC MILL VILLAGES: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods	X	The existing mill villages can be revitalized and expanded to offer quality housing in a traditional neighborhood environment
Infill Development	X	Vacant land and underutilized industrial parcels near the Gainesville and New Holland mills / villages are excellent infill development opportunities
Sense of Place	X	The mills and villages are urban design ensembles with a strong sense of place, and are a tangible link to Gainesville's history
Transportation Alternatives		The mill villages are relatively self-contained though they have an interconnected street grid with good pedestrian access
Regional Identity	X	The mills and villages are emblems of an era of industrial migration from New England to the Piedmont South
Heritage Preservation	X	Preserving and strengthening the mill villages and adaptively reusing the mill buildings should be a priority for the city and county
Open Space Preservation		Open space preservation is not a major goal though some existing open space around the mill buildings could be formalized as parks
Environmental Protection	X	Brownfield reclamation and mill pond restoration should be evaluated as part of adaptive reuse / redevelopment strategies
Growth Preparedness		The small size of the mill villages cannot absorb much of the city's future growth

Appropriate Businesses	X	Existing mill operations at New Holland are important to the mix of manufacturing and service businesses in the city; opportunities may exist for future adaptive reuse for mixed-use development and neighborhood serving commercial
Employment Options	X	Existing mill employment as well as potential new businesses located in reused mill buildings provide job opportunities for residents
Housing Choices	X	Reuse of mill buildings could provide another avenue for affordable rental or loft ownership housing
Educational Opportunities		There are few educational facilities in the mill villages
Regional Solutions		The area does not face issues that require regional solutions



Existing Chicopee Mill

HISTORIC MILL VILLAGES: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Zoning should be modified to allow residential reuse of existing mill buildings</li> <li>• Greenfield sites in the mill villages should be carefully planned and controlled to protect the area's traditional development patterns</li> <li>• Consider creating design guidelines for the mill villages districts</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Work with private owners and the Greater Hall Chamber to find new business development opportunities to encourage mill rehabilitation and reuse</li> <li>• Work with Pacolet Milliken to ensure that the design and retail tenant mix for the New Holland Marketplace is in harmony with the scale and historic orientation of the adjacent mill village</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Invest in housing stabilization and new scattered-site construction in select areas, especially in the Gainesville Mill village</li> <li>• Support new mixed-income housing development either as adaptive reuse or new construction on adequately-sized sites</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Work toward designating each of the three mill villages as local historic districts with appropriate protection</li> <li>• Protect and restore the Limestone Springs / Limestone Creek watershed in New Holland</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>• Work with the local community and Pacolet Milliken to restore community uses to the original recreation building</li> </ul>

Transportation	<ul style="list-style-type: none"> <li>• Improve the street environment to enhance walkability at Jesse Jewell Parkway in New Holland</li> <li>• Link New Holland to Midtown through new greenway trail construction</li> <li>• Link the Chicopee mill village directly to the Central Hall Trail</li> <li>• Link Gainesville Cotton Mill to Midtown Greenway via Phase III</li> <li>• Work with the county to assess street and sidewalk conditions in the residential areas of all three mill villages, and undertake phased improvements</li> <li>• Determine the feasibility of connecting the New Holland mill to the Fair Street neighborhood with sidewalks along Myrtle Street</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• Work with local residents and Hall County to determine the costs, benefits, feasibility and desire of mill village annexation</li> </ul>

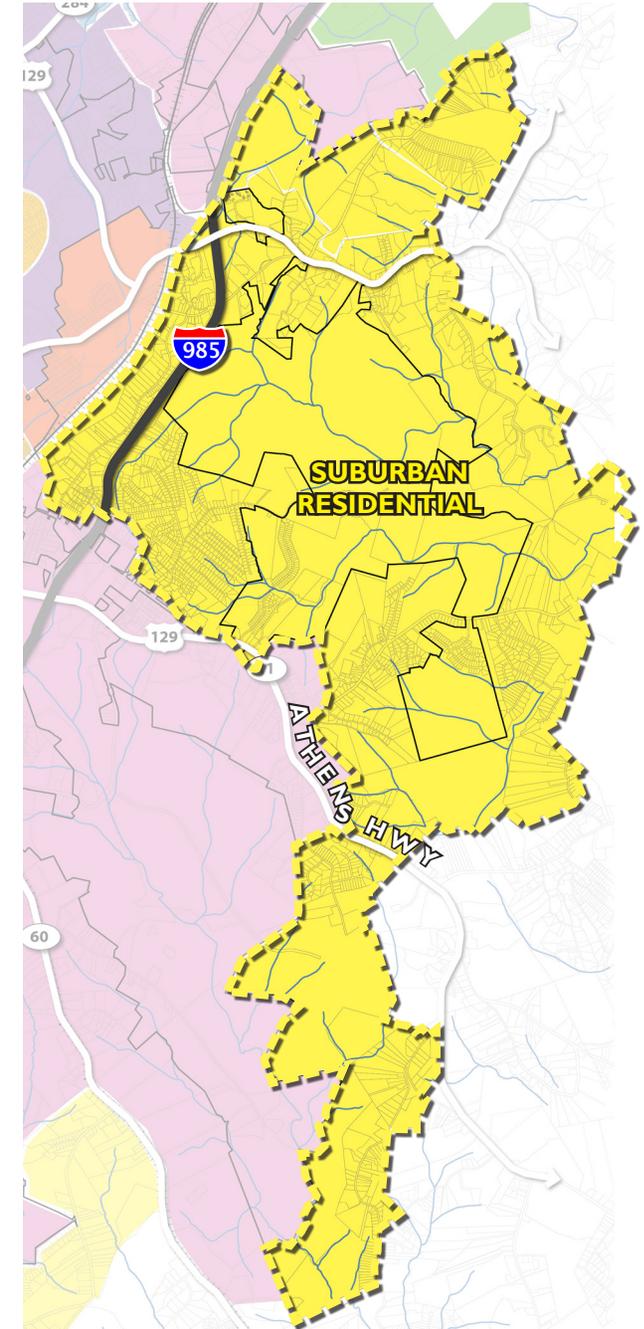
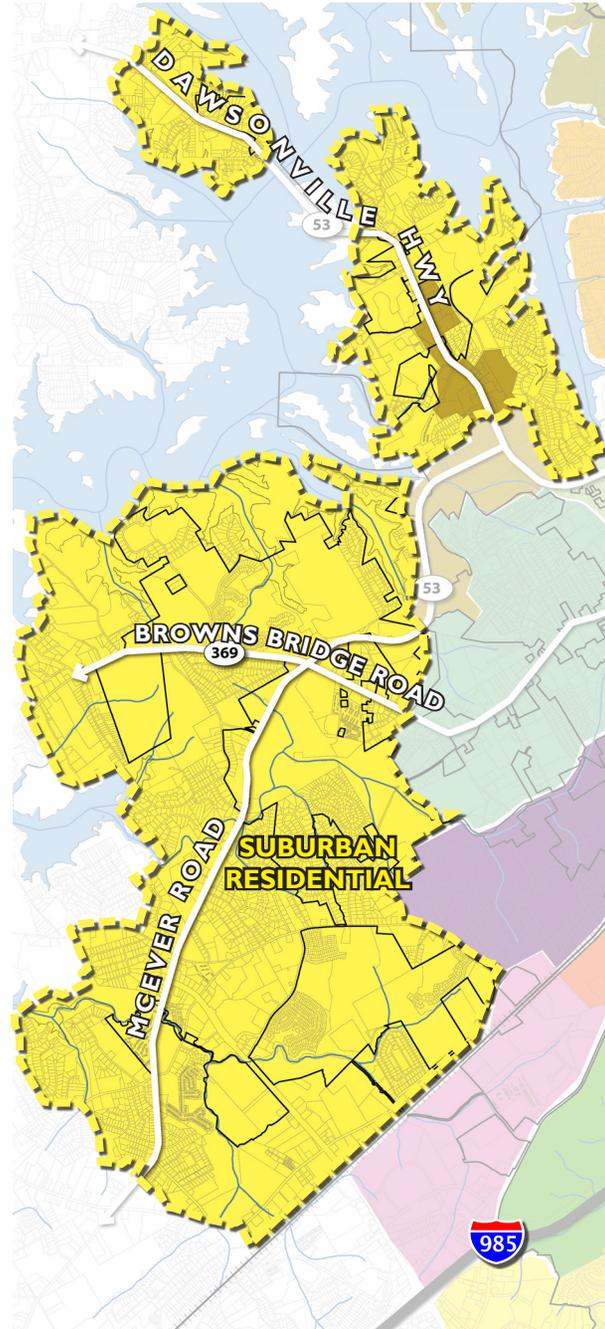


Existing Historic Building near Milliken Mill Village on Jesse Jewell Parkway

## 10. SUBURBAN RESIDENTIAL

The existing and planned suburban subdivision developments at the fringes of the city comprise this character area. These subdivisions are mostly located to the west along McEver Road, Browns Bridge Road, and Dawsonville Highway. A second concentration is located to the east along the Athens Highway corridor, generally in Hall County but with future development planned on the large “Sussex” property in the city limits. A smaller third zone is located south of the Elachee Nature Science Center.

*Existing Situation:* The suburban residential areas are characterized by low pedestrian connectivity, limited transit, moderate to high degree of building separation, and predominantly residential land uses with scattered commercial, civic or institutional buildings. Street patterns are varied and often curvilinear. Subdivisions typically have larger lot sizes and uniform housing types ranging from older ranch houses to newer starter homes, to premium estates and active adult communities. Some developments include community amenities such as pool and tennis complexes. Two representative developments on the west side are Cresswind (a community for active adults) and Mundy Mill. The suburban residential areas on the west side of the city are in somewhat better physical condition than the east, which includes areas of deteriorating housing stock near Athens Street intermixed with industrial uses. Recently some projects within the city limits, have stalled due to the economic downturn and housing market collapse.



SUBURBAN RESIDENTIAL: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods		<i>Traditional mixed-use neighborhood design is desired, though not required, for new suburban development</i>
Infill Development		<i>Suburban residential areas tend to be located on the city's fringe and are not therefore typical infill development sites</i>
Sense of Place		<i>Suburban residential areas are not essential to creating or enhancing Gainesville's sense of place</i>
Transportation Alternatives	X	<i>Expanding pedestrian, bike and transit mobility options should be a priority for all suburban residential areas</i>
Regional Identity		<i>Suburban residential areas are not essential to reinforcing a regional identity</i>
Heritage Preservation		<i>There are few recognized heritage resources in suburban residential areas</i>
Open Space Preservation	X	<i>Open space preservation should be required in all new suburban development, using conservation subdivision design strategies</i>
Environmental Protection	X	<i>Protection of sensitive habitat, wildlife corridors, and groundwater recharge areas should be a priority for any new development, much of this area is located within the North Oconee watershed / water supply</i>
Growth Preparedness	X	<i>Future population growth should be accommodated in a balanced way between new suburban development and core area infill</i>

Appropriate Businesses		<i>The area is generally not a location for new business investment, except for property located along major corridors</i>
Employment Options		<i>Employment opportunities are generally limited in suburban residential areas</i>
Housing Choices	X	<i>Housing choices should continue to be diversified to support a range of household incomes, sizes and types, but consist mostly of traditional single family detached lots</i>
Educational Opportunities	X	<i>Improving academic performance standards and the quality of school facilities is an ongoing priority at Enota Mill Academy, Gainesville Elementary School, and Gainesville Exploratory Academy</i>
Regional Solutions		<i>The area does not face issues that require regional solutions apart from transportation projects</i>
Regional Cooperation	X	<i>Potential annexation and municipal service delivery requires cooperation between the city and Hall County</i>

**Area Vision:** The goal for this area is to preserve older, stable residential subdivisions and encourage newer projects with smaller lot sizes, pedestrian infrastructure, and buildings patterned after traditional local housing, possibly containing a small neighborhood-serving “village center”. In areas where natural features or sensitive environments are important, cluster housing or conservation subdivision design may be appropriate. As the housing market recovers, stalled projects will need attention and possible redesign to capitalize on changing household demographics. Residential neighborhoods in the unincorporated county areas near Browns Bridge Road, Athens Street and Atlanta Highway may need design guidance and incentives to improve housing quality and sustainability. Those closer to central Gainesville may have opportunities for increased pedestrian connectivity or limited infill.

*Land uses allowed in the Suburban Residential are low-density residential, medium-density residential, multifamily residential, public / institutional, commercial, and parks / recreation / conservation, mixed-use*

SUBURBAN RESIDENTIAL: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Advocate for more applications of the conservation subdivision standards for new development</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Encourage mixed-use components in new residential subdivisions that could provide for small economic development opportunities</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Work with Hall County to study the housing conditions, pricing, and needs for the unincorporated residential “islands” that exist within the general city boundary</li> <li>• Work with Hall County to identify target areas for new housing development and utility extensions</li> <li>• Help advance the environmentally responsible development of the “Sussex” property by working with the owners to create / maintain a conservation subdivision strategy while responding to evolving market conditions</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Encourage community access points and shoreline restoration as part of future development on greenfield parcels between Dawsonville Highway and Lake Lanier</li> <li>• Ensure adequate future protection of water resources within the North Oconee water supply watershed protection overlay zone</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>• Prioritize land acquisition and development of a new recreation park and community center for the Morningside Heights Community in partnership with Hall County</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>• Expand transit service to more residential areas over time</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• Work with Hall County to determine the costs, benefits and feasibility of annexation or resolution of other fringe growth issues</li> </ul>



Cresswind Subdivision near McEver Road and Browns Bridge Road



Existing Suburban Residential

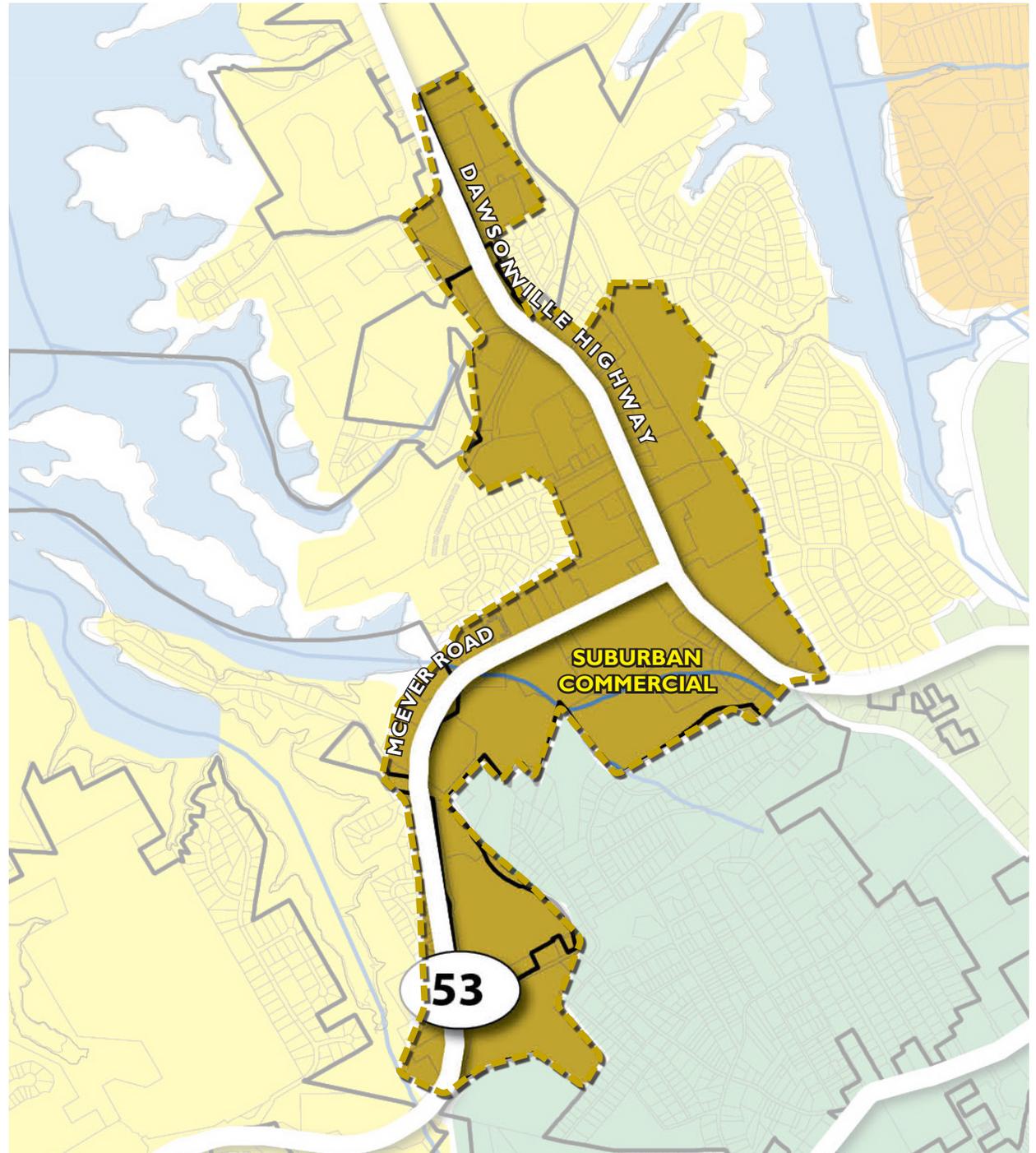
## 11. SUBURBAN COMMERCIAL

Primarily relating to the regional retail areas along Dawsonville Highway and McEver Road, this area includes developed or undeveloped land paralleling the route of a major arterial street or highway in town that is already or likely to experience intense – and potentially uncontrolled - strip development if growth is not properly managed.

**Existing Situation:** The character area is focused around the suburban-style strip retail development at the intersection of McEver Road and Dawsonville Highway. The larger chain stores in the various shopping centers (Kohl's, Home Depot, Best Buy, Michael's, and Publix) attract people from around Gainesville and out into Hall County, making it a retail destination for the metro area. However, the auto-oriented development with expansive surface parking is not pedestrian-friendly, though the area is connected to Downtown by bus transit.

**Area Vision:** This character area will continue to grow as a regional retail center for the city and Hall County, but should diversify over time to include multifamily housing and a higher-density mix of retail, office, services and high-quality employment. In addition, expanding premium retail could offer a variety of shopping options that are currently not available elsewhere in the city. As it grows, the area will become one of the most prominent commercial corridors and gateways into the city, and a thriving economic anchor for the northwest side.

*Land uses allowed in Suburban Commercial areas are commercial, public/institutional and multifamily residential, and mixed-use*



SUBURBAN COMMERCIAL: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods		<i>Expanding Gainesville's traditional neighborhoods is not an objective of suburban commercial areas</i>
Infill Development		<i>Suburban commercial areas tend to be located on the city's fringe or highway corridors and are not therefore typical infill development sites</i>
Sense of Place		<i>Suburban commercial areas are not essential to creating or enhancing Gainesville's sense of place</i>
Transportation Alternatives	X	<i>Expanding pedestrian and bike connectivity and linking to transit should be a priority for all suburban commercial areas</i>
Regional Identity		<i>Suburban commercial areas are not essential to reinforcing a regional identity</i>
Heritage Preservation		<i>There are few, if any, recognized heritage resources in suburban commercial areas</i>
Open Space Preservation		<i>Commercial development footprints should be minimized using low-impact techniques, though open space preservation is not essential</i>
Environmental Protection	X	<i>Sensitive environmental areas should be avoided by new development, or suitable protection included as appropriate</i>
Growth Preparedness		<i>Suburban commercial areas play a supporting role in accommodating future population growth</i>
Appropriate Businesses	X	<i>Diversifying the retail mix can encourage consumers to stay in Gainesville, curbing retail "leakage"</i>

Employment Options	X	<i>Intensification of existing suburban commercial areas and new commercial development can provide future job opportunities</i>
Housing Choices		<i>Encouraging housing development is not a prime objective</i>
Educational Opportunities		<i>Gainesville Elementary is located within the suburban commercial character area</i>
Regional Solutions		<i>The area does not have a significant role in regional issues, Lanier Point Park serves as a regional baseball / softball complex</i>
Regional Cooperation		<i>The future of the area is not contingent on regional cooperation</i>



Potential Future Development Character on McEver Road / Dawsonville Highway

SUBURBAN COMMERCIAL: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>Consider long-term mixed-use zoning for commercial areas to encourage high quality multifamily housing development</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>Take advantage of the proximity of Lanier Point Park and the potential for corporate team-building amenities to diversify and market the area as a destination</li> </ul>
Housing	<ul style="list-style-type: none"> <li>Continue to advance mixed-use / high quality multifamily housing development in the area</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>Maintain adequate buffers around development to protect watersheds and sensitive environments</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>Implement the recommendation of the Vision 2014 Strategic Parks and Recreation Plan for Lanier Point Park, including creating a corporate team building / training facility</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>Work toward making the area more accessible to pedestrians and cyclists</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>Intergovernmental coordination is not critical in this area although annexation of unincorporated land is anticipated in the future</li> </ul>



Potential Future Open Space within Mixed-Use Development



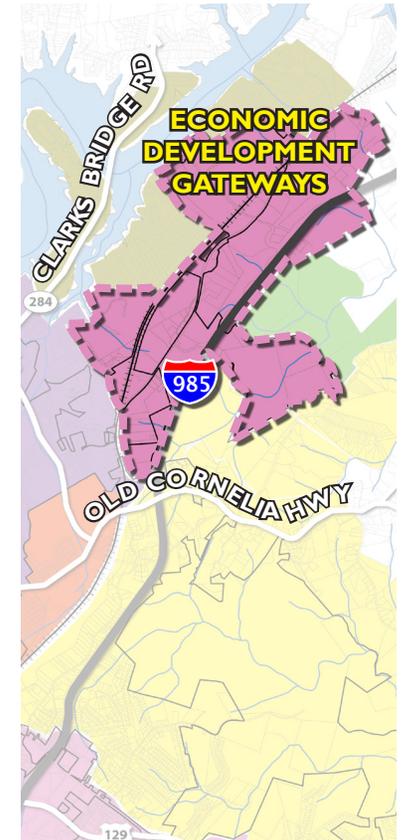
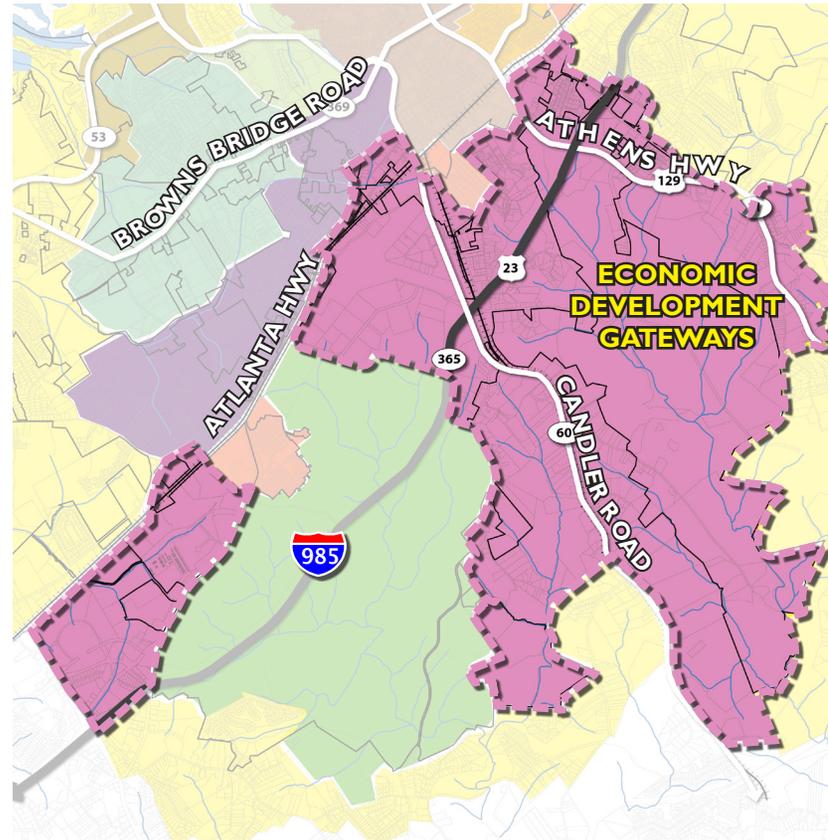
Potential Future High-Quality Multifamily Development

## 12. ECONOMIC DEVELOPMENT GATEWAYS

This character area represents the industrial, warehousing and other commercial enterprises that parallel the I-985 and Norfolk-Southern railroad corridor. It includes existing business parks and areas identified for future light industrial or office park development.

**Existing Situation:** Because many of these industrial / business parks and facilities were built over the last 30 to 40 years, they exhibit modern industrial development norms such as single-story large footprint buildings, extensive parking / loading areas, and reliance on truck transportation. Common site design patterns include campus-style master plans or light industrial subdivisions with low-rise office or office-warehouse buildings. They also are highly visible to motorists entering the city from the south and east, and therefore, act as gateways to Gainesville. The character area also features large, forested tracts of natural land and coexists with recreation and conservation landmarks like the Allen Creek Soccer Complex, the Elachee Nature Science Center, and the Chicopee Woods Agricultural Center. It reaches to the Athens Street corridor, which was once a primary entry to the city from the south but has struggled with economic disinvestment and creeping blight. It has been the subject of recent revitalization planning efforts.

**Area Vision:** The primary vision for the area is to continue to support economic development while preserving and strengthening important natural and cultural resources. Other



goals include creating a positive impression for visitors entering the city from I-985; supporting the revitalization of the Athens Street corridor; and creating better connections to the Downtown / Midtown area. Green design / sustainability standards should be considered in future modifications to site development regulations or as an overlay for the area.

*Land uses allowed in Economic Development Gateways are commercial, industrial, mixed-use, residential (existing uses only), public / institutional, transportation / communications / utilities, and parks / recreation / conservation.*

ECONOMIC DEVELOPMENT GATEWAYS: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods		<i>Expanding Gainesville's traditional neighborhoods is not an objective of the economic development gateways</i>
Infill Development		<i>Economic development gateways are located on the city's fringe and are not therefore typical infill development sites</i>
Sense of Place	×	<i>Cutting-edge "green" design and sustainable development practices can open new opportunities to improve the visual and architectural quality of industrially-zoned development</i>
Transportation Alternatives	×	<i>Expanding pedestrian, bike and transit mobility options should be a priority for all gateway areas</i>
Regional Identity	×	<i>The area could play a role in an emerging high-tech / green business identity for the region; Allen Creek Soccer Complex, police training facility</i>
Heritage Preservation		<i>The Beulah Rucker Museum is located within this character area</i>
Open Space Preservation	×	<i>Open space preservation should be required in all new industrial or business development, using low-impact design strategies</i>
Environmental Protection	×	<i>Protection of sensitive habitat, wildlife corridors, and groundwater recharge areas should be a priority for any new development. Much of the gateway is located within the North Oconee water supply watershed</i>
Growth Preparedness	×	<i>Most of Gainesville's future economic growth could be accommodated in the gateway areas</i>

Appropriate Businesses	×	<i>Business attraction should be tailored to the skills of Gainesville's diverse population as well as long-term economic sustainability</i>
Employment Options	×	<i>Maximizing employment options for local residents should be considered in evaluating incentives for new businesses</i>
Housing Choices		<i>Encouraging housing development is not a prime objective</i>
Educational Opportunities	×	<i>The Gainesville State College / Lanier Tech / Career Academy should continue to grow to meet the training needs of area employers</i>
Regional Solutions	×	<i>Aesthetically improving gateways can give this area of the region a competitive advantage and "brand" in attracting new industry and jobs</i>
Regional Cooperation	×	<i>Cooperation with Hall County and the Greater Hall Chamber of Commerce is essential to realizing the character area potential</i>



Existing Industrial Development

ECONOMIC DEVELOPMENT GATEWAYS: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>• Work with property owners to rezone parcels along Fulenwider Road to allow commercial / industrial uses</li> <li>• Work with Hall County on a commercial / industrial rezoning strategy for future long-term expansion of mature industrial areas</li> <li>• Explore creating a green design / sustainability standards overlay for new business or industrial park development</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>• Establish an Opportunity Zone for all or portions of the character area as an incentive for new business investment</li> <li>• Continue to work with Hall County and the Greater Hall Chamber of Commerce to promote economic development, including rapid turnkey construction as an incentive</li> </ul>
Housing	<ul style="list-style-type: none"> <li>• Work with the local community on housing revitalization strategies for distressed neighborhoods in the area, including the Athens Street and West Ridge Road corridors</li> <li>• Revitalization strategies should focus on existing housing and not necessarily new development</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>• Determine the feasibility of added conservation areas in the undeveloped forest land around the Allen Creek Soccer Complex</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>• Work with Hall County to add amenities to the Allen Creek Soccer Complex</li> </ul>

Transportation	<ul style="list-style-type: none"> <li>• Work with the Gainesville-Hall MPO to prioritize capacity improvements to SR 60 to support business / industrial park development</li> <li>• Improve Fulenwider Road to provide suitable vehicular access to future commercial / industrial sites</li> <li>• Work with Hall Area Transit to expand transit to underserved employment areas</li> </ul>
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>• Work with Hall County to adopt URP / Opportunity Zone legislation for areas outside the city limits</li> <li>• Continue to work with Hall County on economic development and industrial attraction</li> </ul>



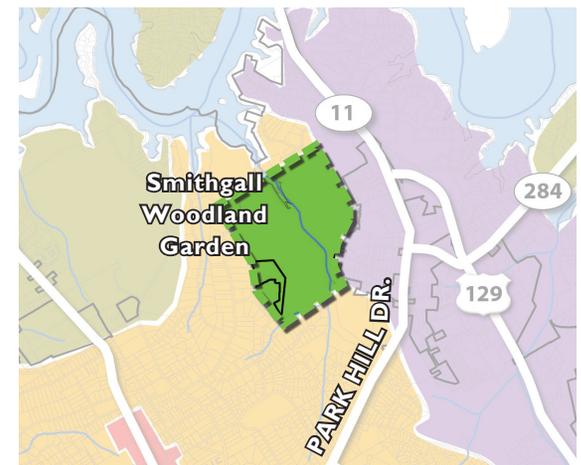
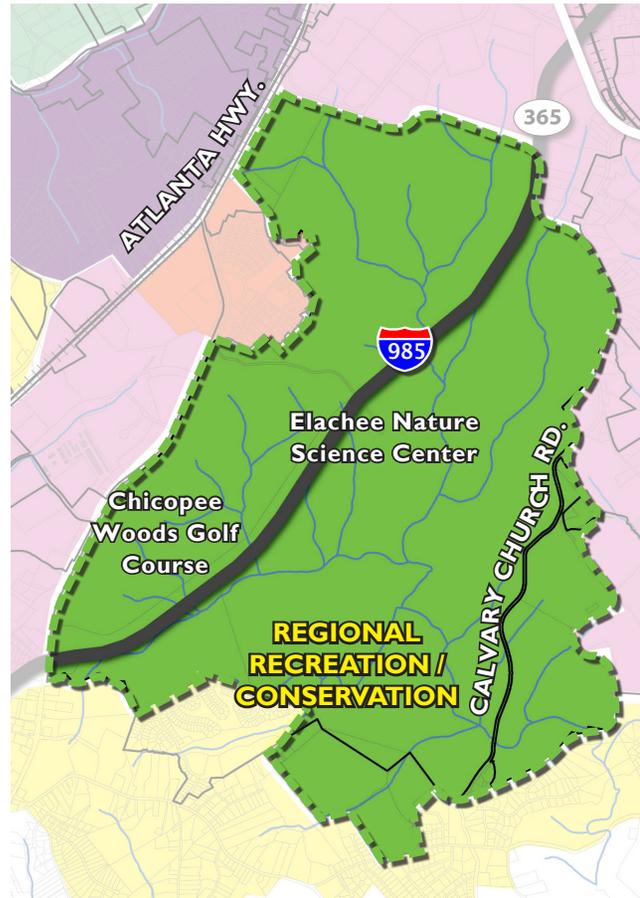
Potential Future Green Design of Industrial Development

### 13. REGIONAL RECREATION / CONSERVATION

This character area encompasses the properties of the Chicopee Woods Nature Preserve, the Chicopee Woods Golf Course, the Chicopee Woods Agricultural Center, and the Elachee Nature Science Center as well as the Smithgall Woodland Garden and some county land around the Howard Road Industrial Park. With the exception of the golf course and agricultural center, the Chicopee-Elachee reservation is a unified patch of greenspace on the southern fringe of the city, providing environmental benefits as well as cultural and educational amenities for residents throughout the region. The Smithgall Woodland Garden is a similar, smaller natural amenity northeast of Park Hill Drive.

Existing Situation: These sites are primarily undeveloped natural lands and environmentally sensitive areas dedicated to preservation of the unique Piedmont landscape, or to special natural landscapes such as the Smithgall Woodland Garden. Chicopee Woods encompasses a sizable valley that straddles I-985 and abuts the Atlanta Highway Corridor. It acts as a partial buffer or boundary for Gainesville’s urban form and the eastern edge of Oakwood at SR 332. The nature center, agricultural center and the golf course are destinations that drive tourism, and the city and county support the facilities as premier benefits to the community.

Area Vision: The overarching vision is the preservation and expansion of these areas as green relief to Gainesville’s growing urbanity.



Given that conservation sites generally are not suitable for development due to steep slopes, floodplains, wetlands, watersheds, wildlife management areas and other environmental sensitivity, most of these lands are or should be placed into formal protective, conservation covenants and preserved into the future. Limited development of facilities necessary for public use (interpretive centers, maintenance facilities, trails etc.) is appropriate if done in a way so as not to impact the sites’ ecology.

*Land uses allowed in Regional Recreation / Conservation areas are parks / recreation / conservation and public / institutional.*

REGIONAL RECREATION/CONSERVATION: QUALITY COMMUNITY OBJECTIVES		
Category	Yes	Comments
Traditional Neighborhoods		<i>Development is discouraged in this area</i>
Infill Development		<i>Development is discouraged in this area</i>
Sense of Place	X	<i>The Elachee Nature Science Center and the Smithgall Woodland Garden are important contributors to Gainesville's unique character</i>
Transportation Alternatives		<i>Multiple ways of accessing recreational and conservation areas should be provided, though circulation systems are minimized internally</i>
Regional Identity	X	<i>The regional landscape and culture is captured in places like Elachee and the Chicopee Woods Agricultural Center</i>
Heritage Preservation		<i>With the exception of the Chicopee Woods Agricultural Center, heritage resource preservation is not a priority</i>
Open Space Preservation	X	<i>Open space preservation is a fundamental objective</i>
Environmental Protection	X	<i>Environmental preservation, especially for sensitive habitats and endangered species, is a fundamental objective</i>
Growth Preparedness		<i>Growth should be directed away from conservation and regional recreation areas</i>
Appropriate Businesses		<i>Business or industrial development is not appropriate for this area</i>

Employment Options		<i>Business or industrial development is not appropriate for this area</i>
Housing Choices		<i>Housing development is not appropriate for this area</i>
Educational Opportunities	X	<i>Educational programs and hands-on learning should be encouraged</i>
Regional Solutions	X	<i>Conservation and recreation areas can advance public wellness, increase tourism, and offer other solutions to regional issues</i>
Regional Cooperation	X	<i>Regional cooperation and partnership are critical to expanding conservation and recreation amenities</i>



Chicopee Woods Nature Preserve

REGIONAL RECREATION/CONSERVATION: IMPLEMENTATION MEASURES	
Goals	Implementation Measures
Land Use	<ul style="list-style-type: none"> <li>Explore the feasibility for additional conservation land by targeted expansion into adjacent areas such as the forested land around the Allen Creek Soccer Complex, or by dedications as part of future developments like the Sussex property</li> </ul>
Economic Development	<ul style="list-style-type: none"> <li>Continue to market and support the Elachee Nature Science Center, the Chicopee Woods Agricultural Center, and Smithgall Woodland Garden as regional destinations</li> <li>Partner with Hall County to determine a long-term sustainability plan for the Chicopee Agricultural Center</li> </ul>
Housing	<ul style="list-style-type: none"> <li>There are no housing implementation measures for this area</li> </ul>
Natural & Cultural Resources	<ul style="list-style-type: none"> <li>Consider the long-term future of the Elachee Nature Center as a notable example of local architecture and design excellence</li> </ul>
Community Facilities & Services	<ul style="list-style-type: none"> <li>Evaluate the potential for a new regional park in the SR 365 corridor, possibly as part of conservation land around the Howard Road Industrial Park to take advantage of the Walters Family YMCA</li> </ul>
Transportation	<ul style="list-style-type: none"> <li>Ensure that the Central Hall Trail connects to the Elachee Nature Science Center by a suitable multiuse trail or road</li> <li>Work with the Gainesville-Hall MPO to ensure that any future widening of SR 13 is done with appropriate design and controls to protect the adjacent conservation area</li> <li>Study the feasibility of creating a gateway / entry to the Smithgall Woodland Garden at or near the Limestone Parkway / Cleveland Highway intersection</li> </ul>

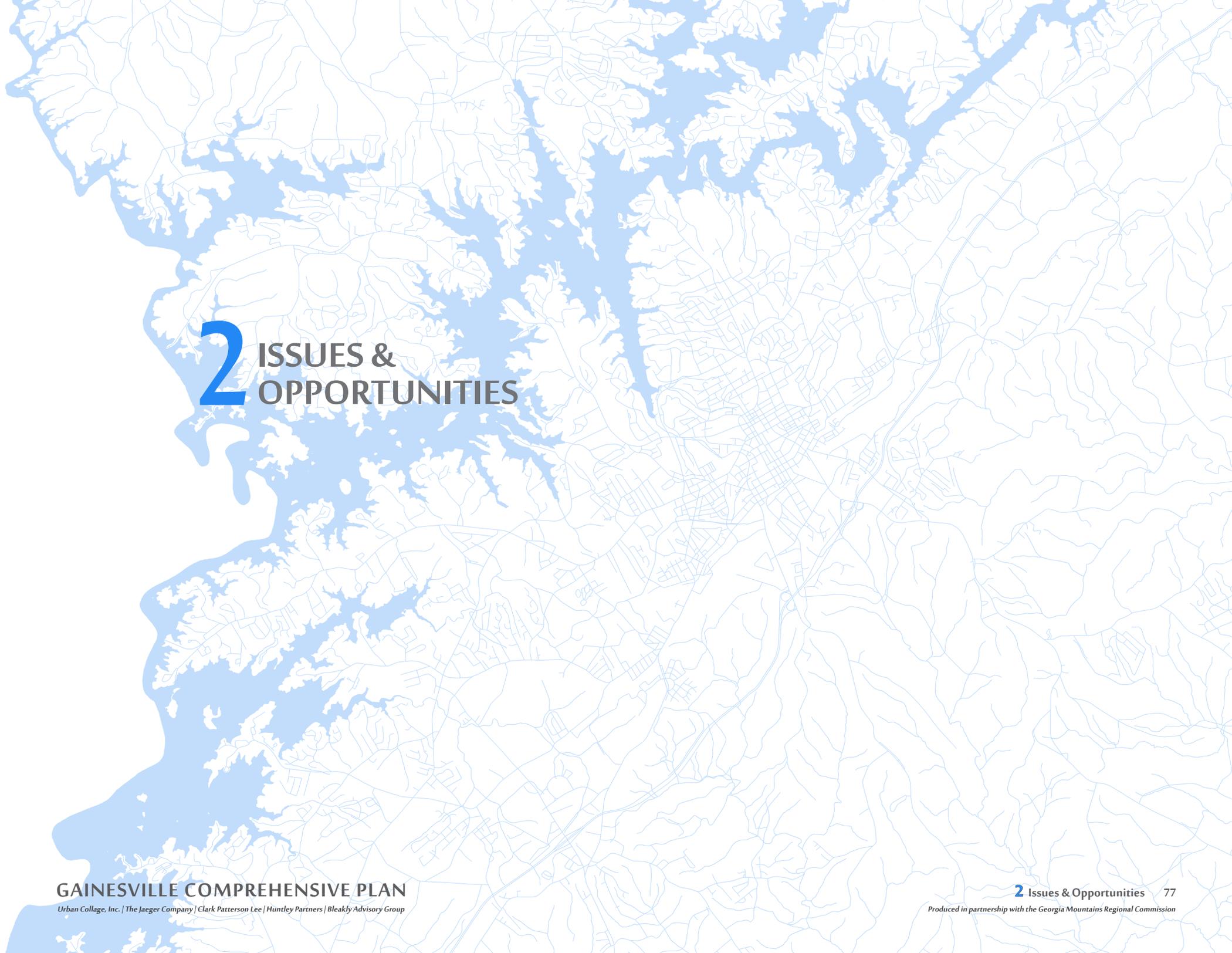
Intergovernmental Coordination	<ul style="list-style-type: none"> <li>Continue to partner with Hall County on creating new conservation land and maintenance of shared facilities</li> </ul>
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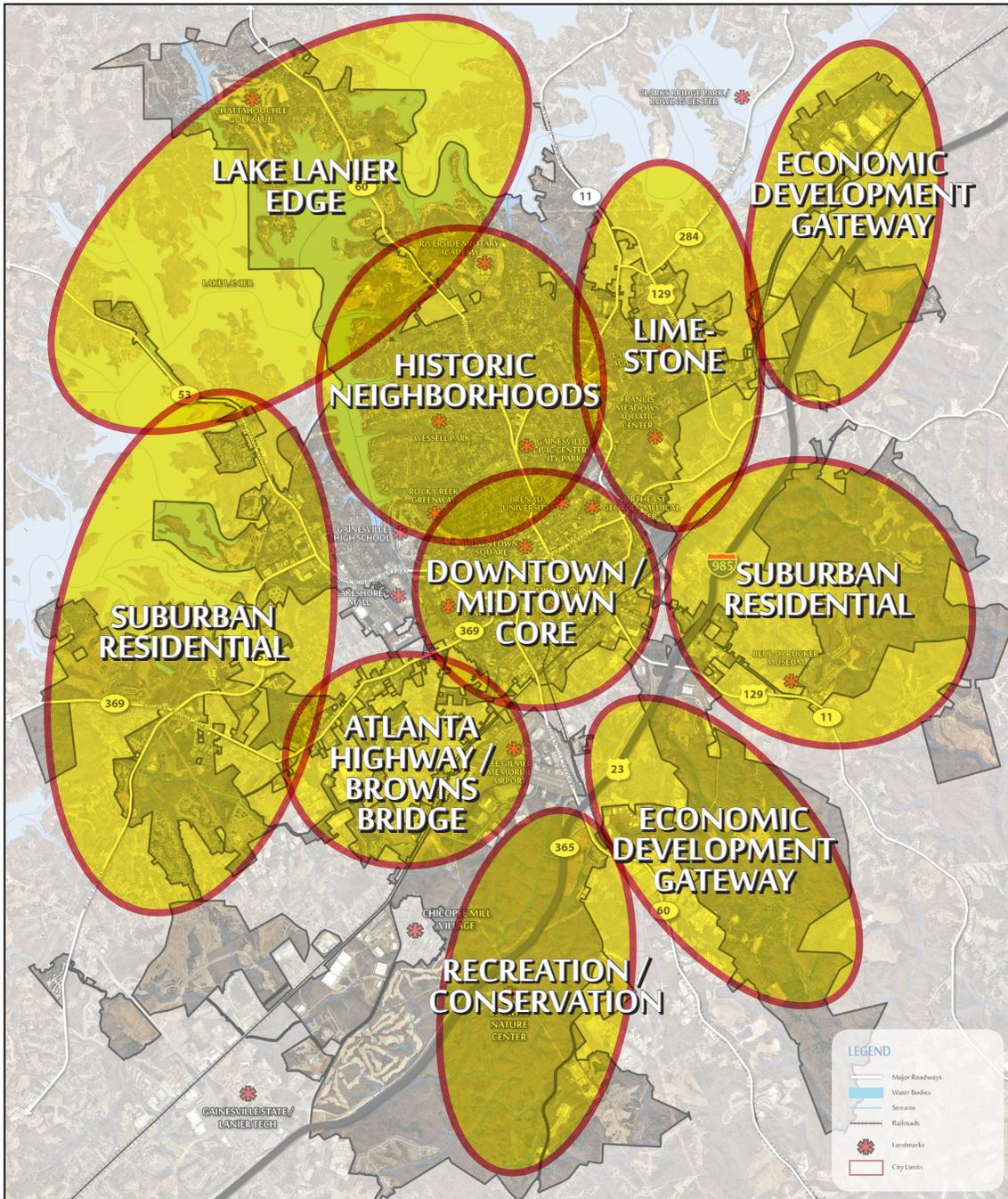
Smithgall Woodland Garden



Elachee Nature Science Center



# 2 ISSUES & OPPORTUNITIES



## COMMUNITY ISSUES & OPPORTUNITIES

The planning process requires communities to provide input on issues and opportunities that should be considered as a qualitative component of the Community Assessment. During the initial phase of planning, the consultant team and City staff conducted a wide variety of input forums including several meetings with an 8-member Project Management Team, 25 one-one-one interviews and a kick-off meeting with an 21-member Task Force. Collectively, these meetings served to identify the primary issues impacting the stakeholders of Gainesville, and were the basis of the community workshops that defined the visioning process.

In order to organize these issues efficiently, and to effectively guide planning discussions, the wide range of stakeholder issues were separated in the Community Assessment into nine distinct geographic categories:

- Downtown / Midtown Core
- Atlanta Highway / Brown's Bridge
- Limestone Parkway
- Historic Neighborhoods
- Lake Lanier Edge
- Economic Development Gateways
- Suburban Residential
- Regional Recreation / Conservation
- City-Wide Issues

These geographic categories ultimately became the foundation for the final Character Areas, and many of the issues were discussed as part of detailed character area conversations. The following pages revisit the issues, organized in the various planning elements, from the initial stakeholder input as well as issues included in the 2009 Partial Update. The corresponding opportunities cover key points and action strategies emerging from the visioning process.

## POPULATION GROWTH

**Major Trends:** Gainesville experienced explosive growth (43%) between 1990 and 2000 but only marginal growth (5.8%) to 2010; yet despite some recent population loss, remains well positioned to attract future households looking for job opportunities and a high quality of life.

### Issues

- Likely recent exodus of undocumented workers, with impacts to the Hispanic community.
- Roughly 13% population over 65, but senior population is likely increasing.
- Need for knowledge workers with expansion of hospital and other medical facilities.
- Perception of increasing gang / crime activity south of College Avenue.
- Escalating homeless population.

### Opportunities

- Continue to build bridges to the Hispanic community to more fully integrate them into city life.
- Factor in the aging population when programming future community facilities and transit services.
- Continue to work on a professional / service-oriented economic development strategy while supporting manufacturing to raise household incomes across the board.
- Market the city's intown neighborhoods as a way of attracting knowledge workers and entrepreneurs.
- Work with Hall County to transition the Midtown detention center to a use more fitting with stakeholder vision.

## ECONOMIC DEVELOPMENT

**Major Trends:** Economic growth is most likely in higher end retail (driven by comparatively high household incomes) and in professional and business services (especially related to health care), though industrial growth will also hold steady.

### Issues

- There are vacant properties suitable for residential and nonresidential development.
- There are vacant properties available for industrial development, both within the City's industrial parks and scattered about in Midtown and farther south and east toward I-985 and along Athens Highway (GA Hwy 129).
- The City contains hotels but does not have a high-end convention hotel.
- Utility improvements and infrastructure are needed within some of the fringe areas to facilitate infill development.
- There are job opportunities in the City, particularly for skilled labor.
- Small retail and dining continues to struggle around and near the city square.
- Future retail opportunities at the Lakeshore Mall and surrounding retail area may suffer as new regional commercial developments are located within other segments of Gainesville and Hall County.
- There are no "boardwalk" developments located along Lake Lanier.

### Opportunities

- Continue to work with Hall County and the Greater Hall Chamber of Commerce to promote light industrial and business development, including rapid turnkey construction in designated areas as an incentive.
- Study the feasibility of establishing Community Improvement Districts (CIDs) in the City, particularly along Browns Bridge Road and Atlanta Highway.
- Expand upon incentives, particularly those related to the redevelopment of greyfields, to attract businesses.

- Seek additional forms of incentives the City can adopt to encourage quality infill development and redevelopment.
- Coordinate with Northeast Georgia Medical Center and the impacted residential property owners to determine the hospital's long-term plan and to brainstorm possible solutions to strike a balance of both interests, and explore a partnership on a parking deck or remote parking strategy to facilitate further development of the hospital campus.
- Establish a heritage tourism program in order to enhance the City's tourism industry, including undertaking events programming and historic marketing for Alta Vista Cemetery.
- Continue to support and enhance the economic viability of the City's hallmark industries while being flexible enough to respond to market forces.
- Continue to support the Featherbone Communiversality community learning center.
- Recruitment of businesses that could hire local graduates should be expanded.
- Work with the Chamber in advancing the City as a tourist and convention attraction.



- Lee Gilmer Airport continues to be a strong amenity for business recruitment and development, and has potential for commercial passenger service.
- Continue to promote Downtown through Main Street Gainesville, and consider expanding to Midtown as urban redevelopment occurs.
- Continue to offer business investment incentives through the Opportunity Zone and redevelopment support through the TAD, while assessing TAD expansion or new districts.
- Support the creation of a new conference facility to replace the Georgia Mountains Center.
- Support Brenau's "Discovery Incubator" as a vehicle to expanding cutting-edge research and business in the city.
- Promote and market the presence of locally-owned / family-owned businesses, and encourage small business investment / entrepreneurship.
- Finalize the Vision 2030 Harbor Town feasibility study and move on to detailed programming and development analysis.
- Continue to market the Chattahoochee Country Club as one of the region's premier destinations.
- Support future investment in repositioning / redeveloping Lakeshore Mall and adjacent strip retail, as well as initiatives to create an "International District" along the Atlanta Highway corridor.
- Work with private owners and the Greater Hall Chamber to find new business development opportunities to encourage historic mill rehabilitation and reuse.
- Encourage mixed-use components in new residential subdivisions that could provide for small economic development opportunities.
- Undertake a national marketing campaign for the Lake Lanier Olympic Center as a world-class destination for rowing.
- Continue to market and support the Northeast Georgia History Center, the Elachee Nature Center, the Chicopee Woods Agricultural Center, and Smithgall Woodland Garden as regional destinations.
- Undertake a citywide way finding / signage program.

## HOUSING

**Major Trends:** *Gainesville's home values have remained higher than the region as an average and indicate continued demand for premium housing, though the city's rental housing needs (including senior housing) will increase over time.*

### Issues

- There is no current inventory of vacant land available for housing or infill development.
- Consideration should be given to incentives to construct developments comprised of a mixture of dwelling types within different price points.
- Support continued efforts to preserve historic and intown neighborhoods, and ensure compatible infill development.
- Need for additional models/alternatives of urban housing as the city grows.

### Opportunities

- Amend the current Unified Land Development Code to allow residential uses by right in certain nonresidential districts to encourage mixed-uses and neo-traditional uses for a range of housing types.
- Study the feasibility of density bonuses in exchange for a mixture of housing types (and price ranges) within single developments.
- Update the TAD redevelopment plan for Midtown (and portions of Downtown) to take a more detailed look at the feasibility of new multifamily and mixed-use residential projects, to assess strategies for public-private partnerships on catalyst projects.
- Work with the Gainesville Housing Authority and other affordable housing providers to create a strategy to increase affordable / workforce ownership opportunities and mixed income rental throughout the city (including redevelopment options for obsolete / underperforming commercial sites as appropriate to context).
- Prepare an inventory and assessment of available land for housing as infill development, possibly as part of the affordable housing strategy listed above.

- Explore housing as a program component of a possible Harbor Town.
- Explore partnerships to increase investment in housing stabilization and new scattered-site construction in select areas like the Gainesville Mill Village, the Athens Street corridor, and the Rainey Street neighborhood.
- Create a neighborhood revitalization loan / grant program to assist qualifying property owners with home improvements, possibly in conjunction with home maintenance workshops.
- Undertake a joint housing revitalization program with Hall County to address distressed conditions and unoccupied or foreclosed homes, including studying the housing conditions, pricing, and needs for the unincorporated residential “islands” that exist within the general city boundary.
- Determine the extent of homelessness issues facing the area, and work on a strategy jointly with Hall County to address any issues.
- Work with Hall County to identify target areas for new housing development and utility extensions.



## NATURAL AND HISTORIC RESOURCES

**Major Trends:** *The city has many natural and historic resources, and a good foundation for future stewardship with the Vision 2014 Strategic Parks Plan and the Historic Resources Structural Survey.*

### Issues

- Maintenance of Lake Lanier at full pool level should be addressed.
- Architectural character of modern infill development within the historic, intown neighborhoods should be addressed.
- Assess how much of the City's tree canopy exists and determine what percentage should be kept.
- Can do more to minimize development of greenspace.
- Must continue to work on water quality monitoring.

### Opportunities

- Continue to enforce existing environmental regulations.
- Consider building setbacks against Lake Lanier.
- Provide proper training opportunity for existing staff to become a Certified Arborist, or hire an outside firm, to review the current tree ordinance and amend as necessary to achieve / create a community forest program that strikes a better balance between development and maintaining an adequate tree canopy.
- Advocate for the preservation and stewardship of the urban forest on privately-owned land.
- Consider density bonuses to promote the conservation and incorporation of permanent open space / greenspace.
- Continue the restoration of important watersheds such as Flat Creek, Limestone Creek and Longwood Creek, in the context of both ecology and stormwater management.
- Continue the program of Lake Lanier shoreline restoration in partnership with the Army Corps of Engineers, and look for opportunities to increase lake access for the public.

- Create a set of low-impact development standards for the economic development areas south of I-985.
- Implement the recommendations of the Historic Structural Survey for new or expanded districts or additional listings especially in neighborhood areas.
- Work with owners of early roadway commercial and Mid-century Modern buildings to recognize, maintain and preserve them as unique cultural resources.
- Encourage continued adaptive reuse of historic residential structures and historically-appropriate upgrades to existing structures on the Brenau campus.
- Work toward designating each of the three mill villages as local historic districts with appropriate protection.
- Continue to support the Chamber's Vision 2030 Intercultural Art's Conference Center.
- Work with the Hispanic community to spotlight their cultural contributions to the city.
- Preserve and improve the Lake Lanier Olympic Center as the only remaining fully-intact venue from the 1996 Olympics.



## COMMUNITY FACILITIES

**Major Trends:** Gainesville has an exceptionally high quality park system and diversified program of community amenities.

### Issues

- Need to work with School System in finding sites for new facilities.
- Consideration for 1-2 new fire stations in the future.
- Downtown library considered inadequate for burgeoning metropolitan center.
- Need to develop new treatment plant on Cedar Creek reservoir.
- Continue system improvement plans for both water and sewer service.
- Need for long-term improvements to Georgia Mountains Center to remain competitive for convention events.

### Opportunities

- Implement recommendations of the Strategic Parks and Recreation Plan, and look for opportunities to create new open spaces such as a neighborhood park for the Fair Street / Newtown NPU; similar spaces for the Atlanta Highway and Morningside Heights communities in partnership with Hall County; and a long-term stormwater eco-park on the Blaze Recycling site.
- Study the feasibility of acquiring additional property to provide the final connection between the planned Midtown Greenway and Central Hall Trail, as well as expanding the trail to the east.
- Determine the feasibility and funding strategy of creating a skate park along the Midtown Greenway.
- Continue to partner with Brenau to open university facilities and the campus to greater public use.
- Work to extend the Rock Creek Greenway / Wilshire Trail system to more areas on the City's west side, including improved access to Alta Vista Cemetery.
- Rethink the role of Holly Park as part of a larger redevelopment of the lakeshore, potentially with more active programming and possible expansion.

- Work with Hall County to add amenities to the Allen Creek Soccer Complex.
- Invest in improvements, including land acquisition and facility upgrades, to the Olympic Rowing Facility and Clarks Bridge Park to expand program, prominence and patronage.
- Evaluate the potential for a new regional park in the SR365 corridor as in the strategic parks plan, possibly as part of conservation land around the Howard Road Industrial Park to take advantage of the proximity of the Walters Family YMCA.
- Work with Hall County to determine improvements / expansion for the Downtown library.
- Support the creation of a new conference facility to replace the Georgia Mountains Center.
- Construct new fire stations as recommended by the Gainesville Fire Department.
- Work with neighborhood residents (at a minimum of both NPUs) and Hall County to institute neighborhood watch programs to aid in patrolling the community while simultaneously creating a sense of ownership of neighborhoods among citizens.
- Study existing neighborhood street lighting to determine necessary improvements.
- Consider the long-term relocation of the waste transfer station and redevelopment of the site to a use compatible with Alta Vista Cemetery.



## LAND USE & ZONING

**Major Trends:** While recent growth in the outer neighborhoods of Gainesville has been auto-oriented and suburban in character, there is growing interest in (and progress toward) walkable, human-scaled land use and development in the City's core.

### Issues

- Infill development should be carefully guided, especially in historic neighborhoods, in order to preserve the historic integrity and character of the City.
- Urban-scale development in Midtown is desired, but constrained by land cost and assembly.
- The city is lacking higher-end / greater variety retail, especially in the downtown core.
- Industrial development may be incompatible with emerging residential along GA 129 / Athens Street.
- Industrial uses along Railroad / Ridge Road are negatively impacting adjacent neighborhoods (especially Newtown).
- Small, partially-vacant Class C medical office may be creating "Medical Office Business (MOB) blight".
- Northeast Georgia Medical Center operations and expansion are constrained by a lack of parking.
- New residential subdivision development should be guided to encourage neo-traditional development patterns (i.e. traditional, walkable neighborhoods) in a compact, non-cul-de-sac manner.
- Larger, auto-oriented commercial developments impacting surrounding neighborhoods.
- Need to balance land use and traffic functions along city's arterials.

### Opportunities

- Ensure that buffers continue to separate residential neighborhoods from commercial and industrial land uses.

- Consider amendments to the City's noise and air pollution ordinances to improve quality of life for residents who live near industry. Midtown Redevelopment Plan and related capital investments should revitalize Gainesville's core.
- Stronger physical connection with the Gainesville State College Campus and southern neighborhoods could improve property values and residential viability of south Gainesville.
- Consider preparing design guidelines (or a form-based zoning district) for the central core area to guide future urban residential and mixed-use development.
- Create a set of design guidelines that encourage TND formats for infill development / redevelopment.
- Move forward with the creation of new historic districts as per the recommendations of the Historic Structural Survey, with local landmark district protection as feasible.
- Re-assess the existing conservation subdivision standards for new suburban residential development to determine if there are refinements that would make it more broadly utilized.
- Consider creating a green design / sustainability overlay for new business or industrial park development.



## TRANSPORTATION

**Major Trends:** A majority of the destinations (work, shopping and entertainment) within the City are accessible mostly by automobile and partially by public transit; almost 50% of the city residents currently commute 5-20 miles for employment or school on a regular basis.

### Issues

- Issues related to connectivity and walkability throughout the City.
- Alternatives should be explored for residents who commute to Atlanta.
- Peak-hour level-of-service issues along select arterials resulting from conflicts between through traffic and local traffic.
- Increasing congestion on major corridors, especially Jesse Jewell, E. E. Butler and Green Street.
- Lack of northern connector between Thompson Bridge Road and Dawsonville Highway.
- Truck loading and deliveries may be negatively impacting downtown parking.
- Limited (and possibly underutilized) Red Rabbit transit service.
- Need to consider future commuter / high-speed rail.
- Need better connection (i.e. dedicated park-and-ride lot) with Gwinnett Transit.

### Opportunities

- Undertake a Comprehensive Transportation Plan to expand the Gainesville-Hall MPO's 2040 MTP and factor in the community vision contained in the Comprehensive Plan, with special emphasis on congestion mitigation and pedestrian safety measures for the central core and neighborhood areas.
- Consider implementing "Safe Routes to Schools" programs.
- Continue to implement the priority recommendations noted in the adopted sidewalk plan to enhance pedestrian safety and connectivity.

- Continue the program of sidewalk / streetscape improvements as specified in the city's Sidewalk System Improvement Program and the GHMPO's Pedestrian / Bike plan.
- Implement any priority recommendations noted in the recent Hall Area Transit study, where possible.
- Add a regular Hall Area Transit – "Red Rabbit" route from Downtown Gainesville (or other more centralized location) to transport Atlanta commuters to one of the pick-up locations for the Gwinnett Transit express lines.
- Transportation Sales and Use tax can provide additional resources for investing in transportation.
- Conduct a traffic calming / congestion mitigation study for the two NPU's as part of the broader CTP.
- Explore the options for creating multimodal "Complete Streets" corridors on key arterial streets including, Thompson Bridge Road, Atlanta Highway, and Pearl Nix Parkway among others; and consider sidewalk improvements on primary feeder streets to these corridors.
- Redesign key intersections and create gateway opportunities near I-985.
- Work with Hall County and the Gainesville-Hall MPO to create regional trail / bike network that connects major destinations within the city and the county.
- Work with the Gainesville-Hall MPO to prioritize capacity improvements to SR60 to support business / industrial park development.
- Work with the Gainesville-Hall MPO to explore the possibility of using cutting-edge structural design for the Clark's Bridge replacement project to compliment the Olympic facility.
- Work with the Gainesville-Hall MPO to ensure that any future widening of SR13 is done with appropriate design and controls to protect the adjacent conservation area.

## INTERGOVERNMENTAL COORDINATION

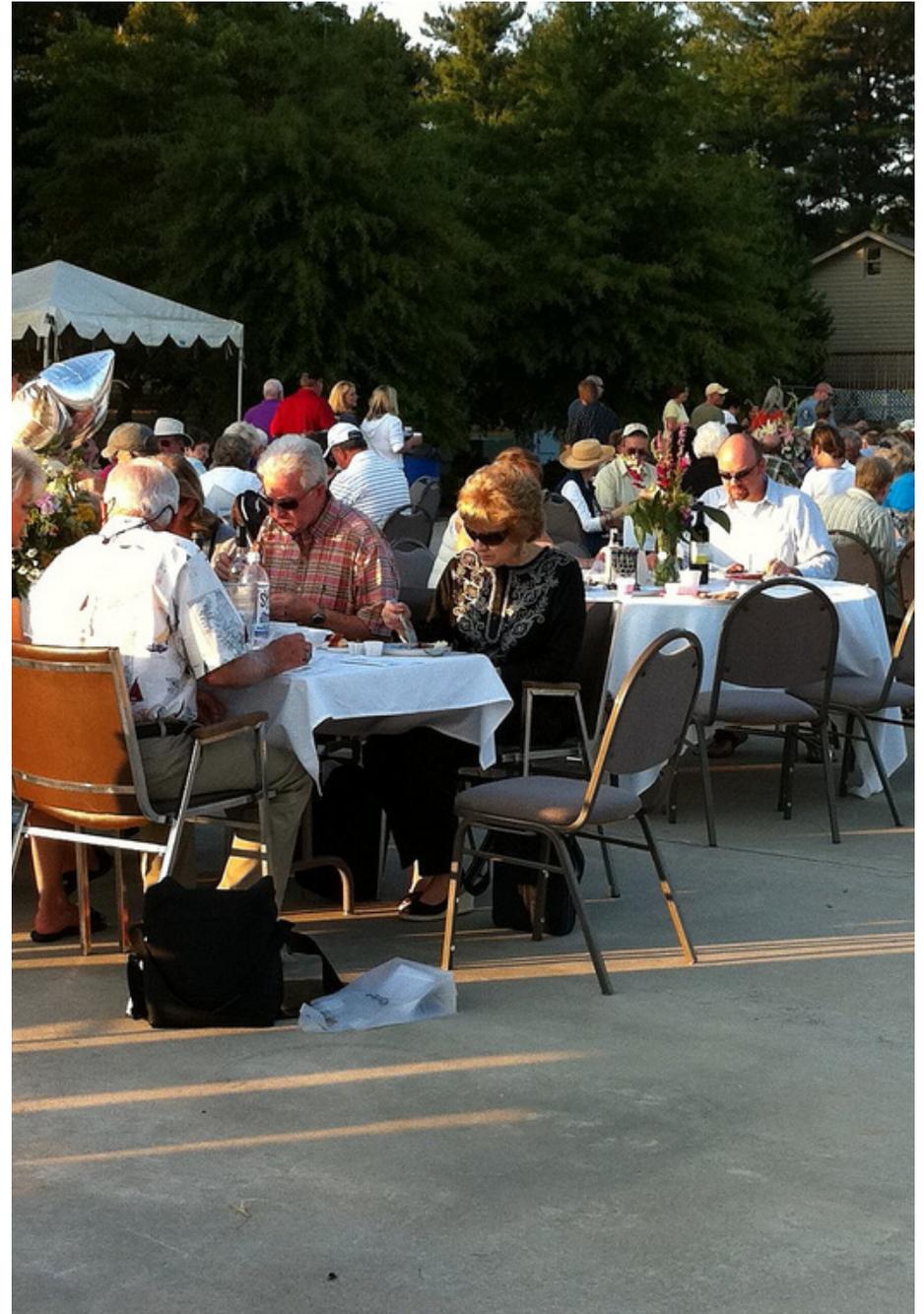
**Major Trends:** *The future growth of Gainesville into Hall County requires a high level of intergovernmental coordination and communication.*

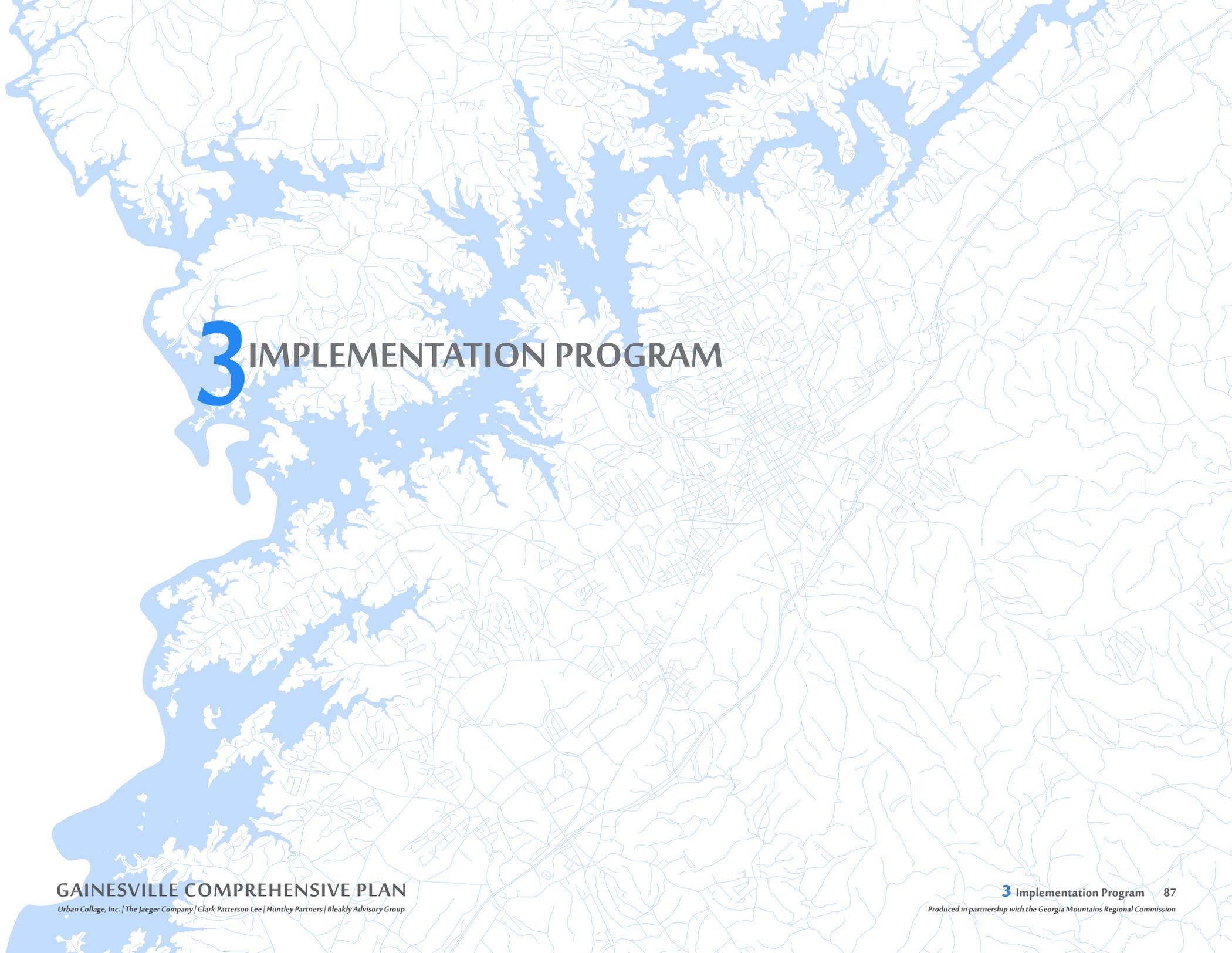
### Issues

- There is the perception of lack of partnership between city and county administration, with the Chamber somewhat filling the vacuum.
- There is the perception of redundancies between city and county government – are there opportunities for consolidation?
- Need to resolve ongoing water reservoir issues / obstacles – citizens and businesses are concerned about supply, not administration.

### Opportunities

- Work with Hall County to relocate / redevelop the North Georgia Detention Center to a use more compatible with the desired mixed-use character of Midtown.
- Work with the Greater Hall MPO on mobility enhancements and pedestrian safety projects for key arterial corridors such as John Morrow Parkway, Thompson Bridge Road, Jesse Jewell Parkway, E. E. Butler Parkway, MLK Boulevard, Browns Bridge Road, and Atlanta Highway.
- Continue to work with the Army Corps of Engineers, Hall County and other stakeholders on Lake Lanier sustainability.
- Work with Hall County to adopt the Urban Redevelopment Plan.
- Work with local residents and Hall County to determine the costs, benefits, feasibility and desire of mill villages and other fringe growth area annexation.





# 3 IMPLEMENTATION PROGRAM



## SHORT TERM WORK PROGRAM

The Short Term Work Program (or STWP for short) is a fundamental component of any formal Comprehensive Plan. The STWP represents a five-year plan of action that the City intends to undertake and is specifically designed to address the enumerated issues, goals and objectives contained within the 2030 Gainesville Comprehensive Plan. The STWP is an essential working tool for City Council and staff in an ongoing effort to prioritize efforts and spending of limited resources. In addition, the STWP is a key standard for measuring the success of the Comprehensive Plan over time.

From a Citizen perspective, the STWP provides a preview of projects and programs that are on the horizon along with needed resources - financial and social that will be critical throughout the implementation period. From a staff and elected official perspective, the STWP is a guidepost for establishing city budgets in the upcoming years. However, it is important to note that the STWP is not an absolute prescription for allocating future resources. Rather, it is a guide based on preliminary estimates only and in this regard, should be considered as a “planning” document, not a regulatory mandate or a firm commitment of funding or action by the City or by identified potential partners.

A project’s inclusion on the STWP does not automatically guarantee a course of action. Conversely, a project’s omission does not necessarily mean a project will not be considered in the future. In fact, in some cases, certain initiatives are designed to be “exploratory” (e.g., future planning studies) and the results, therefore, may inform future decisions and lead to ongoing refinements of the STWP.

For the purposes of this Comprehensive Plan, the STWP is divided into 12 overall categories including: Administrative Services, City Manager’s Office, Communications & Tourism, Community Development, Community Service Center, Fire, Georgia Mountains Center, Golf Course, Parks and Recreation, Police, Public Utilities and Public Works. Initiatives within each category are generally subdivided into Projects, Operations and (in some cases) Capital Purchases.

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>ADMINISTRATIVE SERVICES (Finance, Human Resources, Information Technology, Municipal Court)</b>									
<b>PROJECTS</b>									
<b>New Software Applications and Enhanced Systems</b> - Investigate options and implement new software applications or improvements to existing software or systems for the following: Financial Software, Property Tax Billing and Collections, City Intranet, Electronic Purchase Orders, eTickets, Applicant Tracking, Municipal Court Solution, Workers Compensation and Liability Insurance Claims Management, and Employee Timekeeping System	X	X	X	X	X	All Administrative Services Areas	320,000	GF	Software is to be phased in over a five year period.
<b>OPEB Review</b> - Establish long-term plan for funding an OPEB trust and include cost in annual budget	X	X	X	X	X	CFO	TBD	All Funds	
<b>Improved Data/Records Management System</b> - Investigate options and implement solution(s) for a records management system to include document imaging, electronic storage of records and automatic integration of applications that share data	X	X	X	X	X	IT for Citywide Departments	250,000	All Funds	
<b>Improve Network Security</b> - Implement solutions to improve the City's network security to include the following: strengthen password protection; develop procedures to ensure timely security update installation; identify and document business continuity and recovery plans; prevent unauthorized equipment on the network; and add outbound email filters and other data loss prevention measures	X	X				IT	40,000	GF	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Enhanced Employee Wellness Program</b> - Identify and implement programs that will enhance our employee wellness program. The benefits are twofold: the improved health of City employees and decreased cost of health care for both the employee and the City	X	X				HR	TBD	All Funds	
<b>Network Upgrade Project</b> - Complete fiber installation to Fire Station 4 and Flat Creek Water Reclamation Facility and solicit bids on installation of fiber to Fire Station 3, Golf Course, and Traffic locations. Evaluate, and if needed, install fiber for Fire Station 5 in northwest area of the City	X	X	X			IT	250,000	GF, PUD	
<b>Training Programs</b> -Develop and implement training programs for Supervisors (city-wide) and for new hires of the City		X	X			HR, CFO	Staff Time	GF	
<b>OPERATIONS</b>									
<b>Cross Training of Staff / Adequate Staffing Levels</b> - Increase efforts to cross train staff on all work responsibilities and restore staffing levels in order to provide quality customer service	X	X	X	X	X	All Administrative Services Areas	Staff Time	GF	
<b>Modern-Day Technological Solutions</b> - Ensuring that technological provisions of the City are up-to-date is necessary to provide quality services to our citizens. Improvements and upgrades to hardware and other equipment will be necessary	X	X	X	X	X	IT	340,000	All Funds	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>CITY MANAGER'S OFFICE</b>									
<b>PROJECTS</b>									
<b>Electronic Agenda</b> - Implement electronic agenda distribution for Council Meetings	X					CMO	21,936	GF	Includes the cost of laptops and initial purchase of \$9,840 plus the annual operating cost of \$12,096.
<b>LOST Negotiations</b> - Successfully negotiate new funding distribution for the Local Option Sales Tax	X					CMO	25,000	GF	
<b>Oconee Water Basin</b> - Resolve outstanding issues in the North Oconee Water Basin	X					CMO, PUD	Staff Time	GF	
<b>Transportation Plan</b> - Develop city-wide transportation plan to alleviate congestion in the City of Gainesville	X					CMO, PW, GHMPO	50,000	GHMPO	
<b>Opportunity Zones</b> - Adopt additional Opportunity Zones within the City and identify investment parcels	X	X				CMO, Community Development	Staff Time	GF	
<b>SDS Update</b> - Update the Service Delivery Strategy in accordance with HB 489, in coordination with Hall County and other municipalities		X				CMO, Consultant	40,000	GF	
<b>Roosevelt Square Renovation</b> - Renovate Roosevelt Square to be more accessible and create a better connection between midtown and downtown		X	X			CMO, Community Development, PW	250,000	GF	
<b>Internal Auditor</b> - Create an internal auditor function that could monitor internal controls and review processes and procedures city-wide to assure proper checks and balances are in place to protect the City's assets				X		CMO/CFO	Staff Time	All Funds	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>JAB Renovation</b> - Renovate the Joint Administration Building to place related functions in a central location and thereby streamline City operations				X	X	CMO	5,000,000	GF, EF, SPLOST	
<b>OPERATIONS</b>									
<b>Economic Development</b> - Continue to work with the Greater Hall Chamber of Commerce, Development Authority and Redevelopment Authority to encourage economic development within the City.	X	X	X	X	X	City, Chamber of Commerce, Development Authority, Redevelopment Authority	130,000	EF	
<b>Vision 2030</b> - Continue support of Economic Development Council & Greater Hall Chamber of Commerce Vision 2030	X	X	X	X	X	City, Chamber of Commerce, Vision 2030	Staff Time	GF	
<b>Downtown/Midtown Development</b> - Promote development of key property in the downtown and midtown area	X	X	X	X	X	City, Redevelopment Authority	Staff Time	GF	
<b>City Council Retreat</b> - Hold a mid-year strategic retreat to keep Council informed and to set goals	X	X	X	X	X	CMO	7,500	GF	
<b>Annual Report</b> - Complete annual report to include accomplishments and goals		X	X	X	X	CMO	12,500	GF	
<b>COMMUNICATIONS &amp; TOURISM</b>									
<b>PROJECTS</b>									
<b>Marketing Materials</b> - Create facilities guide, brochures, postcards, electronic media and tradeshow booth to market Gainesville as a destination center for conventions and tourism, including marketing through social media	X					Communications & Tourism	40,300	GF, HM	New Facilities Guide/ reprint others and mobilize website

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>TV18 Studio</b> - Install TV18 studio to allow for the studio to be readily accessible and available to multi-task for green screen scenarios, voice-over audio recordings and interview video recordings with 2-6 people on set at one time	X					Communications & Tourism	45,000	GF	Cable Franchise funds
<b>City Signage</b> - Upgrade existing signage and install wayfinding signage to better promote City attractions and facilities		X	X			Communications & Tourism	200,000	GF, HM	Wayfinding /2013-City/2014
<b>New Downtown Promotions</b> - Promote and establish new festivals that may also become possible revenue generators			X			Communications & Tourism	55,000	GF, HM	Initial purchase of ice rink, skates and other equipment to be purchased annually
<b>OPERATIONS</b>									
<b>Promote Conventions and Tourism in Gainesville</b> - Continue to promote convention and tourism business in Gainesville through marketing, advertising, and contacts	X	X	X	X	X	Communications & Tourism	86,700	GF, HM	Attend tradeshow/ Mtng planners (\$17,340 per year)
<b>Downtown Promotions</b> - Promote Downtown through special promotions, festivals and advertisements.	X	X	X	X	X	Communications & Tourism	200,000	GF, HM	Christmas lights, bounce house, New Years Eve (\$40,000 per year)
<b>Main Street Program</b> - Maintain Main Street designation	X	X	X	X	X	Communications & Tourism	16,500	GF, HM	Education and Training annually
<b>Citizen Education</b> - Educate the public with annual Citizen's Academy, website updates, and enewsletters	X	X	X	X	X	Communications & Tourism	37,500	GF, HM	(\$7,500 per year)
<b>TV18 Volunteer Opportunities</b> - Offer job shadowing, training and internship opportunities to students and adults that would like to volunteer with TV18 productions	X	X	X	X	X	Communications & Tourism	Staff Time	GF	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Expand TV18 Viewer Base</b> - Expand TV18 viewer base by using internet and server engines to carry locally produced video programs	X	X	X	X	X	Communications & Tourism	Staff Time	GF	
<b>Increase TV18 Exposure</b> - Produce mini-versions of TV18 shows and link them via the internet with various city/county department links	X	X	X	X	X	Communications & Tourism	Staff Time	GF	
<b>Convention/Meeting Recruitment</b> - Establish special fund to support in-kind services and cash match when required		X	X	X	X	Communications & Tourism	12,000+	HM	This fund will increase each year so we can bring in quality events for greater economic impact.
<b>CAPITAL PURCHASES</b>									
<b>TV18 Van Replacement</b> - Find refurbished/lateral transfer production vehicle for remote recording with updated equipment.		X				Communications & Tourism	75,000	GF	replace current '96 van
<b>COMMUNITY DEVELOPMENT (Code Enforcement, Housing, Inspections, Planning, Special Projects)</b>									
<b>PROJECTS</b>									
<b>Fair Street Neighborhood</b> - Eliminate incompatible land uses; Use the existing Newtown neighborhood land trust to acquire property for pocket parks	X	X	X	X	X	Special Projects	Staff Time / TBD	Brownfield Grants/ Loan Program	
<b>Midtown Streetscapes</b> - Streetscape planning and design for Bradford and Main	X	X	X	X	X	Planning, Special Projects	Staff Time	GF,TE Funds	Includes a portion of Main St. being designed and possibly completed as part of the Midtown Greenway Phase II project
<b>Green Guidelines</b> - Study green building standards for new development	X	X				Bldg. Insp.	TBD	Grant	Research and educate safe and sustainable construction standards as part of IGCC

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Fee Evaluation</b> - Evaluate the City's fee structure for plan review and building inspections to ensure the fee is covering the true cost of the service provided	X	X				Bldg. Insp.	Staff Time	GF	
<b>Midtown Greenway Phase II-</b> Complete Midtown Greenway from MLK to Industrial and the WYE Trail Head / Parker Street / Main Street Improvements	X	X	X			Special Projects, PUD, Private Contractor	625,000	GF, TE Fund	
<b>Midtown Greenway Phase III-</b> Continue construction of Midtown Greenway from Industrial Blvd. to Queen City Parkway including the Palmour Drive Connector / Airport Trail	X	X	X	X	X	Special Projects, PW Engineering	120,000	GF, Grant	This includes part of the "Palmour Drive Connector" as shown on the Central Hall Multi-use Trail Map
<b>Sidewalk Improvement Plan</b> - Update the sidewalk improvement plan, to include recommendations from the Comprehensive Plan and the Gainesville-Hall MPO		X				Planning, PW Engineering	Staff Time	GF	The Sidewalk Improvement Plan will be updated and continually developed
<b>Historic Preservation Plan</b> - Draft city preservation plan with implementation tools		X				Special Projects	Staff Time	GF	
<b>Unified Land Development Code Update</b> - Update the ULDC based on recommendations from the Comprehensive Planning process		X	X			Planning	75,000	GF	
<b>Local Historic Designation</b> - Implement recommendations for local designation in the Historic Resources Structural Survey Report		X	X	X		Special Projects	Staff Time	GF	May include downtown, newtown and various historic landmarks
<b>Midtown Greenway Phase IV-</b> Study feasibility and construction of Midtown Greenway east extension and the Norfolk Southern Depot Park		X	X	X	X	Special Projects, PW Engineering, Parks and Recreation	1,000,000	GF, Grant	Part of the "East Side Greenway"
<b>Infill Housing Strategy</b> - Evaluate the effectiveness of existing infill housing inventory and assessment standards			X	X		Planning, Housing	Staff Time	GF, Grant	Utilize technical assistance provided by GICH

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Aerial Photography</b> - Have new aerial photography taken to enhance the City's Geographic Information System				X		Planning, PUD	62,500	GF, PUD	
<b>Midtown Streetscapes</b> - Streetscape planning and design for Bradford and Main				X	X	Planning, Special Projects	Staff Time	GF	Part of Midtown Redevelopment Plan
<b>Thompson Bridge "Great Street"</b> - Multimodal/boulevard study for Thompson Bridge Road				X	X	Planning, Traffic Engineering, GDOT	100,000	Staff, GF, Grant	Goal within the 2030 Comp Plan "Riverside Neighborhood" & "Lake District" Character Areas
<b>Oak Street Plaza / Gateway</b> - Study feasibility of intersection and public space improvements for Oak, Rainey and West "Five Points" area and intersection improvements at Academy and Maple Streets				X	X	Planning, Traffic Engineering,	TBD	Staff, GF, Grant	Goal within the 2030 Comp Plan "Central Core" Character Area
<b>Brenau Gateway</b> - Study feasibility Pedestrian crossing & intersection improvements at E.E. Butler				X	X	Planning, Traffic Engineering, GDOT	TBD	Staff, GF, Grant	Goal within the 2030 Comp Plan "Central Core" Character Area
<b>Athens Street Gateway</b> - Study feasibility of intersection improvements at Athens Street/ E.E. Butler Parkway				X	X	Planning, Traffic Engineering, GDOT	TBD	Staff, GF, Grant	Goal within the 2030 Comp Plan "Central Core" Character Area
<b>Limestone Gateway</b> - Study feasibility of intersection improvements at Limestone Parkway and Cleveland Highway				X	X	Planning, Traffic Engineering, GDOT	TBD	Staff, GF, Grant	Goal within the 2030 Comp Plan "Limestone Medical Corridor" Character Area
<b>Campus Gateways</b> - Study feasibility of intersection improvements, reconfigurations at Jesse Jewell Parkway and Prior & Fair Streets				X	X	Planning, Traffic Engineering,	TBD	Staff, GF, Grant	Goal within the 2030 Comp Plan "Central Core" & "Economic Development Gateway" Character Area

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>MLK Streetscape</b> - Streetscape planning and design for MLK Jr. Boulevard in Midtown and the Fair Street Neighborhood					X	Planning, Special Projects	Staff Time	GF	
<b>OPERATIONS</b>									
<b>Neighborhood Stabilization</b> - Continue rehabilitation, demolition, and down-payment assistance programs; Focus CDBG & Non-profit housing funds to specific neighborhood blocks	X	X	X	X	X	Housing	2,000,000	GNPDF, Grant	
<b>Code Enforcement</b> - Continue neighborhood sweep program to identify properties with code violations; Develop a proactive education program	X	X	X	X	X	Code Enforcement	Staff Time	GF	
<b>Comprehensive Plan</b> - Conduct annual review of the comprehensive plan and STWP	X	X	X	X	X	CMO, Planning	Staff Time	GF	
<b>COMMUNITY SERVICE CENTER (Community Outreach, Hall Area Transit, Home Based Family Support, Meals on Wheels, Senior Center)</b>									
<b>PROJECTS</b>									
<b>Hall Area Transit Bus Shelter &amp; Bench Project</b> - Install new HAT bus shelters and benches using funds from FTA and donations from the Gainesville Rotary Club.	X					HAT, Rotary	70,225 Total	Grants, IG, Private Funds	Installation Managed by Building Lands
<b>Express Bus Service</b> - Work with GHMPO to study a possible Express Bus Services to/ from Metro Atlanta	X	X				HAT	30,000 GHMPO	Grants, IG, Private Funds	GHMPO TIP, Implementation \$\$\$ TBD
<b>Meals On Wheels</b> - Expand service to include breakfast service	X	X				MOW	Staff Time	Grants, IG	Clients will choose either breakfast or lunch, not both
<b>Senior Center Building Campaign</b> - Develop and implement a capital campaign for the expansion of the Senior Center	X	X	X			Senior Center	2,500	Grants, IG	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Senior Center Building</b> - Expand the Senior Center, to include completing the design and planning for expansion	X	X	X	X	X	Senior Center	1,244,400	Grants, IG, Private Funds, SPLOST	
<b>Hall Area Transit Service Enhancements</b> - Extend or reroute selected existing routes and create some new routes to connect central core with intown neighborhoods			X	X	X	HAT	700,000 Total 175,000 COG	Grants, IG	GHMPO Transit Improvement Plan
<b>Family Preservation</b> - Re-establish Counseling Division of CSC				X	X	CSC	TBD	Grants, IG, Client Fees	Restructure program so as to make more cost efficient
<b>Hall Area Transit Shelter Art Project</b> - Recruit local artists to participate in design competition for HAT Bus Shelters and Benches				X	X	HAT, Vision 2030	TBD	Grants, IG, Private Funds	Athens Transit has a successful project
<b>OPERATIONS</b>									
<b>Funding Sources</b> - Diversify the funding stream for the CSC, to include identifying and implement new fund raising efforts	X	X	X	X	X	CSC	Staff Time	Grants, Private Funds	Focus on private fundraising for aging services
<b>CAPITAL PURCHASES</b>									
<b>HAT Dial-A-Ride Buses</b> - Purchase new Dial-A-Ride Buses in accordance with FTA regulations	X	X	X			HAT	350,250 Total 17,512 COG	Grants, IG	GHMPO Transit Improvement Plan
<b>HAT - Red Rabbit Buses</b> - Purchase new Red Rabbit Buses in accordance with FTA regulations				X	X	HAT	1,800,000 Total 90,000 COG	Grants, IG	GHMPO Transit Improvement Plan

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>FIRE</b>									
<b>PROJECTS</b>									
<b>Service Fees</b> - Implement or increase service fees for training, inspections and plan review to accurately reflect the cost of services being provided, if evaluation deems necessary	X					Fire	Staff Time	GF	
<b>Traffic Preemption System</b> - Install a traffic preemption system for all traffic light intersections with the City allowing for a safer and more efficient response		X	X	X	X	Fire, Traffic Engineering	400,000	Grants, GF	
<b>Fire Station # 2 Replacement</b> - Replace the existing Fire Station #2, to include demolition of existing station and construction of a four (4) bay station to house a total of 18 personnel. Apparatus would include one (1) engine company, one (1) rescue company, one (1) emergency medical response company, and one (1) HazMat response company.			X			Fire	3,000,000	GF, SPLOST	
<b>Construct New Fire Station # 5</b> - Construct a three (3) bay station to house a total of 24 personnel. Apparatus would include one (1) engine company and one (1) ladder company. To be located in the northwest area of the City.				X	X	Fire	3,800,000	GF, SPLOST	Cost includes construction and equipment
<b>Construct New Fire Station # 6</b> - Construct a three (3) bay station to house a total of 24 personnel. Apparatus would include one (1) engine company and one (1) rescue company. To be located in the northeast area of the City.					X	Fire	5,500,000	GF, SPLOST, Impact Fees	Cost includes construction and equipment

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Fire Station # 7 Land Identification</b> - Identify land for Fire Station # 7 in the southwest area of the City.					X	Fire	Staff Time	GF	
<b>OPERATIONS</b>									
<b>ISO Rating</b> - Maintain the ISO Class II Rating	X	X	X	X	X	Fire	Staff Time	GF	
<b>Grant Funding</b> - Explore and take advantage of additional grant opportunities	X	X	X	X	X	Fire	Staff Time	GF	
<b>Data Management</b> - Use technology to more efficiently manage critical data and paper load for all work areas including inspections, operations, preplans and field communications	X	X	X	X	X	Fire	100,000	GF	
<b>CAPITAL PURCHASES</b>									
<b>Rescue 22 Replacement</b> - Replacement of emergency response unit Rescue 22	X					Fire	300,000	GF, LP, Impact Fees	
<b>Squad 21 Replacement</b> - Replacement of emergency response unit Squad 21		X				Fire	130,000	GF	
<b>Engine 22 Replacement</b> - Replacement of fire engine 22		X				Fire	550,000	GF, LP	
<b>Engine 24 Replacement</b> - Replacement of fire engine 24			X			Fire	600,000	GF, LP	
<b>Ladder Truck 24 Replacement</b> - Replacement of Aerial Apparatus Ladder 24			X			Fire	1,200,000	GF, LP	
<b>Tower 21 Replacement</b> - Replacement of Aerial Apparatus Tower 21				X		Fire	1,300,000	GF, LP, SPLOST	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>GEORGIA MOUNTAINS CENTER</b>									
<b>PROJECTS</b>									
<b>Georgia Mountains Center Future Use</b> - Evaluate revitalizing, repurposing or expanding the Georgia Mountains Center	X					GMC, CMO	Staff Time	GF	
<b>OPERATIONS</b>									
<b>Analyze Operations</b> - Conduct a site visit to other facilities to evaluate their operations and evaluate if GMC operational efficiency can be improved	X	X				GMC	Staff Time	GF	
<b>Increase Rental Activity</b> - Increase rentals at the GMC through networking and advertisements	X	X	X	X	X	GMC	Staff Time	GF	
<b>CAPITAL PURCHASES</b>									
<b>Arena Sound System</b> - Replace aging sound system in the arena			X			GMC	100,000	GF, Rental Fees	
<b>Mezzanine seat replacement</b> - Replace mezzanine seats in the arena that are 31 years old			X			GMC	400,000	GF, Rental Fees	
<b>Atrium Window Replacement</b> - Replacement of exterior atrium glass panels				X		GMC	200,000	GF, Rental Fees	
<b>GOLF COURSE</b>									
<b>PROJECTS</b>									
<b>Bent Grass Conversion</b> - Convert course greens from Bent Grass to Champion Grass	X	X				Golf Course	250,000	GF, Private Donations	Cost includes lost revenue incurred during installation
<b>Golf Training &amp; Introduction Program</b> - Institute a program to provide an Introduction to Golf for schools and interested citizens, including golf lessons		X	X			Golf Course	50,000	GF	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Range Renovations</b> - Design and construct renovations to the driving range				X	X	Golf Course	500,000	GF, Fee Revenues	
<b>Club House</b> - Develop plans for a new or renovated Club House, to include area for cart storage				X	X	Golf Course	TBD	GF	
<b>OPERATIONS</b>									
<b>Increase Rounds Played</b> - Increase rounds played on an annual basis through advertisement, booking tournaments and offers	X	X	X	X	X	Golf Course	60,000	GF	Advertising Budget (\$12,000 per year)
<b>Friends of Chattahoochee Tournament</b> - Increase tournament revenue on an annual basis to pay for course improvements	X	X	X	X	X	Golf Course, Volunteers	Staff Time + Volunteer Time	GF	
<b>Tournament Bookings</b> - Solicit new and recurring tournaments to play at Chattahoochee and attract visitors to Gainesville	X	X	X	X	X	Golf Course	Staff Time	GF	
<b>PARKS AND RECREATION</b>									
<b>PROJECTS</b>									
<b>Park Amenity Replacements</b> - Replace and upgrade program for all system park amenities such as benches, picnic tables, trash receptacles, pavilions, fishing piers, signage, etc.	X	X	X	X	X	Parks & Recreation	95,000	FB, GF, IF, SPLOST, Bonds, Grants	Change in design standards being reviewed.
<b>Park Restroom Renovations</b> - Renovate & upgrade all park restroom facilities - City Park Tennis Courts, Candler fields, DeSota Park, Longwood Park & tennis Courts, Wilshire Trails Park, Roper Park and Ivey-Watson baseball field.	X	X	X	X	X	Parks & Recreation	250,000	FB, GF, IF, SPLOST, Bonds, Grants	Top 5 need among citizens, staff and board.

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Park Trail Maintenance</b> - Repair and or replace uneven and broken concrete walkways, wooden bridges and boardwalks in the parks.	X	X	X	X	X	Parks & Recreation	125,000	FB, GF, IF, SPLOST, Bonds, Grants	Lots of yellow painting throughout parks demarking uneven pavement, etc.
<b>Energy Policy</b> - Develop and implement an agency-wide energy policy	X					Parks & Recreation	Staff Time	FB, GF, IF, SPLOST, Bonds, Grants	In Progress of development.
<b>Revenue Policy</b> - Develop and implement a revenue policy	X					Parks & Recreation	Staff Time	FB, GF, IF, SPLOST, Bonds, Grants	Slated to be presented to the Board in February 2012.
<b>Sponsorship Policy</b> - Develop and implement a sponsorship policy	X					Parks & Recreation	Staff Time	FB, GF, IF, SPLOST, Bonds, Grants	Slated to be presented to the Board in February 2012.
<b>Frances Meadows Aquatic and Community Center Fire Alarm</b> - Replace the fire alarm system in the center.	X					Parks & Recreation	7,500	FB, GF, IF, SPLOST, Bonds, Grants	Immediate need.
<b>Civic Center Commercial Wireless</b> - Install a commercial wireless routing system for customer use.	X					Parks & Recreation	3,250	FB, GF, IF, SPLOST, Bonds, Grants	Customer service issue.
<b>Partnership Policy</b> - Develop and implement a partnership policy	X	X				Parks & Recreation	Staff Time	FB, GF, IF, SPLOST, Bonds, Grants	Identified as need.
<b>Green Street Pool</b> - Demolish the abandoned pool and study redevelopment per concepts as a passive recreation area.	X	X				Parks & Recreation	100,000	FB, GF, IF, SPLOST, Bonds, Grants	Concept in place; Recommended demolition approved.

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Holly Park</b> - Study proposed improvements to Holly Park for implementation.	X	X				Parks & Recreation	160,000	FB, GF, IF, SPLOST, Bonds, Grants	Have met with USCOE about generated revenue through a restaurant on site as recommended by Vision 2014.
<b>Clarks Bridge Park Operations</b> - Work with Hall County to determine the best way to operate and maintain the Clarks Bridge Park, to include evaluating the hiring of a Venue Facility Manager	X	X				Parks & Recreation	Staff Time	FB, GF, IF, SPLOST, Bonds, Grants	Discussions on-going.
<b>Linwood Nature Preserve</b> - Preserve greenspace and evaluate the use of Linwood Nature Preserve as a passive public park with trails and a trailhead with amenities	X	X				Parks & Recreation	25,000	FB, GF, IF, SPLOST, Bonds, Grants	Public-Private Partnership in place with Redbud Group for development.
<b>Wessell Park</b> - Implement a phased improvement of the park per concept design	X	X	X			Parks & Recreation	1,690,000	FB, GF, IF, SPLOST, Bonds, Grants	Concept in place. Proposed removal of dilapidated tennis courts now at \$12K.
<b>Mid-town Greenway</b> - Assist in the completion of the greenway and the recreation area at the Flat Creek restoration.	X	X	X			Parks & Recreation, Community Development	100,000	FB, GF, IF, SPLOST, Bonds, Grants	Rec. Trails Grant routed through Parks and Recreation and administered by Community Development
<b>East Side Greenway</b> - Study the potential of a multiuse trail from Midtown east along Norfolk Southern ROW to New Holland		X				Parks & Recreation	Staff Time	FB, GF, IF, SPLOST, Bonds, Grants	Need to evaluate availability of property.
<b>Civic Center Marque</b> - Replace existing marque with an electronic version for better marketing.		X				Parks & Recreation	30,000	FB, GF, IF, SPLOST, Bonds, Grants	Have concept and quote in place.

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Park Community Gardens</b> - Study and construct at least one area for community gardens with park system.		X				Parks & Recreation	10,000	FB, GF, IF, SPLOST, Bonds, Grants	Citizen recommendation - Growing trend.
<b>Disc Golf Course</b> - Study and construct a Disc Golf Course at Lanier Point Park		X				Parks & Recreation	25,000	FB, GF, IF, SPLOST, Bonds, Grants	Growing sport. Proposed for Lanier Point.
<b>Frances Meadows Aquatic and Community Center Fitness Center</b> - Add fitness equipment area to the center.		X	X			Parks & Recreation	375,000	FB, GF, IF, SPLOST, Bonds, Grants	Concept in place. Ranked as #1 by citizen survey.
<b>Frances Meadows Splash Zone Renovations</b> - Replace Pebbleflex in Splash Zone, as well as, some of the play fixtures and customer service amenities (chairs/tables/ etc.)		X	X			Parks & Recreation	145,000	FB, GF, IF, SPLOST, Bonds, Grants	Planning to attempt to "coat" Pebbleflex this year to try and get additional time before replacing.
<b>Ridgewood Terrace Connector</b> - Purchase land and study the construction of a multiuse trail from Oak Street Plaza to Rock Creek Greenway		X	X			Parks & Recreation	100,000	FB, GF, IF, SPLOST, Bonds, Grants	Have already discussed potential purchase of land/building adjacent to park.
<b>Rental Facilities Equipment Replacement</b> - Chair and Table Replacements at all rental facilities		X	X			Parks & Recreation	65,000	FB, GF, IF, SPLOST, Bonds, Grants	Some chairs need to be replaced immediately.
<b>Civic Center Parking Lot</b> - Repave the existing parking lot at the Civic Center		X	X			Parks & Recreation	100,000	FB, GF, IF, SPLOST, Bonds, Grants	Customer service issue.
<b>Resurfacing of Park Athletic Courts</b> - Tennis and Basketball Courts.		X		X		Parks & Recreation	45,000	FB, GF, IF, SPLOST, Bonds, Grants	Every 5-7 years recommended.

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Blueway Landings</b> - Construct canoe/kayak/ small boat landings at lake parks.		X		X		Parks & Recreation	50,000	FB, GF, IF, SPLOST, Bonds, Grants	Citizen recommendation - Top 5 need with greenways.
<b>Playground Replacement</b> - Phase II replacement of 20+ year old playground equipment in parks - Next Phase: Lanier Point, Riverside, City Park		X	X	X		Parks & Recreation	145,000	FB, GF, IF, SPLOST, Bonds, Grants	Lanier Point Playground has recently been removed due to not being able to replace parts.
<b>Flat Creek Multiuse Trail</b> - Construct a multiuse trail from McEver Road to Atlanta Highway		X	X	X	X	Parks & Recreation	1,072,878	FB, GF, IF, SPLOST, Bonds, Grants	GHMPO Pedestrian - Bike Plan
<b>Park Parking Lots</b> - Repave or resurface park parking lots: Lanier Point; Clarks Bridge; Wilshire Trails; The Rock; Longwood; Holly; Myrtle; Kenwood; City Park; and Candler.		X	X	X	X	Parks & Recreation	100,000	FB, GF, IF, SPLOST, Bonds, Grants	Customer service issue.
<b>Clarks Bridge Park Renovation</b> - Renovate the Clarks Bridge Olympic Venue Site in phases, to include the boat house and park.			X	X	X	Parks & Recreation	7,000,000	FB, GF, IF, SPLOST, Bonds, Grants	Concepts and recommendations in place. Discussions on-going.
<b>Youth Athletic Complex</b> - More field space is needed due to growth in youth athletics.				X	X	Parks & Recreation	4,850,000	FB, GF, IF, SPLOST, Bonds, Grants	Ranked in Top 5 needs by citizens, staff, and board.
<b>Frances Meadows Trails</b> - Construct trail system as designed around the Frances Meadows and Gainesville Middle School complexes.				X	X	Parks & Recreation	1,000,000	FB, GF, IF, SPLOST, Bonds, Grants	Trailhead/Playground developed in FY11.

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Wilshire Trails Park</b> - Complete renovation of park per Rock Creek Greenway plans: Trail re-aligned and replaced and Streambank stablization.				X	X	Parks & Recreation	3,000,000	FB, GF, IF, SPLOST, Bonds, Grants	Most visited passive park in system. Concept in place since 1997.
<b>Skate Park</b> - Study and construct a public skate park.				X	X	Parks & Recreation	1,000,000	FB, GF, IF, SPLOST, Bonds, Grants	Hall County Parks and Leisure pulled plans to build a skate park at Cool Springs Park.
<b>CAPITAL PURCHASES</b>									
<b>Purchase of 15-19 Person Bus</b> - For transporting customers.		X				Parks & Recreation	48,000	FB, GF, IF, SPLOST, Bonds, Grants	Needed in order to transport participants in camps, programs, etc.
<b>Equipment Replacement</b> - 5-gang Reel Mower, Landscape Mowers, Utility Vehicles, Line Laser Paint Machines, Infield Groomers, Vehicles, Trailers, Pool Vacuums, Buffer Machines, Wide Vacuums, Computers, etc.		X	X			Parks & Recreation	235,000	FB, GF, IF, SPLOST, Bonds, Grants	Needs that support customer service.
<b>POLICE</b>									
<b>PROJECTS</b>									
<b>Police Training Facility, Phase II</b> - Construct Phase II of the police training facility which includes an impound lot to replace the lot currently housed at the City Shop, a shoot house, a training building to conduct classroom instruction and an indoor driving simulator	X	X	X	X	X	Police	3,326,000	GF, IF, SPLOST, Grants	Shoot house is to replace undersized outdoor range at former PSB. Training facility is a new need to provide adequate training facilities for current and additional officers to be hired to accommodate expected growth and to meet certification requirements

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<p><b>Digital Alley Mobile Video (MVR) Camera System</b> - Replace ten (10) antiquated VHS and DVD MVR systems with the new wireless download system to increase the number of systems currently deployed in the field, thereby increasing efficiency in storage, retrieval and download of data and decrease operational costs relating to MVR's</p>	X	X				Police	56,000	GF, Grants	<p>The current fleet of Operations Bureau Vehicles contains more than fifty (50) vehicles with antiquated VHS and DVD systems to record officer activity. These antiquated systems take up more storage space and cost more to operate than the new wireless system currently being purchased</p>
<p><b>Records Management Software</b> - Purchase Records Management Software (RMS) to track data and to give officers the ability to complete reports in the field and electronically download them to the server</p>		X				Police	750,000	GF, ITF	
<p><b>Public Safety Surveillance Camera System</b> - Install a remote access video surveillance system solution that will allow the department to be more proactively aware of activities taking place within and around Gainesville</p>		X				Police, Traffic Engineering	80,000	GF, ITF	<p>Initial install will occur on the downtown square. The system will be capable of upgrades to allow expansion of the system to cover the Midtown Greenway and other parks and common areas within the City for additional expense</p>

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>License Plate Recognition System (LPR)</b> - Install LPR's in all police vehicles assigned to the Police Traffic Services Unit and ACE Team to allow the officers the ability to automatically identify and address those drivers with suspended registrations and tags and insurance violations		X	X	X		Police	175,000	GF, ITF, Grants	
<b>OPERATIONS</b>									
<b>Neighborhood Watch Program</b> - Continue to support and expand neighborhood watch programs	X	X	X	X	X	Police	Staff Time	GF	
<b>Citizen Education</b> - Educate citizens through the Citizen's and Business Police Academy and other educational efforts to increase community awareness	X	X	X	X	X	Police	Staff Time	GF	
<b>CALEA</b> - Maintain accreditation by meeting national CALEA standards	X	X	X	X	X	Police	Staff Time	GF	
<b>State Certification</b> - Maintain GACP State Certification by meeting State Certification Standards	X	X	X	X	X	Police	Staff Time	GF	
<b>CAPITAL PURCHASES</b>									
<b>Vehicle Replacement Program</b> - Replace aging, older vehicles in accordance with the vehicle replacement guidelines	X	X	X	X	X	Police	2,912,000	LP	
<b>Mobile Data Terminals</b> - Purchase and install Mobile Data Terminals in all police vehicles to best utilize the Records Management Software	X	X				Police	200,000	GF, ITF	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>PUBLIC UTILITIES</b>									
<b>PROJECTS</b>									
<b>Meter Program</b> - Continue program to replace traditional water meters with brand new radio read meters, plus obtain inventory of large meters	X	X	X	X	X	Engineering & Construction Services	12,090,000	Capital Project Fund	
<b>Tank Maintenance Program</b> - Annual maintenance of tanks within the water system, including inspection and painting	X	X	X	X	X	Engineering & Construction Services	1,750,000	Capital Project Fund	
<b>Lift Station Improvement Program</b> - Continue annual improvements on lift stations, as needed, to ensure capacity	X	X	X	X	X	Engineering & Construction Services	500,000	Capital Project Fund	
<b>Telemetry System Improvements</b> - Replace old telemetry systems for both water & wastewater systems with new state-of-the-art systems		X				Engineering & Construction Services	980,000	Capital Project Fund	
<b>Pumping Station #23 Improvements</b> - Improve the gravity sewer component, from pump station #23 to #26, to increase capacity		X				Engineering & Construction Services	1,300,000	Capital Project Fund	
<b>Cargill Sanitary Sewer Outfall Improvements</b> - Replace/ Rehabilitate the sanitary sewer outfall from Cargill to eliminate surcharging manholes and Inflow & Infiltration; to be in conjunction with the Upper Flat Creek Watershed Improvements		X	X			Engineering & Construction Services	2,000,000	Capital Project Fund & Bonds (for FY15 & 16)	
<b>Flat Creek Ecosystem Improvements</b> - Improvements to the Flat Creek Ecosystem, from Dorsey Street to near the Flat Creek WRF (City's portion needed to obtain a \$2M Federal Grant)		X	X			Engineering & Construction Services	650,000	Capital Project Fund	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Upper Flat Creek Watershed Improvements</b> - Complete the on-going Stream Restoration Project located upstream of the Public Safety and the PUD Buildings (60/40 split w/ 319 Grant)		X	X			Engineering & Construction Services	1,200,000	Capital Project Fund	
<b>Riverside WTP Improvements</b> - Improvements at Riverside Water Treatment Plant: hypochlorite generation (to replace chlorine), liquid lime system (to replace hydrated lime), and replacement of E&J Solids Press		X	X	X	X	Engineering & Construction Services	2,750,000	Capital Project Fund	
<b>Water Treatment Plant Maintenance Program</b> - Continue major maintenance projects at water treatment plants		X	X	X	X	Engineering & Construction Services	2,345,000	Capital Project Fund	
<b>Water Main Extension/Maintenance/Improvement Program</b> - Continue extensions, maintenance and improvements of water mains as needed (including Athens Street Transmission)		X	X	X	X	Engineering & Construction Services	5,000,000	Capital Project Fund	
<b>Water &amp; Sewer Utility Relocations</b> - Relocate water & sewer mains as required by GDOT for transportation improvements		X	X	X	X	Engineering & Construction Services	31,100,000	Capital Project Fund & Bonds	
<b>Sanitary Sewer Replacement and Rehabilitation Program</b> - Continue replacement and rehabilitation program of the sanitary sewer system		X	X	X	X	Engineering & Construction Services	3,100,000	Capital Project Fund	
<b>Water Reclamation Facilities Improvements</b> - Improvements at Linwood (replacing membrane system) plus misc. maintenance projects; NEPA Study for Lake Lanier		X	X	X	X	Engineering & Construction Services	3,550,000	Capital Project Fund for all but membrane system: Bonds	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Sewer System Extension Program</b> - Continue extensions of sanitary sewer as needed		X	X	X	X	Engineering & Construction Services	3,500,000	Capital Project Fund	
<b>High Street Storage Tank</b> - Make improvements to the High Street ground storage tank valve & electrical system			X			Engineering & Construction Services	350,000	Bonds	
<b>Hancock Storage Building</b> - Construct a new dry storage building at the Hancock Avenue complex for Water & Wastewater vehicles & equipment			X			Engineering & Construction Services	280,000	Capital Project Fund	
<b>Manhole Lining Rehabilitation/ Improvements</b> - Install manhole lining & other improvements to reduce inflow & infiltration			X		X	Engineering & Construction Services	250,000	Capital Project Fund	
<b>Cedar Creek Reservoir</b> - Design & Construct water treatment plant at Cedar Creek Reservoir for future demand			X	X	X	Engineering & Construction Services	21,753,000	Design = Capital Project Fund; Construct = SRF	
<b>Cedar Creek Water Main Improvements</b> - Construct transmission main improvements in phases for Cedar Creek WTP			X	X	X	Engineering & Construction Services	12,200,000	Phase I, II = Capital Project Fund; Phase III = Bond	
<b>S.R. 52 Booster Pump Station</b> - Construct a new 2 MGD booster pump station on S.R. 52 to improve pressure & flow				X	X	Engineering & Construction Services	576,000	Capital Project Fund	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Chestnut Mountain Storage Tank</b> - Construct a new 1 Million Gallon Elevated Storage Tank for pressure & flow improvements					X	Engineering & Construction Services	2,000,000	Bonds	
<b>OPERATIONS</b>									
<b>Safety Education</b> - Provide safety education by conducting mandatory safety meetings for all PUD staff	X	X	X	X	X	Environmental Compliance	Staff Time	PUD	
<b>Stream Clean-Ups</b> - Sponsor stream clean-ups to remove debris from local streams and Lake Lanier	X	X	X	X	X	Environmental Compliance	Staff Time	PUD	
<b>Public Education</b> - Provide educational seminars and plant tours to the public to raise awareness of issues, conservation and the environment	X	X	X	X	X	Environmental Compliance	Staff Time	PUD	
<b>Water Conservation</b> - Conduct water conservation outreach activities	X	X	X	X	X	Environmental Compliance	Staff Time	PUD	
<b>Stream Monitoring</b> - Collaborate with school science programs to perform stream monitoring	X	X	X	X	X	Environmental Compliance	Staff Time	PUD	
<b>Leak Detection</b> - Use leak detection equipment to locate and report leaks within the system	X	X	X	X	X	Water Distribution #545	Staff Time	PUD	
<b>CAPITAL PURCHASES</b>									
<b>Dump Truck Purchase</b> - Purchase new dump truck for wastewater division			X			Sanitary Sewer #555	130,000	Capital Project Fund	
<b>Bulldozer Purchase</b> - Purchase new bulldozer for wastewater division				X		Sanitary Sewer #555	150,000	Capital Project Fund	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Crane Truck Purchase</b> - Purchase new crane truck for wastewater division					X	Sanitary Sewer #555	125,000	Capital Project Fund	
<b>PUBLIC WORKS</b>									
<b>PROJECTS</b>									
<b>Lee Gilmer Airport Improvements</b> - Undertake projects as recommended in the airport capital improvement plan	X	X	X	X	X	Airport	TBD	GF, Airport, GDOT, FAA	Projects are contingent upon approval from FAA
<b>Stormwater Planning</b> - Conduct stormwater planning throughout the City to include identifying future capital projects, needed maintenance, and evaluation of funding sources. Planning should specifically include a stormwater management plan for Midtown.	X	X	X	X	X	PW Engineering	200,000	GF, SPLOST, Grants	Includes consulting cost to develop a stormwater master plan for Midtown.
<b>Storm Drainage Improvement Program</b> - Install, repair, and/or reconstruct stormwater drainage facilities at various locations throughout the City as identified by staff and the Stormwater Capital Improvements Plan	X	X	X	X	X	PW Engineering	3,500,000	GF, SPLOST	Annual Repair Cost would vary based on extent of identified repair
<b>Storm Drainage Maintenance</b> - Maintain stormwater drainage facilities at various locations throughout the City with City crews, as needed and identified by staff and as required by the City's MS-4 Stormwater Discharge Permit	X	X	X	X	X	PW Engineering, Streets	90,000	GF	To comply with MS-4 requirements for an identified funding source

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Road Improvement Programs</b> - Continue programs in accordance with the road maintenance plan to improve the 139.5 miles of City streets that are rated on an annual basis. Programs include resurfacing, patching, full depth reclamation, rubblization and in-house paving program	X	X	X	X	X	PW Engineering, Streets, GDOT	13,625,000	GF, FB, IG, CIP, LMIG, GDOT	Each program has an associated annual expenditure. Resurfacing \$1.5 million annually, Patching \$175,000 annually, FDR \$750,000 annually, Rubblization \$150,000 annually and In-House Paving \$150,000 annually. Total of \$2.725 million per year.
<b>Sidewalk Improvements</b> - Install sidewalks in accordance with the City's sidewalk improvement plan	X	X	X	X	X	PW Engineering	1,000,000	GF, Grants	City sidewalk replaced and expanded as necessary according to the Sidewalk Improvement Plan
<b>Street Name Sign Replacement</b> - Replace street name signs at 477 intersections to meet Federal compliance mandates	X	X	X	X	X	Traffic Engineering	200,000	GF	
<b>Thermoplastic Restriping</b> - Perform thermoplastic restriping on certain classified City streets to meet Federal compliance mandates	X	X	X	X	X	Traffic Engineering	50,000	GF	A list of streets to be submitted every year for the next 5 years
<b>Citywide Traffic Calming</b> - Continue traffic calming measure including speed tables, pedestrian crossings, signage, equipment, and related expenses	X	X	X	X	X	Traffic Engineering	220,000	GF	
<b>Interchange Beautification</b> - New landscaping at Exit 20 (I-985 & Queen City Parkway).	X	X	X	X	X	PW Engineering	600,000	GF, Chamber of Commerce, Private Donations	Estimate for a phased approach to Exit 20

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Fleet Management Policy</b> - Develop and implement a Fleet Management Policy. Purchase Fleet Maintenance Software with annual licensing in order to implement policy	X					Vehicle Services		GF	Purchase fleet maintenance software (\$15K) and annual maintenance upgrades (\$4K)
<b>Vehicle Services Shop Expansion</b> - Extend two bays in heavy duty area of shop to house large equipment	X					Vehicle Services	62,500	GF	A project in the FY12 budget to enable full enclosure of large emergency vehicles during the repair process
<b>City Square Traffic Signal Replacement</b> - Replace outdated traffic signal equipment around the City Square to meet State specified traffic signal equipment requirements	X					Traffic Engineering	100,000	GF	
<b>Operations Manual</b> - Develop operations manual for all Public Works divisions, including annual updates	X					PW Engineering	Staff Time	GF	In an effort to standardize operations and provided for consistant procedures, it is desirable to develop a SOP document for Public Works. Annual updates would be necessary.
<b>Facility Maintenance</b> - Develop a long-term maintenance plan for City facilities and purchase facility maintenance software to administer the program	X					Public Lands & Buildings	25,000 + Staff Time	GF	Purchase Facilities Maintenance Software & Annual Renewals in order to formalize a long-term maintenance plan for city facilities

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Intelligent Transportation System Evaluation &amp; Implementation to provide interconnectivity to GDOT</b> - Connect various Intelligent Transportation Systems (ITS) that are located throughout the City into a central location that will enable a constant link of communication to our major corridor's traffic signals and eventually permit internet users the ability to access traffic cameras through the GDOT website		X	X			Traffic Engineering	175,000	GF	Not approved for FY12 - Planning requesting for FY14, revised estimate based on recently let projects
<b>Intelligent Transportation System Intersection Improvements</b> - Install Intelligent Transportation System at all major intersections within the City		X	X	X	X	Traffic Engineering	100,000	GF	Installation of new ITS measures and advanced controllers
<b>Cleveland Hwy at Clarks Bridge Signal Improvements</b> - Upgrade traffic signals and install pedestrian signals at the intersection of Cleveland Highway and Clarks Bridge Road		X	X			Traffic Engineering	700,000	GF, GDOT	Future CIP - still needed if not funded by GDOT
<b>Restoration of Detention Ponds</b> - Restore ponds which provide the required detention for Industrial Park South and a portion of Lee Gilmer Memorial Airport		X	X			PW Engineering	300,000	GF	
<b>Limestone Parkway Signal Improvements</b> - Construct ADA facilities with pedestrian signal displays and upgrade the existing traffic signal			X			Traffic Engineering	42,000	GF, GDOT	Future CIP - still needed if not funded by GDOT
<b>Prior Street-Jesse Jewell Intersection Improvement</b> - Add a southbound left turn lane on Prior at Jesse Jewell			X			Traffic Engineering	75,000	GF	Capacity adding project to alleviate traffic congestion in the area

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Traffic Improvement Projects -</b> Complete traffic engineering improvement projects as identified in the Traffic Study			X	X	X	Traffic Engineering	TBD	GF, GDOT, LMIG, TSPLOST	
<b>Jesse Jewell Intersection Improvements</b> - Capacity adding project that will add right turn lanes at several intersections along Jesse Jewell Parkway			X	X	X	Traffic Engineering	1,500,000	GF, GDOT, LMIG, TSPLOST	
<b>Park Hill Drive and South Enota Drive Intersection Improvements</b> - Improve the capacity of the intersection by development of a design for potential improvements, upgrading traffic signals, adding necessary turn lanes according to the design, purchasing right of way, and installing pedestrian signals to meet State ADA mandates				X	X	Traffic Engineering	350,000	GF	Future CIP - still needed if not funded by GDOT
<b>Washington Street and Green Street Signal Improvements</b> - Upgrade the traffic signals and install pedestrian signals at the intersection of Washington Street and Green Street				X		Traffic Engineering	150,000	GF	Future CIP - still needed if not funded by GDOT
<b>West Academy and Bradford Street Signal Improvements</b> - Upgrade the traffic signals and install pedestrian signals at the intersection of West Academy and Bradford Street					X	Traffic Engineering	175,000	GF, GDOT	Future CIP - still needed if not funded by GDOT
<b>Limestone Parkway and Cleveland Hwy Signal Improvements</b> - Upgrade the traffic signal and install pedestrian signals at the intersection of Limestone Parkway and Cleveland Highway					X	Traffic Engineering	42,000	GF, GDOT, TSPLOST	Future CIP - still needed if not funded by GDOT. May be included as part of the TSPLOST

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Limestone Parkway and Beverly Road Signal Improvements</b> - Upgrade the traffic signal and install pedestrian signals at the intersection of Limestone Parkway and Beverly Road					X	Traffic Engineering	42,000	GF, GDOT	Future CIP - still needed if not funded by GDOT
<b>Jesse Jewell Parkway and John Morrow Parkway Intersection Improvements</b> - Address the congestion issues at this intersection by evaluating, designing, and constructing congestion relief and capacity adding measures					X	Traffic Engineering	8,300,000	GF, LMIG, GDOT, TSPLOST	Major intersection improvement project. (Identified in GHMPO TIP)
<b>Cemetery Office</b> - Construct a new Cemetery office to include a history and information center					X	Cemetery	500,000	CTF	To add a modern centrally located office to the cemetery
<b>Cemetery Expansion</b> - Open additional section of Alta Vista Cemetery					X	Cemetery	TBD	CTF	Alta Vista Shop must be removed prior to significant cemetery expansion
<b>Joint Administration Building Roof Replacement</b> - Tear off and replacement of the roof at the JAB					X	Public Lands & Buildings	539,000	GF	Roof will be 20 years old
<b>Interchange Beautification</b> - New landscaping at Exit 22 (I-985 & Athens Highway)					X	PW Engineering, Traffic, Community Development	TBD	GF, Chamber of Commerce, GDOT, Private Donations	
<b>Remodel Vehicle Services Shop</b> - Remodel first bay to include new office for secretary, filing room, mechanic office and customer waiting area					X	Vehicle Services	35,000	GF, SPLOST	To remodel a portion of the Vehicle Services area of the Alta Vista facility to improve safety and efficiency .

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Construct new Public Works Complex</b> - Construct new complex for Public Works divisions of Vehicle Services, Traffic, Streets and Solid Waste					X	PW Engineering, PUD Construction Management	8,000,000	GF, SPLOST	To provide for a modern Public Works facility to replace the aging and undersized facility at Alta Vista
<b>OPERATIONS</b>									
<b>Restore Historic Cemetery Monuments</b> - Repair and level historic monuments that are located in older sections of the cemetery	X	X	X	X	X	Cemetery	Staff Time	GF	To preserve historic graves in the cemetery
<b>Expand Cemetery Tree Canopy</b> - Plant additional trees per year to add to the tree canopy and to replace trees that have been lost over the years	X	X	X	X	X	Cemetery	Staff Time	GF, Tree	To beautify the cemetery by adding tree cover
<b>Waste Reduction/Recycling</b> - Conduct solid waste reduction and recycling education	X	X	X	X	X	Solid Waste	Staff Time	GF	Staff Time for education efforts and to work with other organizations to enhance recycling
<b>Litter Removal Program</b> - Continue and increase litter removal from public areas. Educate the public about littering.	X	X	X	X	X	Solid Waste, Streets	75,000 + Staff Time	GF	Funding of Keep Hall Beautiful, solid waste personnel and inmate guards & expenses
<b>Road Maintenance Plan</b> - Prepare and maintain up-to-date road maintenance plan, including evaluating streets on an annual basis	X	X	X	X	X	PW Engineering, Streets	Staff Time	GF	The Road Maintenance Plan will be a continually changing document
<b>Stormwater Infrastructure Mapping</b> - Map details of the City's stormwater infrastructure as new projects and developments are completed	X	X	X	X	X	PW Engineering	Staff Time	GF	Continual Process

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>CAPITAL PURCHASES</b>									
<b>Replacement Knuckleboom Truck</b> - Purchase a new knuckleboom truck to replace a 1997 model for the Solid Waste Department	X					Solid Waste	120,000	SW	
<b>Replacement Packer Truck</b> - Purchase a new packer truck to replace a 1999 International packer truck for Solid Waste Department		X				Solid Waste	180,000	SW	
<b>Replacement Bucket Truck</b> - Replace 1996 bucket truck used for traffic signal installation, repair and maintenance		X				Traffic Engineering	120,000	LP	
<b>Replacement Paver</b> - Purchase a new asphalt paver to replace a 1998 Leeboy Paver for Streets Department		X				Streets	230,000	LP	
<b>Replacement Service Truck</b> - Purchase a new crew cab service truck to replace a 2000 International service truck for Streets Department		X				Streets	135,000	LP	
<b>Replacement Packer Truck</b> - Purchase a new packer truck to replace a 2002 International packer truck for Solid Waste Department			X			Solid Waste	180,000	SW	
<b>Replacement Bulldozer</b> - Purchase a new dozer to replace a 1998 Komatsu for Streets Department			X			Streets	125,000	LP	
<b>Replacement Street Sweeper</b> - Purchase a new street sweeper to replace a 1998 TIMCO street sweeper			X			Streets	240,000	LP	

Project	Year of Implementation					Responsible Party	Estimated Cost	Funding Source	Comments
	2012	2013	2014	2015	2016				
<b>Replacement Packer Truck</b> - Purchase a new packer truck to replace a 2005 International packer truck for Solid Waste Department				X		Solid Waste	180,000	SW	
<b>Replacement Service Truck</b> - Purchase a new crew cab service truck to replace a 2000 International service truck for Streets Department				X		Streets	135,000	LP	
<b>Replacement Knuckleboom Truck</b> - Purchase a new knuckleboom truck to replace a 2000 model for the Solid Waste Department					X	Solid Waste	130,000	SW	
<b>Replacement Front end loader</b> - Purchase new front end loader to replace a 2000 Daewoo loader for Streets Department					X	Streets	120,000	LP	
<b>Replacement Service Truck</b> - Purchase a new crew cab service truck to replace a 2001 International service truck					X	Streets	135,000	LP	



## REPORT OF ACCOMPLISHMENTS

As part of the implementation program, a Report of Accomplishments is submitted by the City that identifies the current status of each activity in the Short Term Work Program. The City has indicated the status of each activity - completed, currently underway, ongoing, postponed or canceled - with an explanation of the reason. The following pages describe various activities under six major categories:

- Economic Development
- Housing
- Natural and Cultural Resources
- Community Facilities
- Land Use
- Joint City/County Major Intergovernmental Actions

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
<b>ECONOMIC DEVELOPMENT</b>				
1. Draft city preservation plan with implementation tools and seek CLG certification	2005-2012	N/A	City staff + consultant	Completed: CLG certification received May 2006.
	2006-2011	\$160,000		Completed: Surveying of historic resources. Initiated project with windshield survey completed June 2006, followed by a multi-phased community structural survey completed over five phases (2007, 2008, 2009, 2010 & 2011). Final project costs approximately \$125,000.
	2012-2013	\$50,000		Postponed: Preservation Plan to be drafted upon completing 2030 Comprehensive Plan update.
2. Undertake targeted revisions to city zoning ordinance to implement comprehensive plan; revise standards to encourage infill and reduce unnecessary processing delays	2004-2005	\$35,000	City staff + consultant	Completed: Revised Unified Land Development Code, adopted July 2005; which included infill development standards.  Completed: amendments to ULDC, 2007-2011. Most recent amendments (1) established a “Tree Replacement Fund” to which private developers could contribute funds in lieu of planting trees in cases where development too small to accommodate required number of tree plantings; and (2) further clarified the minor disturbance development procedures.
3. Implement Midtown and Downtown Plans. Step up code enforcement in Midtown.	2004-2016	\$1.2 million	City staff + consultant	Downtown – Completed: Demolition of “Greater South Building” & construction of new parking deck for Georgia Mountains Center. Issued RFP & received proposals for redevelopment concepts for several tracts in Downtown; result of the RFP was the City realized a Downtown-focused master plan is needed.  Midtown – In Progress: Continue to work with owners to revitalize properties and have increased code enforcement in Midtown. Adopted “Midtown Overlay Zone” with architectural & site development standards for Midtown properties.

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
<p>3. Implement Midtown and Downtown Plans. Step up code enforcement in Midtown – (CONTINUED)</p>				<p>Adopted Tax Allocation District in 2006 (effective 1/1/2007) to encourage redevelopment and adopted application procedures, appointed TAD Advisory Committee, and received first application request in 2009. Awarded TAD funds for small redevelopment project near Downtown Square.</p> <p>Adopted Opportunity Zone for Downtown/Midtown in 2010.</p> <p>In 2009, City purchased CSX right-of-way which was entered into Georgia Brownfields Program &amp; received EPD-Limitation of Liability/No Listing letter in 2010. City using a 2006 Georgia Recreational Trails Grant for construction materials to build the greenway. City has encumbered \$100,000 in CDBG funds to help with the completion of the Midtown Greenway – Phase I and trailhead/park project. City crews completed the construction of 3 out of 4 sections of Phase I by January 2011. City issued bids to hire private contractor to complete construction of the greenway, trailhead/park &amp; restoration of adjoining stream in August 2011. Phase I of the Midtown Greenway and its trailhead/park area should be open to the public in late Spring 2012.</p> <p>Awarded \$16,000 in GA Growing Green Jobs (ARRA) grants to plant 59 trees along the Midtown Greenway &amp; Midtown retention pond in April 2011.</p> <p>City awarded \$500,000 in GDOT Transportation Enhancement funds to complete Phase II of the Midtown Greenway. Studying feasibility of a Phase III &amp; Phase IV of the Midtown Greenway.</p> <p>Pedestrian bridge constructed by private developer over Jesse Jewell Parkway that is to become a City facility in future.</p>

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
4. Finish city parks plan.	2010-2012	\$35,000	City staff + consultant	Completed: City of Gainesville Vision 2014 Strategic Parks & Recreation Plan adopted in late 2004. Update in progress & to be completed in early 2012.
5. Extend water/sewer to targeted development locations	2004+	\$15 million	City/County staffs	Ongoing effort but economic recession has slowed development. Gainesville Public Utilities works with Planning staff to determine Future Land Use for development in planning sanitary sewer lines.  Seek financial assistance from Georgia Environmental Finance Authority.
6. Improve regional marketing	Ongoing	N/A	Greater Hall Chamber with assistance from city and county	In progress: Ongoing. City, County & Chamber of Commerce meet monthly as Economic Development Council to strategize on marketing to industry. Chamber initiated Vision 2030, which is a visioning initiative for all of Hall County that resulted in “15 Big Ideas” surrounding such issues as greenspace and public art. Vision 2030 has been restructured & ideas reprioritized.
7. Work through the Convention and Visitors Bureau coordinator re-tourism infrastructure support	Ongoing	NA	City	In progress: Ongoing work with the Chamber. The City now performs functions of the CVB & Main Street program in-house through the City Manager’s office staff.
8. Cooperate with business/educational community to create closer education/job training ties	Ongoing	NA	Greater Hall Chamber, local colleges, city/county staffs	In progress: Ongoing. City involvement with local schools through Junior Achievement and other programs like “If I Were Mayor For a Day”.
9. Initiate housing study tied to economic development objectives	2007-2010	NA	Gainesville Nonprofit Development Foundation, city/county staffs, consultant	Completed.

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
<b>HOUSING</b>				
1. Undertake targeted revisions to city zoning ordinance to implement housing goals; revise standards to encourage infill and reduce unnecessary processing delays	2004+	\$35,000	City staff + consultant	Completed: Revised Unified Land Development Code, adopted July 2005, and as amended 2007-2011. Most recent amendments (1) established a “Tree Replacement Fund” to which private developers could contribute funds in lieu of planting trees in cases where development too small to accommodate required number of tree plantings; and (2) further clarified minor disturbance development procedures.
2. Implement Midtown Plan. Step up code enforcement in Midtown	2004-2016	\$1.2 million	City staff + consultant	<p>In Progress: Continue to work with owners to revitalize properties and have increased code enforcement in Midtown. Adopted “Midtown Overlay Zone” with architectural &amp; site development standards for Midtown properties.</p> <p>Adopted Tax Allocation District in 2006 (effective 1/1/2007) to encourage redevelopment and adopted application procedures, appointed TAD Advisory Committee, and received first application request in 2009. Awarded TAD funds for small redevelopment project near Downtown Square. Adopted Opportunity Zone for Downtown/Midtown in 2010.</p> <p>In 2009, City purchased CSX right-of-way which was entered into Georgia Brownfields Program &amp; received EPD-Limitation of Liability/No Listing letter in 2010. City using a 2006 Georgia Recreational Trails Grant for construction materials to build the greenway. City has encumbered \$100,000 in CDBG funds to help with the completion of the Midtown Greenway – Phase I and trailhead/park project. City crews completed the construction of 3 out of 4 sections of Phase I by January 2011. City issued bids to hire private contractor to complete construction of the greenway, trailhead/park &amp; restoration of adjoining stream in August 2011. Phase I of the Midtown Greenway and its trailhead/park area should be open to the public in late Spring 2012.</p>

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
				<p>Awarded \$16,000 in GA Growing Green Jobs (ARRA) grants to plant 59 trees along the Midtown Greenway &amp; Midtown retention pond in April 2011.</p> <p>City awarded \$500,000 in GDOT Transportation Enhancement funds to complete Phase II. Feasibility of a Phase III &amp; Phase IV of Midtown Greenway being studied.</p> <p>Pedestrian bridge constructed by private developer over Jesse Jewell Parkway that is to become a City facility in future.</p>
3. Undertake housing study tied to economic development goals	2007-2010	NA	Gainesville Nonprofit Development Foundation, city/county staffs, consultant	Completed.
4. Draft Coordinated Housing Plan and neighborhood plans.	2007-2012	N/A	City staff and Gainesville Nonprofit Development Foundation	<p>Completed: County-wide housing study completed in 2009.</p> <p>In progress: City has initiated neighborhood planning unit in Fair Street &amp; Bradford Street areas &amp; is working with those groups to implement their respective vision/goals. City has applied to be a G.I.C.H. Community. Study of impediments to fair housing to be completed late-2011 to early-2012. NPU program to be re-evaluated following approval of 2030 Comp Plan update.</p>

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
<b>NATURAL AND CULTURAL RESOURCES</b>				
1. Draft county/city preservation plan with implementation tools and seek CLG status.*	2005-2012	N/A	City staff	Completed: CLG certification received May 2006.
	2006-2011	\$160,000	Consultant	Completed: Surveying of historic resources. Initiated project with windshield survey completed June 2006, followed by a multi-phased community structural survey completed over five phases (2007, 2008, 2009, 2010 & 2011). Final project costs approximately \$125,000.
	2012-2013	\$50,000	City staff + consultant	Postponed: Preservation Plan to be drafted upon completing 2030 Comprehensive Plan update.
2. Begin work on neighborhood plans; protect cultural resources in plans.	2007-2012	NA	City staff	<p>In progress: City has initiated neighborhood planning unit in Fair Street &amp; Bradford Street areas &amp; is working with those groups to implement their respective vision/goals. County-wide housing study completed in 2009. NPU plans to be integrated into 2030 Comprehensive Plan update. NPU program to be re-evaluated following approval of 2030 Comp Plan update.</p> <p>Completed: Designation of Green Street &amp; portion of Ridgewood Neighborhood as local historic districts. Designation of Bethel AME's "Harper House" in the Fair Street Area NPU &amp; Big Bear Café in the Midtown area as individual landmarks.</p>
3. Develop a greenway along the CSX rail lines & park in former maintenance yard in Midtown.	2004-2013	\$1.4 million	City	In progress: In 2009, City purchased CSX north-south right-of-way which was entered into the Georgia Brownfields Program & received EPD-Limitation of Liability/No Listing letter in 2010.

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
				<p>City using a 2006 GA Recreational Trails Grant for construction materials to build the greenway. City has encumbered \$100,000 in CDBG funds to help complete Phase I of the Midtown Greenway and trailhead/park project. City crews completed construction of 3 out of 4 sections of Phase I by January 2011. City issued bids to hire private contractor to complete construction of Phase I, trailhead/park &amp; restoration of adjoining stream. Phase I of the Midtown Greenway and its trailhead/park area should be open to the public in late Spring 2012.</p> <p>Awarded \$16,000 in GA Growing Green Jobs (ARRA) grants to plant 59 trees along the Midtown Greenway &amp; Midtown retention pond in April 2011.</p>
4. Extend water/sewer to targeted development locations in comprehensive plan; avoid service in sensitive natural areas.*	2004+	\$15 million	County and city	Ongoing: Gainesville Public Utilities works with Planning staff to determine Future Land Use for development in planning sanitary sewer lines.
5. Consider open space impact fees in county and city.*	2004-2006	NA	City/County staffs	Completed: City adopted Impact Fees program in August 2006, including a fund for Parks and Recreation. The original CIE, adopted July 2006, outlined various expansion and new projects.
6. Adopt coordinated intergovernmental annexation policy that includes resource protection provisions.*	2004-2005	NA	County and city staffs	Canceled: City and County defer to House Bill 709 regarding annexations.
(*) Indicates joint action listed on the tables for both the city and county.				

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
<b>COMMUNITY FACILITIES</b>				
1. Undertake targeted revisions to city zoning ordinance to encourage infill and reduce unnecessary processing delays	2004-2005	\$35,000	City staff + consultant	Completed: Revised Unified Land Development Code, adopted July 2005.  Completed: amendments to ULDC, 2007-2011. Most recent amendments (1) established a "Tree Replacement Fund" to which private developers could contribute funds in lieu of planting trees in cases where development too small to accommodate required number of tree plantings; and (2) further clarified the minor disturbance development procedures.
2. Extend water/sewer to targeted development locations.*	2004+	\$15 million	City and county	Ongoing: Gainesville Public Utilities works with Planning staff to determine Future Land Use for development in planning sanitary sewer lines.
3. Review additional impact fees in county; consider in city. Work to ensure financing tools are complementary and not competitive.*	2004-2006	NA	City/County staffs	Completed: City adopted CIE & established Impact Fees program in August 2006, including funds for Public Safety (Police and Fire) and Parks/Recreation.
4. Consider adequate public facility standards in both county and city.*	2005-2011	NA	City/County staffs	Completed: Impact Fees program study (CIE) completed in 2006 indicated City lacked adequate public facilities for Police, Fire and Parks/Recreation. City adopted CIE and established Impact Fees program in 2006.  Completed: Gainesville Non-Profit Development Foundation, Inc. with the City Housing/Neighborhood Development Department initiated county-wide housing study in 2007 (completed in 2009).
5. Adopt coordinated intergovernmental annexation policy and agreement.*	2004-2005	NA	City and county	Canceled: City and County defer to House Bill 709 regarding annexations.
6. Finish city parks plan. Identify key parcels for acquisition.*	2010-2012	NA	City staff + consultant	Completed: City of Gainesville Vision 2014 Strategic Parks & Recreation Plan adopted in late 2004. Update in progress & to be completed in early 2012. City Parks/ Recreation continually identifying resources to improve, preserve, and/or to acquire.

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
7. Continue and expand solid waste reduction and recycling education by involving other service organizations	Ongoing	NA		Ongoing: Solid Waste currently partners with Keep Hall Beautiful, Hall Resource Recovery, and BFI Waste Collection Services with its educational and outreach efforts.
8. Continue collection of residential garbage, yard waste, and recyclable waste at single-family residences	Ongoing	NA		Ongoing

(\*) Indicates joint action listed on the tables for both the city and county.

## LAND USE

1. Draft county/city preservation plan with implementation tools and seek CLG status*	2005-2012	N/A	City staff + consultant	Completed: CLG certification received May 2006.
	2006-2011	\$160,000		Completed: Surveying & documentation of over 2,000 historic resources. Initiated project with windshield survey completed June 2006, followed by a multi-phased community-wide structural survey completed over five phases (2007, 2008, 2009, 2010 & 2011). Final project costs approximately \$125,000.
	2012-2013	\$50,000		Postponed: Preservation Plan to be drafted upon completing 2030 Comprehensive Plan update.
2. Undertake targeted revisions to city zoning ordinance to implement comprehensive plan; revise standards to encourage infill and reduce unnecessary processing delays	2004-2005	\$35,000	City staff + consultant	Completed: Revised Unified Land Development Code, adopted July 2005; which included infill development standards.  Completed: Amendments to ULDC, 2007-2011. Most recent amendments (1) established a "Tree Replacement Fund" to which private developers could contribute funds in lieu of planting trees in cases where development too small to accommodate required number of tree plantings; and (2) further clarified the minor disturbance development procedures.

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
<p>3. Implement Midtown and Downtown Plans. Step up code enforcement in Midtown</p>	<p>2004-2016</p>	<p>\$1.2 million</p>	<p>City staff + consultant</p>	<p>Downtown – Completed: Demolition of “Greater South Building” &amp; construction of new parking deck for Georgia Mountains Center. Issued RFP &amp; received proposals for redevelopment concepts for several tracts in Downtown; result of the RFP was the City realized a Downtown-focused master plan is needed.</p> <p>Midtown – In Progress: Continue to work with owners to revitalize properties and have increased code enforcement in Midtown. Adopted “Midtown Overlay Zone” with architectural &amp; site development standards for Midtown properties.</p> <p>Adopted Tax Allocation District in 2006 (effective 1/1/2007) to encourage redevelopment and adopted application procedures, appointed TAD Advisory Committee, and received first application request in 2009. Awarded TAD funds for small redevelopment project near Downtown Square.</p> <p>Adopted Opportunity Zone for Downtown/Midtown in 2010.</p> <p>In 2009, City purchased CSX right-of-way which was entered into Georgia Brownfields Program &amp; received EPD-Limitation of Liability/No Listing letter in 2010. City using a 2006 Georgia Recreational Trails Grant for construction materials to build the greenway. City has encumbered \$100,000 in CDBG funds to help with the completion of the Midtown Greenway – Phase I and trailhead/park project. City crews completed the construction of 3 out of 4 sections of Phase I by January 2011. City issued bids to hire private contractor to complete construction of the greenway, trailhead/park &amp; restoration of adjoining stream in August 2011. Phase I of the Midtown Greenway and its trailhead/park area should be open to the public in late Spring 2012.</p> <p>Awarded \$16,000 in GA Growing Green Jobs (ARRA) grants to plant 59 trees along the Midtown Greenway &amp; Midtown retention pond in April 2011.</p>

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
				<p>City awarded \$500,000 in GDOT Transportation Enhancement funds to complete Phase II of the Midtown Greenway. Studying feasibility of a Phase III &amp; Phase IV of the Midtown Greenway.</p> <p>Pedestrian bridge constructed by private developer over Jesse Jewell Parkway that is to become a City facility in future.</p>
4. Begin work on neighborhood plans to include designation of boundaries and guidelines.	2007-2015	NA	City staff	<p>In progress: City has initiated neighborhood planning unit in Fair Street &amp; Bradford Street areas &amp; is working with those groups to implement their respective vision/goals. County-wide housing study completed in 2009. NPU plans to be integrated into 2030 Comprehensive Plan update. NPU program will be re-evaluated following approval of 2030 Comp Plan update.</p> <p>Designated two districts &amp; two individual landmarks; adopted residential design guidelines. Studying recommendations of the Historic Resources Survey which are to be prioritized by the HPC in 2012. Intend to designate two more districts by 2015.</p>
5. Finish city parks plan.	2004-2005	NA	City staff	Completed: City of Gainesville Vision 2014 Strategic Parks & Recreation Plan adopted in late 2004. Update in progress & to be completed in early 2012.
6. Extend water/sewer to targeted development locations.*	2004+	\$15 million	County and city	<p>Ongoing</p> <p>Seek financial assistance from Georgia Environmental Finance Authority.</p>
7. Review additional development impact fees in county; consider fees in city*	2004-2006	NA	City/County staffs	Completed: City adopted CIE and established Impact Fees program in August 2006, including funds for Public Safety (Police and Fire) and Parks/Recreation.

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
8. Improve regional marketing.*	Ongoing	N/A	Greater Hall Chamber with assistance from city and county	In progress: Ongoing. City, County & Chamber of Commerce meet monthly as Economic Development Council to strategize on marketing to industry. Chamber initiated Vision 2030, which is a visioning initiative for all of Hall County that resulted in “15 Big Ideas” surrounding such issues as greenspace and public art. Vision 2030 has been restructured & ideas reprioritized.
9. Adopt coordinated intergovernmental annexation policy and agreement.*	2004-2005	NA	City/County staffs	Canceled: City and County defer to House Bill 709 regarding annexations.

(\* ) Indicates joint action listed on the tables for both the city and county.

### JOINT CITY/COUNTY MAJOR INTERGOVERNMENTAL ACTIONS

1. Revise city and county development codes/ consider complementary design and other standards.	2004	\$150,000 (county)	Staff + consultants	County adopted “Gateway Corridors” & overlay standards similar to the City’s adopted as part of the 2005 ULDC update.
	2004-2005	\$35,000 (city)	City staff + consultant	Completed: City adopted revised Unified Land Development Code in July 2005, as amended through 2011.
2. Draft joint comprehensive plan for city/ county; satisfy DCA requirements	2004	\$245,000	City/County staff + consultants	Completed: Original joint Comp Plan adopted June 2004. County adopted revision in 2005. City completed Partial Update in June 2009. City initiated 2012 major update separately from County in 2011.
3. Draft county/city preservation plan with implementation tools and seek CLG status	2007	\$50,000	County staff	County plan “In Progress”

Major Actions	Time Frame	Estimated Cost	Responsible Party	Comments
4. Draft county/city preservation plan with implementation tools and seek CLG status	2005-2013	\$50,000	City staff + consultant	Completed: City obtained CLG certification in May 2006. Completed: Surveying & documentation of over 2,000 historic resources completed between 2007 and 2011, for a total project cost of \$125,000. Postponed: Preservation Plan to be drafted upon completing 2030 Comprehensive Plan update.
5. Finish city parks plan. Continue work on county parks plan. Identify key natural and cultural resources and consider for acquisition.	2004-2005	NA	City/County staffs	Completed: City of Gainesville Vision 2014 Strategic Parks & Recreation Plan adopted in late 2004. Update in progress & to be completed in early 2012. City Parks/ Recreation continually identifying resources to improve, preserve, and/or to acquire.
6. Extend water/sewer to targeted development locations in comprehensive plan; avoid service in sensitive natural areas.	2004+	\$15 million	County and city	Ongoing: Gainesville Public Utilities works with Planning staff to determine Future Land Use for development in planning sanitary sewer lines. Seek financial assistance from Georgia Environmental Finance Authority.
7. Consider complementary fiscal impact assessment tools and impact fees in city and county.	2003	NA	County staff + consultant	County currently has impact fees.
	2004-2006	\$35,000	City staff + consultant	Completed: City adopted CIE & established Impact Fees program August 2006 for Police, Fire & Parks/Recreation.
8. Draft and adopt coordinated intergovernmental annexation policy. Use as countywide model.	2004-2005	NA	City/County staffs	Canceled: City and County defer to House Bill 709 regarding annexations.