



4. Implementation Program

A. Overview

The Implementation Program presented here addresses the core ingredients necessary for moving both public and private elements of the Master Plan forward. This implementation program includes policies, strategies, and projects designed to address the opportunities and challenges facing the community. The heart of this program is the 5-year program of projects which identifies costs, responsibilities and funding sources.

Successful implementation of the LCI program will ultimately pivot upon the ongoing interest and investment of community leaders and citizens in pushing the plan forward. In addition, the following elements are core themes that should weave throughout the implementation program, impacting regulatory changes, partnerships and funding mechanisms:

- *Lifelong Communities* – ensuring that design captures the needs of young, old, and everyone in-between by promoting multimodal access, diverse housing options, and desirable community spaces
- *Multimodal Transportation Investments* – the transportation agenda must include improvements for vehicle, pedestrian, and other ways of getting around
- *Green Communities Standards* – becoming greener: conserving water,

minimizing the urban heat island, reducing energy consumption through more efficient building design and land use choices, and pursuing new opportunities for energy production

- *Public Private Partnerships* – both public and private investments will be necessary to meet the needs of the study area; an air of collaboration should be maintained

Key Implementation Steps

The following steps should be considered in implementing the vision of the Updated LCI plan:

- The LCI Update plan should be adopted by the Gwinnett Place CID Board of Directors and the Gwinnett County Board of Commissioners as its “roadmap” for redevelopment of the study area and core of the CID.
- The Gwinnett Place CID should use the LCI plan to promote the vision for the area and build a framework of success as small incremental steps in its implementation are achieved. This is the model used by the Midtown Alliance in the promotion of Blueprint Midtown and it created a sense of momentum and inevitability around the plan which was critical in getting many property owners and developers with interest in the area to follow its key concepts and vision. When new investment or



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development occurred in Midtown the Midtown Alliance would claim it as being “in the Blueprint” or “according to the Blueprint”--this was important in creating a sense in the community of buy-in and commitment to the broader vision. It also made it harder for the next project to deviate from the plan.

- The Gwinnett Place CID in cooperation with the Gwinnett Chamber of Commerce should create a non-profit development entity under its leadership to direct the CID’s efforts to implement the LCI plan. The CID should hire an experienced redevelopment professional to manage the implementation process on behalf of the CID.
- The CID should consider providing “seed funding” for the implementation effort of the LCI plan. This could include funds for administration, consulting and special studies needed to advance the plan implementation, as well as matching funding for key amenities and infrastructure of the plan.
- The CID should provide a major financial commitment for the creation of the proposed Great Lawn and seek a substantial commitment from Gwinnett County for the remainder of the funding needed to create this keystone public amenity in the plan, based on a commitment of the property owners to contribute the land needed for the park.
- The CID needs to undertake the detailed planning necessary to locate and detail the cost and timeline for

the implementation of the Great Lawn and related public improvements. Success in getting this critical pieces of public infrastructure in place and underway will prove to property owners and developers that the plan is being implemented and the development pattern that has characterized the study area is going to change.

- The CID, Gwinnett Chamber of Commerce, and Gwinnett County should work with willing property owners to identify key catalyst sites for redevelopment and solicit development interest in the redevelopment of the sites through an RFP process with the property owners’ involvement. The commitment of TAD funding by the County for the creation of key infrastructure to support the redevelopment should be pre-determined for these sites.
- The County and CID should implement an Opportunity Zone for the study area as a key incentive to encourage redevelopment and job creation. Efforts are currently underway to achieve this objective in 2012.
- The County needs to adopt the proposed zoning changes which will encourage the flexible set of land policies which can support the creation of the mixed use vision for the study area.
- As part of the LCI funding process, the County should seek funding from ARC for a catalytic infrastructure project that would help initiate the



implementation of the core area plan.

B. General Strategies

i. Land Use

Many factors influence the ultimate success of a regional mixed use center as envisioned in this LCI study. These factors include a strong jobs-housing balance, availability of multi-modal transportation options, convenient access to recreational and supportive shopping opportunities, and most importantly a sense of community and place. These factors have both physical and social components that are most easily promoted through the implementation of good urban design; design which starts with sound land use policies and eventually trickles down to the design elements of individual building sites.

As described in the Baseline Conditions Report, in unincorporated Gwinnett County, land use policy is established by the Unified Plan, and within that Plan the Future Development Map (FDM) provides a framework for where policies are applied. Both Gwinnett Place and Gwinnett Center are designated as Regional Mixed-Use, areas that ultimately as described in the Plan will resemble high density districts of major metropolitan cities such Atlanta's Atlantic Station. Though this designation is in keeping with LCI vision, as drawn on the FDM these areas are too large to properly promote transit, bicycle or pedestrian travel. Several Atlantic Stations could be built within the area designated as Regional Mixed-Use on the FDM, an aspiration that is not realistic given real estate market realities.

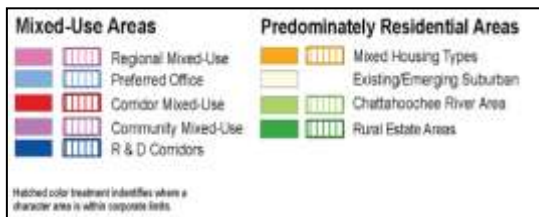
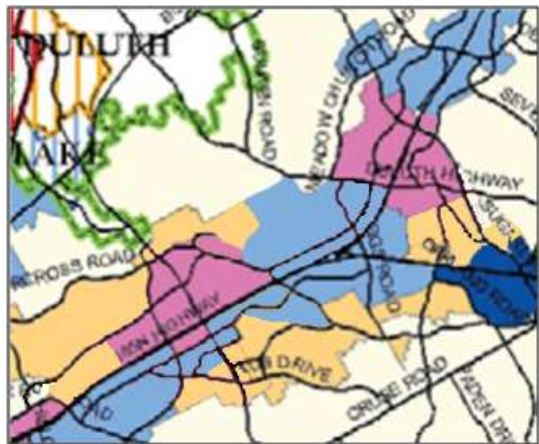
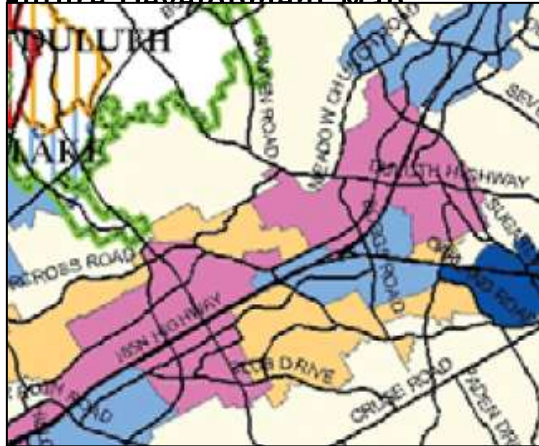
At its most active, Gwinnett Place was a regional commercial center that stretched throughout the area designated as Regional mixed-use on the FDM. However, as other competing regional malls were built within the county, and as the Great Recession has shrunk the overall demand for commercial space, much of that area has converted from regional commercial focus to local community focus with the construction of such community level services such as grocery stores, car-washes, day-cares, or simply gone vacant. Aside from the core area around the Mall, most of Gwinnett Place is now serving the housing and office communities around it.

To better reflect this market reality, and to better promote the development of a tight more urbanize activity center that can later serve as a catalyst for future growth, it is recommended that the area shown as Regional Mixed-use on the FDM be constrained to the Core areas around the Gwinnett Place Mall and Gwinnett Center. **Figure 4.1** illustrates these recommended changes to FDM. The map on top shows how the map is currently drawn, and map on bottom shows the recommended changes.

In time, the Regional Mixed-Use designation might be enlarged again, but keeping it as it is currently drawn promotes a spread out development pattern that will be difficult for transit to support, fail to be walkable, and potentially draw reinvestment dollars away from the core area which will only delay the revitalization of the area.



Figure 4.1. Recommended Changes to the Gwinnett County Future Development Map



ii. Regulatory

Summary of Proposed Urban Center Form-Based (UCFB) Overlay District

Gwinnett County’s draft Unified Development Ordinance (UDO) proposes the addition of a new Urban Center Form-Based Overlay District (UCFB), which would apply to all parcels of land and rights-of-way within the district boundaries of the Gwinnett Place CID Redevelopment District (as well as Gwinnett Village CID Redevelopment District).

As currently drafted, there are four tiers of the district:

- Tier 1: Transitional Zone.
- Tier 2: Neighborhood Center.
- Tier 3: Town Center.
- Tier 4: Regional Center.

The primary purposes of these proposed tiers are to (1) control allowance of multi-family housing and (2) permit different building heights, number of stories, dwelling units per acre, and floor area ratio (FAR) for each tier based on the tier’s intended purpose and desired character. These tiers, along with the overall district boundaries, are to be clearly defined in a map to be adopted at the same time as the UDO. It is recommended that the boundaries of these UCFB match those of the Regional Mixed-Use area on the FDM. **Figure 4.2** illustrates what this map might look like for the area around Gwinnett Place.

Figure 4.2. Recommended UCFB Tier Map for the Gwinnett Place Area



A broad overview of the UCFB district is provided below. The advantage of the UCFB district is that it allows greater flexibility than the current regulations, while at the same time promoting a unifying theme that will help brand the area and encourage further investment. The UCFB also fits within the catalyst site strategy outlined in this study, by not favoring just one redevelopment site but rather the entire focus area, giving ample opportunity for private investment. Because the UCFB is a complex district, persons desiring more details or clarification on the elements discussed below should see the full draft overlay district text, available from the Gwinnett County Planning and Development Department.

Purpose & Intent - As written in draft text:

1. To encourage efficient land use and redevelopment plans forming a live-work play environment that offers

employees and residents the opportunity to fulfill their daily activities with minimal use of single-occupant automobiles.

2. To allow and encourage development densities and land use intensities that will allow for making productive use of alternative transportation modes such as bus transit, rail transit, ridesharing, bicycling, and walking.
3. To encourage the revitalization of underused commercial and residential areas into pedestrian-oriented developments that provide a complementary mix of uses, including a variety of residential options, within convenient walking distance.
4. To encourage the formation of a well designed, pedestrian-friendly activity center with high-density commercial and residential development that increases choices for safe living environments for the citizens of Gwinnett County.
5. To allow flexibility in development standards in order to encourage the design of innovative development projects that set high standards for landscaping, greenspace, urban design, and public amenities.
6. To promote a distinct, unified theme that will reinforce the branding process and improve the market attractiveness of the area for investments by the private and public sectors.
7. To provide for the appropriate incentives to encourage redevelopment consistent with the Gwinnett County 2030 Unified Plan.



8. To provide for connectivity of streets and sidewalks for improved vehicular and pedestrian circulation and reduce the dependence on automobile uses by increasing the ease of movement and opportunities for alternative modes of travel.
9. To encourage design that improves public safety and security.

Review Process - Developments pursued in this district require the development of a Concept Plan and Concept Plan approval via an Administrative Review Permit, which would be provided by the Director of Planning and Development.

Mixed Use Development - Both vertical and horizontal mixed use development is permitted (along with several other uses as identified in the Table of Permitted and Special Uses). The draft district provisions require the mixing of two or more types of use, with each type of use constituting 20% or more of the gross floor area of the development. Incentives for certain types of mixed use development are provided, as described under property development standards (see below).

Property Development Standards – Some of the unique property development standards included in the draft UCFB district include the following:

- *Open space* – Projects must include open space as 20% of net project acreage.
- *Property transitions* – Height transitions are required for developments that abut the boundary of the district where the

abutting property is single-family residential.

- *Maximum height & density* – Maximum height is 3 stories and maximum density is 0.4 Floor Area Ratio (FAR) and 4 dwellings per acre. Increases in maximum height and density may be provided if certain bonuses are pursued (as summarized below).
- *Development bonuses* – Developments that provide certain site amenities or public improvement may be eligible for a FAR bonus or gross floor area (GFA) bonus. Such properties will be required to obtain a Certificate of Density Bonus Allocation from the Gwinnett County Department of Planning and Development.
 - Amenities eligible for FAR bonuses:
 - Increased common area,
 - Common area consisting of natural, undisturbed area
 - Mixed use development with specific levels of multi-family housing
 - Mixed development with specific quantity of office space
 - Mixed-use development greater than 25 acres, or mixed- use development greater than 10 acres that combines at least 3 properties, each of which formerly contained 1 acre or more under separate ownership.



- Transit passenger shelter and related access areas
- Sustainable development (Leadership in Energy and Environmental Design [LEED] certification or meeting standards of ASHRAE Standard 189.1)
- Public improvements eligible for gross floor area (GFA) bonus:
 - Connectivity improvements
 - Multi-use path
 - Regional stormwater management facility
 - Dedication of site approved by Gwinnett County for use as a public park, public safety, or public school facility
- *Connectivity* – Developments are required to provide maximum connections possible (for autos, pedestrians, bicycles, and public transportation) to allow access to off-site and on-site attractions
- *Parking management* – Provisions allow for meeting required parking via a combination of shared and off-street parking. Off street parking can be met off-site, as long as parking spaces are provided within a 700 foot radius of a building entrance of the development.
- *Public art displays* – A developer or builder who receives a permit for new construction, expansion, or addition of more than 100,000 sq. ft. and provides within the development a permanent public art display may be entitled to a credit of 10,000 sq. ft. towards common area otherwise

required. The art must be valued at or above \$50,000 as verified by the Gwinnett Arts Council.

- *Conformity with architectural & design standards* – The applicant for a building permit in the UCFB district is required to prepare and submit preliminary architectural plans and elevations of all buildings for review by the Director. The plans and elevations will be compared with relevant County architectural standards and design guidelines.

Summary of Activity Center/Corridor Overlay District – Proposed Changes

The existing Activity Center/Corridor Overlay District applies to the Civic Center area (secondary tier of the study area) as depicted in the County’s Civic Center Overlay District Map. Slight variations to this district are being proposed as a part of the new UDO. Some notable variations include the following:

- *Pedestrian amenity pads* - Required locations for 2-foot by 8-foot concrete pads for future pedestrian amenities (benches, planters, trash containers, etc.) are clarified.
- *Lighting poles/fixtures* - The required pole type for all light fixtures is now smooth black. Previously, fluted black poles were required along rights-of-way and pedestrian amenity pads in the Civic Center area.
- *Large building setbacks* - Setback requirements for large buildings are clarified.



“For developments exceeding 7,500 square feet, primary building facades and entrances shall be located no more than 70 feet from the public rights of way and shall be oriented toward the street and shall provide a sidewalk connecting the front entrance to a continuous sidewalk placed parallel to the street.”

- *Design standards & guidelines* - Architectural design standards were moved from the district text and updated and included in the new Gwinnett County Architectural Design Standards and UDO Design Guidelines.

iii. Organizational

Achieving the vision laid out in the concept plan will require continued support and buy-in from the area’s leadership and community members. The implementation of the development vision for the core of study area in the Gwinnett Place LCI Plan Update should be based on the creation of a cooperative public private partnership between six key participants if it is to be successful in achieving the redevelopment vision created for the area. In addition to the six key participants, there are other important groups that should be engaged and given a voice in the implementation process, either directly or indirectly. These groups are discussed after the primary groups as well as some additional processes that can help develop a sense of community ownership of the area.

Six Key Participants

The six key participants are:

1. The Gwinnett Place CID

2. Gwinnett County Government
3. Property Owners
4. Developers
5. Businesses
6. Gwinnett Chamber of Commerce/Partnership Gwinnett

The Gwinnett Place CID

Having an existing entity in the form of the Gwinnett Place CID focused on the future economic health and well-being of the study area is a major institutional advantage in implementing the Updated LCI plan. Every successful redevelopment effort has a champion which coordinates its implementation and can bring focus and resources to the many details that need to be accomplished to convert a large redevelopment plan into reality. Logic would dictate that as a first step the Board of the Gwinnett Place CID needs to embrace the LCI Update core area recommendations and commit to provide the leadership, administrative support and leverage its funding sources to implement the plan over the next decade.

Gwinnett County Government

The County has a tremendous amount to gain from the successful implementation of the LCI Update recommendations for the study area. The proposed plan would result in a major economic stimulus to the area and reverse the decline in property values that have occurred over the past several years as the area continues to transition from its former role as a suburban retail center into a major mixed use retail and commercial center.

The County Board of Commissioners should also adopt the Updated LCI plan as the



“blueprint” for future development in the core study area.

- The County’s role should be to provide the infrastructure needed to support the study area’s transformation and implement a series of land use policies which will encourage the creation of the vision articulated in the LCI update.
- The County, in addition to major capital investments already made in this area, should be involved in “seed” funding for the public improvements needed to trigger the initial round of revitalization in the area. In particular, its financial support to create the new Great Lawn in the plan would be a key catalyst to beginning the broader redevelopment of the area.
- Assistance with the provision of streets and road improvements, including new bridges and streetscape improvements, would also be a major role for the County in this process.
- In addition, the County should play a central role in using the existing TAD district and proposed Opportunity Zone for the area as key incentives to trigger the type of redevelopment called for in the LCI plan.

Property Owners

The existing property owners play an essential role in the implementation of the vision for the core study area. For the implementation plan to succeed, all of the property owners will have to either embrace the need to redevelop their current property in-line with the vision for the area or in time

be willing to sell their property to developers interested in implementing the concept for the area.

Property owners may also have to consider dedicating a portion of their land for open space and infrastructure to achieve the higher density development and likely greater returns that will occur on the remaining property. Why would they be willing to do this? The net economic gain from locating on a major public amenity like the park would more than off-set the lost value of the land they dedicate to create the public improvement. The highest property values in New York City are the properties which front onto Central Park, the city’s chief green amenity. Closer to home, Piedmont Park and Centennial Park in Atlanta provide valuable examples of the power of public gathering spaces/ greenspace to boost the value of surrounding properties. While dedication of the property for the greenspace would be desirable, it is not essential to the implementation of the proposed plan. The greatest potential beneficiary of the implementation of this key amenity would be Gwinnett Place Mall, and either its present or future owners will need to enthusiastically commit to this vision for the area if it is going to be implemented.

Developers

Implementing the vision for the study area will depend on a new development model for the area. This will require developers and investors who understand mixed use development, recognize that the transition of the area towards the vision for the area will be a gradual process and are willing to work as part of a broader public private



partnership to put the green space and other amenities in place that will become the framework for the private development to follow. In the aftermath of the Great Recession, it will likely require involvement by developers with a track record of implementing complex mixed use development and who are well capitalized to obtain the needed funding commitments.

Businesses

The future success of the study area in implementing the vision in the LCI plan will require not only investment in the real estate but significant investment in the businesses that will populate the retail centers and office space created in the plan. There is clearly a strong entrepreneurial spirit in the area as evidenced by the continued investment being made in new businesses, often by international investors, who are new to the Gwinnett Place market but believe in its future potential as a unique commercial area. Vigorously tapping into these resources will be vital to the success of the study area in the future.

Gwinnett Chamber of Commerce/ Partnership Gwinnett

As the leaders of economic development activities in the County, the Chamber and its lead economic development entity, Partnership Gwinnett will have a key role in the success of the LCI plan. The study area currently has a large concentration of office space that is experiencing a period of high vacancy and declining appeal. The proposed plan looks to re-invigorate the office sector in the study area by creating a more appealing mixed use/24-hour environment that will appeal to a labor market increasingly dominated by the Millennial

generation as they enter the workforce in large numbers.

Partnership Gwinnett will need to play a key role in tandem with the brokerage and office development sectors in re-invigorating the importance of the core area as a highly desirable office location for Gwinnett's future job base. Gwinnett County is increasingly recognized as having one of the best economic development programs in the nation, and this should be a major asset in implementing the Updated LCI plan.

Other Important Stakeholders

In addition to these six primary participants, there are three key stakeholder groups that are critical to ensuring ongoing implementation support for the study area redevelopment vision: international groups, residents, and visitors.

Cultural Groups

Cultural groups have played an increasingly important role in the Gwinnett Place area over the last several years. This involvement has enriched the area, and in many ways, differentiated the area from other parts of the study area. Continuing to ensure that these groups are actively involved in the key activities of the area will help maximize collaboration and a coordinated approach to the future.

During the study process, community members identified the need to exhibit a proactive approach to reach out to and attract other cultural groups to the area. Many of the area's businesses, property owners, and leaders represent a cultural group, and these people are often already actively engaged as one of the six key



participants recognized previously; however, additional strategies should be pursued to pique the interest and engagement of diverse cultural groups.

Some existing cultural groups in the study area include:

- Korean-American Chamber of Commerce of Georgia
- Metro Atlanta Korean American Chamber of Commerce
- Korean American Association of Greater Atlanta
- Latin American Chamber of Commerce of Georgia
- Organization of Chinese Americans (OCA)- GA Chapter
- The Center for Pan Asian Community Services
- Vietnamese-American Community of GA
- Religious institutions

Residents

As an emerging mixed use center, the Primary Tier of the study area will continue to evolve as a home for renters and home owners alike. Within this context, it is important that all community members have the opportunity to be involved and engaged in community affairs. Currently, business interests have a lead voice in community affairs. While some residential developments have a neighborhood association, there is no overarching vehicle for individuals to become involved in the activities and events occurring in the area. As the area evolves into a vibrant mixed use center, as envisioned in the concept plan, it is important that residents of all backgrounds have a vehicle for voicing

concerns, sharing experiences, and pursuing new opportunities.

Visitors

The vision of the area is to become a regional destination. As such, the area must be attractive to and pull in visitors that are not already residents or workers in the area. Success of future redevelopment projects will require the support of existing residents and other area stakeholders but also the support of visitors. It is important that visitors develop and maintain a positive image and impression of the area either by their own experiences, second hand accounts, or other communications methods.

Organizational Changes, Resources, & Processes

The following additional organizational changes, resources, and processes will be valuable to maintaining and growing support for the study area vision from key implementation participants and important stakeholders.

1. *Ensure transparent development processes* – As discussed earlier in subsections B.i. and B.ii., certain land use and zoning policies will need to be put into place to make the vision for the area possible. It is important that the vetting and adoption process for these new policies is transparent and provides information to both the key and important participants.
2. *Divide LCI study area into two parts* – The Gwinnett LCI study area as currently drawn is very large, consisting of two tiers. This 10-year update



focuses on the Primary Tier- the area surrounding Gwinnett Place Mall and inclusive of the Gwinnett Place CID area. The Secondary Tier includes the area surrounding the Gwinnett Civic Center and Chamber of Commerce building.

As described in the beginning of Chapter 3, it is recommended that in order to successfully implement this plan, the existing study area be split into two according to the boundaries of the two tiers. As such, each study area would apply for ARC implementation funding separately. The two studies areas would be more manageable if organized in this way. If the study area is split in half, it is important that collaboration between the two areas continue, as the areas are linked both economically and strategically in the center of Gwinnett County.

3. *Creation of a non-profit development corporation* - As discussed in greater detail Section 4.B, the Gwinnett Place CID should consider creating a non-profit development entity under its leadership to direct the CID's efforts to implement the LCI plan. The purpose of this entity would be to lead the complex task of redeveloping the study area over the next decade.

4. *Support development of a neighborhood association* –The study area could benefit from the formation of an overarching neighborhood association, particularly as more housing is being constructed in the area. The formulation of the neighborhood

association would require a grassroots movement, stemming from the interest of local residents. It should be open to all residents of the study area. It would provide an important, new opportunity for residents to become more engaged in the area and gain a sense ownership for the area's future. Existing civic and religious groups in the area could play a role in forming such organization.

5. *Establish community meeting spaces* – The Concept Plan for the Primary Tier of the study area has identified several new large public spaces. The addition of accessible community meeting space would help make community building easier. Meeting space could be paired with development of park space, a

Neighborhoods and community resources within the Study Area



senior center, or like-minded public investments in the area. In time, both indoor and outdoor meeting space will be created. A major outdoor gathering space or amphitheater can serve as a community gathering space and a central gem of the Gwinnett Place area.

6. *Position the area as a unique place within the region*

i. *Area festivals & special events* – Festivals and special events can help foster a sense of community, generate revenue for community needs and programs, and help market the area to the region. Currently, McDaniel Farm Park or parking lots at the mall could host such events. In the future, the proposed public green would be an excellent location for such events. Area festivals and special events could help draw attention to the area's interesting cultural ties and also position the area as a unique place within the greater region. The Gwinnett Convention and Visitors Bureau should take an initial lead in these activities, and as neighborhood groups take on a larger role in the area, as previously discussed, they could take over or become partners in leading such activities.

ii. *Family activities* – During the LCI study process, participants repeatedly voiced the need for additional family friendly activities. Family friendly activities can be attractive to residents and visitors alike, and can also help bring together groups from diverse cultural

backgrounds. Appearance of additional family activities will help fuel excitement about the area as people see the vision of the area being actualized.

7. *Continue to communicate area's successes* – As new developments and public investments are planned for the area, it is important the residents are informed of these changes.

Additionally, other people in the metro Atlanta area need to be informed about new resources, activities and opportunities in the study area that they could visit or participate in.

The Gwinnett Place CID currently does a great job of working with local media outlets to help gain coverage of major goings-on. These communications efforts, along with those of public information efforts by

Scheduling of family oriented activities will help develop a sense of community





Gwinnett County, the Gwinnett Chamber, and the Gwinnett Convention and Visitors Bureau should be continued. Strategic communication of major steps towards achievement of the community vision will be especially important.

C. Financing Strategy – A True Public-Private Partnership

Implementing the vision for the Gwinnett Place LCI area presents both great opportunity and special challenges. The Great opportunity stems from the fact that the study area is already established as the commercial core of Gwinnett County and is its logical business, commercial and potentially ceremonial center. The image of the area in the minds of many County residents is dominated by the presence and condition of the Gwinnett Place Mall. The vision for the area is for a more mixed use commercial core which is less focused on retailing and creates a more vibrant live, work and play environment.

Another important challenge facing Gwinnett Place LCI is that unlike Atlantic Station, it is not under common ownership which allows for quick and consistent action towards a future vision. The Gwinnett Place LCI Study area contains several major land holders along with dozens of individual property owners, each with their own business and investment objectives, capital resources and commitment to the area. This situation is much more analogous to the Perimeter Center area of Dunwoody, where there are several major land owners and many other interests who have found a way to work together towards an evolving vision for this area. Initially the concept for Perimeter Center was as a major regional retail destination, anchored by the Perimeter Mall, and numerous major office developments. Today it has evolved into a much more diverse “Edge City” with a vibrant mix of housing, services, retail, office and hospitality uses. The creation of new



pedestrian friendly environments and having residents reside in the area is making Perimeter Center a more vibrant urban district. The Perimeter Place CID is playing a key catalytic role in this transformation with the strong support and involvement of the major property owners; this provides a useful model for Gwinnett Place CID to consider in the implementation of the LCI plan.

Financing the Public Private Partnership

Implementing the plan for the LCI study area will require an effective melding of a variety of financing sources from both the public and private sector. The basic approach is to use public funding to provide the infrastructure and amenity framework to attract and support the much greater amount of private capital, both in the form of debt and equity that will be needed to fund the commercial and residential redevelopment. A shorthand way of thinking of the financing approach is that the public sector's role is to help with the horizontal infrastructure and amenities like the greenspace and pedestrian improvements and the private sector will finance the new vertical development built around it.

There are five key funding sources which should be combined to help finance the public portion of the public private partnership to achieve the LCI Update plan:

- **Gwinnett Place Tax Allocation District**—Perhaps the most useful financial tool to support redevelopment in Georgia is the creation of the Tax Allocation District

(TAD) to fund key public infrastructure. Having TAD funding to finance the environmental clean-up and creation of the parking superstructure that supports the development at Atlantic Station was funded with TAD. Fortunately, Gwinnett County's leadership and the leadership of the Gwinnett Place CID were forward thinking and in 2009 to create a TAD district which includes the core of the LCI study area. This incentive can be used to create the public infrastructure in terms of greenspace, streetscapes, and other public amenities and can be used to defray some or all of the cost of creating parking decks that will be required to achieve the densities required to make redevelopment economically feasible. This is a major financial incentive to achieve the vision for the LCI area. We estimate the TAD potential for just the initial phase of blocks identified in the catalyst plan could be \$56 million from new development.

- **Proposed Gwinnett Place Opportunity Zone**—The creation of an Opportunity Zone allows employers who create two or more jobs to receive a \$3,500 tax credit on their Georgia taxes for five years. This incentive is widely used in the state to attract new employment and will be a major asset to the redevelopment effort in reinforcing the role of the study area as a major employment center. The County and CID are currently working on creating an Opportunity Zone for the area and



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will be seeking the required approval from the Department of Community Affairs in 2012.

- **Gwinnett Place CID**—Another key financing tool that is already in place in the study area is the Gwinnett Place CID. The creation of the Community Improvement District, or CID, for the area provides not only a key administrative structure for implementation of the redevelopment plan but generates approximately \$1 million annually from the additional 5 mills charged to commercial property owners in the CID. While the amount of funding that can be dedicated to implementation of the plan is limited due to a broad range of existing programmatic commitments, however, other CID's such as Perimeter and Midtown have shown how effectively seed and matching funding from the CID can be used to create key public amenities and support redevelopment initiatives. For example, the CID's streetscape efforts can be targeted to support the redevelopment of specific blocks or areas within the larger study area.
- **Gwinnett County Special Purpose Local Option Sales Tax**—A critical financial tool to support redevelopment in the study area is the commitment of SPLOST funding for transportation improvements in support of the redevelopment plan. Gwinnett approved its current SPLOST in 2009 so at the time of reauthorization in 2014 there will be an opportunity to request SPLOST

funding for key transportation investments that would support the overall redevelopment effort. This could include the realignment of the existing street grid, intersection improvements, or other transportation infrastructure needed for the area. The CID should work closely with the County to qualify projects for future funding from the next round of SPLOST.

- **Gwinnett County Park Funding**—The critical amenity in the proposed redevelopment plan for the core area is the creation of the Great Lawn or Common and the unifying public amenity that can change the current auto-dependent character of the area into a mixed use district. A similar public space has become the signature public amenity in the creation of Reston Town Center in Reston Virginia, and the LCI plan proposes a similar amenity for the core area. Funding by Gwinnett County will likely be essential to getting this critical amenity designed and in place as the catalytic public improvement that can trigger redevelopment in the area. The County is the only logical funding source for this amenity, with the potential that it could be repaid for its initial cost in the future as TAD increment in generated in the area. While a detailed plan and cost for the Central Park needs to be developed, a budget of \$10 to \$15 million for 5 to 7 acre park, net of dedicated land cost, should be sufficient to create something of quality which could be

enhanced through later upgrades as the redevelopment around it occurs.

Having a plan which links together the five sources of public funding into an overall public-private financing strategy will add significant credibility to the efforts to implement the LCI plan. And, combined with the needed commitment and focus from the CID and its development entity to manage the day to day redevelopment tasks, will go a long way to seeing the vision created for the core area of the CID become a reality

McDaniel Farm Park, located within study area not far from Gwinnett Place mall



D. Action Plan

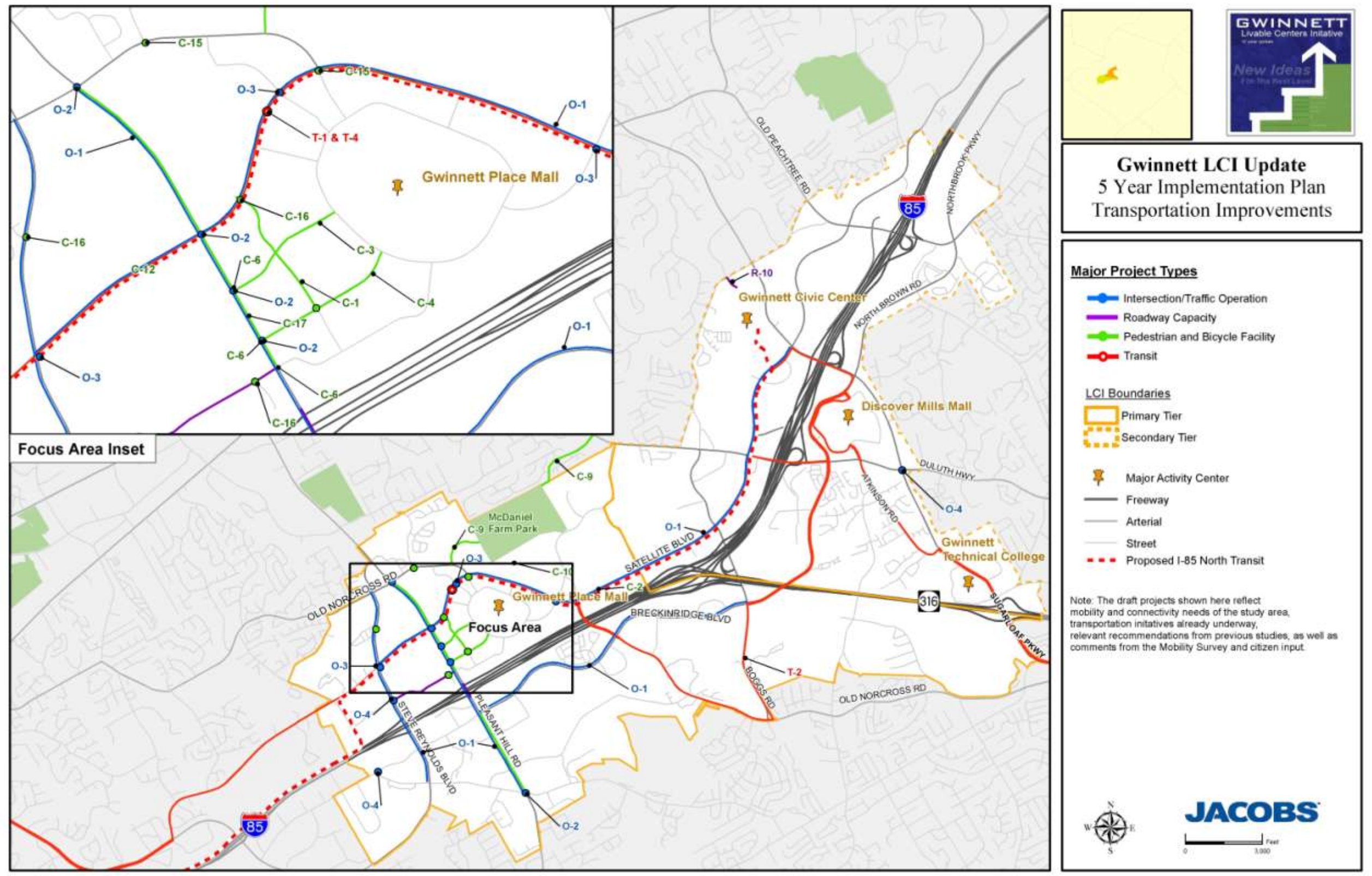
The following tables summarize the transportation, housing and other initiatives identified to implement the Master Plan. The tables include costs, program years, funding sources and responsibilities for short term projects, or those projects recommended for implementation over the next 5 years. Public and stakeholder input was sought in order to prioritize the transportation recommendations. The short term projects were generally those that received the strongest community support or where determined to be essential in jump starting the overall implementation program. **Figure 4.3** illustrates the location of the short range transportation projects

The remaining projects have been categorized into medium (5-10 years) and long range (beyond 10 years) based on the level of community support, the engineering feasibility and costs. If provided, cost estimates for medium and long range projects are gross estimates in 2012 dollars, and so will likely vary at time of construction, if implemented. A map of the location of these projects was presented in Chapter 3, **Figure 3-4** on page 3-7.



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Figure 4.3 Five Year Transportation Improvements





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Table 4.1. Short-Term Transportation Projects (2012-2017).

ID	Name	Project Type	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Contingency Costs	Total Project Costs	Project Sponsor	Funding Source	Local Source	Match Amount
R-7	Pleasant Hill Interchange Improvement	Interchange Improvement	Implement Diverging Diamond Interchange (DDI) in the short-term (Construction in 2012) with the potential to upgrade to Single Point Urban Interchange (SPUI) in the long-term	2011	\$430,780	2011	\$3,046,000	2012	\$4,297,000	N/A	\$7,773,780	County/ CID	Local	CID/ Current SPLOST (2009-2014)	\$7,773,780
R-8	Venture Drive Improvements	Realignment/Widening	Widen Venture Drive to 4 lanes and realign to tie in at intersection of Gwinnett Place and Pleasant Hill Road. (Project Concept Report has been completed)	2012	\$420,483	2014-2018	\$4,203,705	2022-2032	\$4,420,492	\$577,320	\$9,622,000	County/ CID	LCI	CID/ Future County SPLOST (2015-2020)	\$884,098
R-10	New Entrance Road to Gwinnett Center on Meadow Church Road	New Road	See below.	2015	\$337,000	2016-2018	\$1,092,000	2019-2020	\$3,366,000	\$411,000	\$5,206,000	County	TIP (2012-2017)	CID/ Future County SPLOST (2015-2020)	\$673,200
<p>R-10 Project Description: Construct a two-lane roadway that would provide additional access/new entrance road to Gwinnett Center on Meadow Church Road via Premier Parkway extension. Further analysis will be needed in coordination with Gwinnett Center management will be required to discuss traffic control, security and/or access management concerns related to large event parking and ingress and egress</p>															
O-1	ITS/ATMS on Major Thoroughfares	ITS/ATMS	See below	2013-2015	\$198,900	N/A	\$0	2016-2018	\$1,790,100	\$119,340	\$1,989,000	County/ CID	TIP (2012-2017)	CID/ Future County SPLOST (2015-2020)	\$358,020
<p>O-1 Project Description: Implement ITS/ATMS measures such as adaptive traffic control system on major thoroughfares:</p> <ul style="list-style-type: none"> - Pleasant Hill Road from Old Norcross Road to Club Drive - Satellite Boulevard from Steve Reynolds Roads to Sugarloaf Parkway - Steve Reynolds Boulevard from Old Norcross Road to Club Drive - Shackleford Road/ Breckenridge Boulevard from Steve Reynolds to Old Norcross Road 															
O-2	Pleasant Hill Road Intersection Improvements/Traffic Study	Traffic Study	See Below	2013	\$40,000	N/A	\$0	N/A	\$0	N/A	\$40,000	CID	Local	CID	\$40,000
<p>O-2 Project Description: Traffic study to maintain existing vehicular movement while enhancing pedestrian/bicycle environment along Pleasant Hill Road from Club Drive to Old Norcross Road. The study would involve detailed traffic flow analysis at the major intersections and recommend operational improvements to alleviate excessive delay and queuing. Critical intersections along Pleasant Hill Road include:</p> <ul style="list-style-type: none"> - Club Drive (potential need for a free flow right turn lane from Club Drive eastbound onto Pleasant Hill Road southbound) - Mall Boulevard - Satellite Boulevard - Old Norcross Road 															



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ID	Name	Project Type	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Contingency Costs	Total Project Costs	Project Sponsor	Funding Source	Local Source	Match Amount
O-3	Satellite Road Intersection Improvements/Traffic Study	Traffic Study	See below.	2014	\$24,000	N/A	\$0	N/A	\$0	N/A	\$24,000	CID	Local	CID	\$24,000
<p>O-3 Project Description: Traffic study to improve vehicular movement while preserving pedestrian/bicycle environment along Satellite Boulevard from Steve Reynolds Boulevard to Old Norcross Road. The study would involve detailed traffic flow analysis at the major intersections and recommend operational improvements to alleviate excessive delay and queuing. Critical intersections along Satellite Boulevard include:</p> <ul style="list-style-type: none"> - Steve Reynolds Boulevard (potential need for double left turn lanes on eastbound Satellite Boulevard) - Gwinnett Plantation Way (potential need for exclusive turn lanes to improve bus ingress/egress at the transit center) - Commerce Avenue (potential need for a free flowing right turn lane on eastbound Commerce Avenue and extend left turn lane on westbound Commerce Avenue) 															
O-4	Other Study Area Intersection Improvements/Traffic Study	Traffic Study	See below	2015	\$24,000	N/A	\$0	N/A	\$0	N/A	\$24,000	CID	Local	CID	\$24,000
<p>O-4 Project Description: Detailed traffic study to improve operations and safety at the following critical intersections</p> <ul style="list-style-type: none"> - Shackleford Road and Club Drive** - Duluth Highway and Sugarloaf Parkway (potential need for double left turn lanes eastbound and westbound Duluth Highway) - Steve Reynolds Boulevard and Venture Drive (need for exclusive right turn lane on westbound Venture Drive, double left turn lanes on southbound Steve Reynolds Boulevard and extend right turn lane on northbound Steve Reynolds Boulevard) 															
C-1	Market Street Bike/Pedestrian Improvements	Complete Streets	Implement 'Complete Streets' principle with sidewalks and bike lanes on Market Street from Venture Drive to Satellite Boulevard.	2013-2014	\$83,000	2015-2018	\$930,000	2019-2020	\$834,000	\$118,000	\$1,965,000	County/ CID	TE	CID/ Future SPLOST (2015-2020)	\$393,000
C-3	Mall Boulevard Bike/Pedestrian Improvements	Complete Streets	Implement 'Complete Streets' principle with sidewalks and bike lanes on Mall Boulevard from Pleasant Hill Road to Ring Road.	2013-2014	\$78,000	2015-2018	\$870,000	2019-2020	\$782,000	\$111,000	\$1,841,000	County/ CID	TE	CID/ Future SPLOST (2015-2020)	\$368,200
C-4	Gwinnett Place Drive Bike/Pedestrian Improvements	Complete Streets	Implement 'Complete Streets' principle with sidewalks and bike lanes on Gwinnett Place Drive from Pleasant Hill Road to Ring Road.	2013-2014	\$89,000	2015-2018	\$990,000	2019-2020	\$886,000	\$126,000	\$2,091,000	County/ CID	TE	CID/ Future SPLOST (2015-2020)	\$418,200
C-6	Pedestrian Crossings on Pleasant Hill Road	Pedestrian Crossing	See below.	2012	\$0	N/A	\$0	2012	\$15,000	\$0	\$15,000	County/ CID	Local	CID/ Future SPLOST (2015-2020)	\$15,000



ID	Name	Project Type	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Contingency Costs	Total Project Costs	Project Sponsor	Funding Source	Local Source	Match Amount
<p>C-6 Project Description: Improve pedestrian crossings on Pleasant Hill Road at the following intersections by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes.</p> <ul style="list-style-type: none"> - Gwinnett Place Drive - Mall Boulevard - Venture Drive - Club Drive - Breckinridge Blvd/ Shackleford Road 															
C-9	Multi-use Path on McDaniel Road	Multi-use Path	Construct 10 feet multi-use path along McDaniel Road to connect to McDaniel Farm Park from: - Old Norcross Road (South side of the park) - Duluth Highway (North side of the park)	2016	\$11,000	2017-2018	\$1,176,000	2019-2020	\$109,000	\$11,000	\$1,307,000	County/ CID	TIP (2012-2017)	CID/ Future SPLOST (2015-2020)	\$21,800
C-11	Streetscapes on Pleasant Hill Road	Streetscape	See below	2015-2016	\$210,069	2017	\$0	2018	\$2,100,686	\$147,495	\$2,458,250	County/ CID	TE	CID/ Future SPLOST (2015-2020)	\$420,137
<p>C-11 Project Description: Improve pedestrian environment along Pleasant Hill Road from Old Norcross Road to Satellite Boulevard (Ph 3) by constructing new sidewalks and new streetscape elements including adequate lighting, benches, trash receptacles and brick pavers, where appropriate. Install adequate lighting on Pleasant Hill Road from Club Drive to Breckinridge Boulevard. (Ph 2 do not include lighting element) (Extension of current Gwinnett Place CID streetscape project using TE funds: Ph 1 - Satellite Boulevard to Venture Parkway; Ph 2 - Club Drive to Breckinridge Boulevard)</p>															
C-12	Streetscapes on Satellite Boulevard	Streetscape	See below.	2016-2017	\$36,935	2018	\$0	2019	\$369,352	\$25,933	\$432,220	County/ CID	TE	CID/ Future SPLOST (2015-2020)	\$73,870
<p>C-12 Project Description: Improve pedestrian safety and environment along Satellite Boulevard from Steve Reynolds Boulevard to Pleasant Hill Road (Ph 3) by constructing new sidewalks and new streetscape elements including adequate lighting, benches, trash receptacles and brick pavers, where appropriate. (Extension of current Gwinnett Place CID streetscape project using TE funds: Ph 1 - Gwinnett Transit Center to Tandy Key Lane; Ph 2 - Pleasant Hill Road to Gwinnett Transit Center)</p>															
C-15	Pedestrian Crossings on Old Norcross Road	Pedestrian Crossing	Improve pedestrian crossings on Old Norcross Road at the following intersections by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes. - Satellite Boulevard - Davenport Road	2012	\$0	N/A	\$0	2012	\$15,000	\$0	\$15,000	County/ CID	Local	CID/ Future SPLOST (2015-2020)	\$15,000
C-16	Other Pedestrian Crossings in the Study Area	Pedestrian Crossing	See below.	2012	\$0	N/A	\$0	2012	\$9,000	\$0	\$9,000	County/ CID	Local	CID/ Future SPLOST (2015-2020)	\$9,000



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ID	Name	Project Type	Description	Engineering Year	Engineering Costs	ROW Year	ROW Costs	Construction Year	Construction Costs	Contingency Costs	Total Project Costs	Project Sponsor	Funding Source	Local Source	Match Amount
<p>C-16 Description: Improve pedestrian crossings on the following intersections by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes.</p> <ul style="list-style-type: none"> - Steve Reynolds Boulevard and Chesden Drive - Satellite Blvd and Market Street - Venture Drive and Day Drive - Gwinnett Place Drive and Market Street 															
C-19	Sidewalk Improvements in the Study Area	Pedestrian Facility	See below.	2011	\$50,418	N/A	N/A	2012-2013	\$504,182	\$35,400	\$590,000	County/ CID	Local	CID/ Current SPLOST (2009-2014)	\$100,836
<p>C-19 Description:</p> <ul style="list-style-type: none"> • Sweetwater Road (approximately 710 feet to tie in with existing sidewalk near Pleasant Hill Road); • Kroger Boulevard (approximately 1,100 feet to tie in with existing sidewalk on Pleasant Hill Road to Center view Drive); • Steve Reynolds Boulevard (approximately 115 feet gap to tie in with existing sidewalk); • Old Norcross Road (approximately 2,530 feet from Pleasant Hill Road to Satellite Boulevard); • Venture Drive (approximately 2,630 feet from Pleasant Hill Road to Steve Reynolds Boulevard); • Pineland Road (approximately 875 feet from Shackelford Road to Crestwood Parkway). 															
T-1	GCT Gwinnett Place Mall Transit Center Upgrade	Existing Service Improvement	Upgrade existing transit center design with improved passenger amenities that include an enclosed waiting area with benches, trash receptacles, bike facilities, vending machines, and transit information display monitors.	2015-2016	\$34,182	N/A	\$0	2016-2018	\$341,818	\$24,000	\$400,000	County/ CID	TIP	CID/ Future SPLOST (2015-2020)	\$68,364
T-2	Improve Existing GCT Service	Existing Service Improvement	See Below	2013	\$0	N/A	\$0	2013	\$0	\$0	\$4 million annual operation & maintenance costs	County	FTA - 5307, 5316/5317		
<p>T-2 Project Description: Improve service characteristics of GTC Routes 10 and 40 to better serve the major activity centers in the study area:</p> <ul style="list-style-type: none"> - Increase frequencies of Route 40 from 30 min peak and 60 min off-peak service to 15 min peak and 30 min off-peak service - Increase frequencies of Route 10 from 15 min peak and 30 min off-peak service to 10 min peak and 20 min off-peak service 															

Table 4.2. Medium (2017–2023) and Long (Beyond 2023) Range Transportation Projects

ID	Name	Project Type	Description	Proposed Implementation	Total Project Costs (2012 Dollars)
R-4	Steve Reynolds Boulevard - Pleasant Hill Road Inter-access Improvement	New Road	Upgrade existing inter-parcel access road to meet current roadway standards with proper pavement markings and curb and gutter.	Medium	\$1,539,000
R-11	Merchants Way/Davenport Road Upgrade and Realignment	New Road	Upgrade the existing inter-parcel access road/Merchants Way to meet current roadway standards and realign with Davenport Road at Old Norcross Road intersection.	Medium	\$10,453,000
R-2	Enhance Grid Network West side of Pleasant Hill	New Road	Enhance Grid Network West side of Pleasant Hill by constructing the following new roads: - A: Mall Boulevard Extension - B: Day Drive Extension - C: Venture Drive - Satellite Boulevard Connector (East) - D: Venture Drive - Satellite Boulevard Connector (West) - E: New B - C Connector	Long (Should be considered as part of the redevelopment efforts in the focus area)	\$32,013,000
R-3	Enhance Grid Network East side of Pleasant Hill	New Road	Enhance Grid Network East side of Pleasant Hill by constructing the following new roads: - A: Realignment of Gwinnett Plantation Way - B: Market Street Extension - C: Pleasant Hill Road - Merchants Way Connector	Long (Should be considered as part of the redevelopment efforts in the focus area)	\$17,194,000
R-5	Mall Boulevard - Gwinnett Place Drive Connector	New Road	New 2 lane connector road with sidewalks from Mall Boulevard to Gwinnett Place	Long (Should be considered as part of the redevelopment efforts in the focus area)	\$5,780,000
R-6	Satellite Boulevard - Ring Road Connector	New Road	New 2 lane connector road with sidewalks from Satellite Boulevard to Ring Road	Long (Should be considered as part of the redevelopment efforts in the focus area)	\$3,134,000
R-1	Ring Road - Breckenridge Boulevard Connector	New Road	New 4-lane 'Complete Street' from Ring Road to Breckenridge Boulevard including a new bridge over I-85	Long	\$20,963,000
R-9	West Liddell Road - Club Drive Connector	New Road	New 4-lane 'Complete Street' from Venture Drive to Shackelford Road including an overpass at I-85 (Final project list under Transportation Investment Act 2010 - TIA-GW-070)	Long	\$39,300,000
R-10	New Entrance Road to Gwinnett Center on Meadow Church Road**	New Road	Construct a two-lane roadway that would provide additional access/new entrance road to Gwinnett Center on Meadow Church Road via Premier Parkway extension. Further analysis will be needed in coordination with Gwinnett Center management will be required to discuss traffic control, security and/or access management concerns related to large event parking and ingress and egress	Long	\$4,795,000



ID	Name	Project Type	Description	Proposed Implementation	Total Project Costs (2012 Dollars)
C-5	Ring Road Bike/Pedestrian Improvements	Complete Streets	Implement 'Complete Streets' principle with sidewalks and bike lanes on Ring Road.	Long	\$7,799,000
C-7	Pedestrian Crossings along Ring Road	Pedestrian Crossing	Improve pedestrian safety along Ring Road at the following intersections by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes. (No pedestrian crossings are present on Ring Road) <ul style="list-style-type: none"> - Commerce Avenue - Venture Parkway - Gwinnett Place Drive - Mall Boulevard - Merchants Way - Old Norcross Road - Tandy Key Lane 	Medium	\$63,000
C-8	Pedestrian Crossings on Sugarloaf Parkway	Pedestrian Crossing	Improve existing pedestrian crossings on Sugarloaf Parkway at the following intersections by providing refuge islands if feasible, enhanced signage, textured crosswalks and streetscapes: (Pedestrian crossings are present at all approaches) <ul style="list-style-type: none"> - North Brown Road - Satellite Boulevard 	Medium	NA
C-10	Multi-use Path on Tandy Key Lane Extension	Multi-use Path	Construct 10 feet multi-use path on Tandy Key Lane Road from Ring Road and connects to McDaniel Farm Park.	Medium	\$1,238,000
C-13	Streetscapes Steve Reynolds Boulevards	Streetscape	Improve pedestrian environment along Steve Reynolds Boulevard from Club Drive to Old Norcross Road by constructing new sidewalks and new streetscape elements such as including adequate lighting, benches, trash receptacles and brick pavers, where appropriate.	Medium	\$1,284,250
C-14	Streetscapes on Old Norcross Road	Streetscape	Improve pedestrian safety and environment along Old Norcross Road from Satellite Boulevard to Pleasant Hill Road by constructing new sidewalks and new streetscape elements including adequate lighting, benches, trash receptacles and brick pavers, where appropriate.	Medium	\$518,500
C-18	Streetscapes on Club Drive	Streetscape	Improve pedestrian safety and environment along Club Drive from Steve Reynolds Boulevard to Pleasant Hill Road by constructing new sidewalks and new streetscape elements including adequate lighting, benches, trash receptacles and brick pavers, where appropriate.	Medium	NA
C-17	Pedestrian Bridge on Pleasant Hill Road	Pedestrian Crossing	Implement a pedestrian bridge over Pleasant Hill Road as part of the greenway extension from Gwinnett Place Mall west to the proposed park on Steve Reynolds Boulevard. The overpass would be designed with long and gradual sloping ramps on both sides for easy access. Features of the overpass include a multi-use path for pedestrians and bicyclists with amenities such as adequate lighting, greenspace, signage, etc.	Long (Should be considered as part of the redevelopment efforts in the focus area)	\$1,296,000



ID	Name	Project Type	Description	Proposed Implementation	Total Project Costs (2012 Dollars)
T-3	Gwinnett Place Circulator	New Service	<ul style="list-style-type: none"> - A new localized circulator service that would operate in a loop around the mall and serve the heavily developed offices and mixed used developments around venture Drive and Pleasant Hill. This service could be provided by small shuttles at high frequencies. - New bus service to downtown Duluth. - New bus service route from the mall to serve the office and distribution uses along Breckinridge and multifamily housing on Sweetwater Rd. (Potential use of new bridge over I-85) - All proposed circulators would tie into the future fixed guideway system. - Construct bus stops with amenities such as sidewalk access, covered shelters and crosswalks near bus stops throughout the study area. 	Long	NA
T-4	I-85 North Corridor Transit Stations	New Transit Center	<p>Following locations are recommended for potential station areas as part of the I-85 North Transit Initiative:</p> <ul style="list-style-type: none"> - Gwinnett Place Mall (take advantage of existing GCT bus hub on Satellite Boulevard and Gwinnett Plantation Way) - Vicinity of Pleasant Hill Road and Satellite Boulevard - Vicinity of Liddell Road and Satellite Boulevard - Vicinity of Duluth Highway and Satellite Boulevard - Vicinity of Sugarloaf Parkway/Discover Mills Mall 	Long	NA



Table 4.3. Housing Projects/Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Support development of a neighborhood association.	Staff time	2013-2015	Residents, Gwinnett County	Not Applicable
Adopt new Urban Center Form Based Overlay District to support mixed use development with a housing component.	Already funded	2012	Gwinnett County	County
Work with ARC to seek out funding and to help design, implement and market the Gwinnett Place area has a Lifelong Community.	Staff Time	Ongoing	County, ARC, GPCID	NA
Work with private developers to incorporate green community standards in all building construction within the study area.	Staff Time	ongoing	County	NA
Pursue Low Income Housing Tax Credits (LIHTC) for Senior Housing	Staff Time	ongoing/TBD based on development timeline	County	NA

Table 4.4. Other Local Projects and Initiatives

Description/Action	Cost	Year	Responsible Party	Funding Source
Support development of a neighborhood association.	Staff time	2013-2015	Residents, Gwinnett County	Not Applicable
Adopt new Urban Center Form Based Overlay District to support mixed use development with a housing component.	Already funded	2012	Gwinnett County	County
Work with ARC to seek out funding and to help design, implement and market the Gwinnett Place area has a Lifelong Community.	Staff Time	Ongoing	County, ARC, GPCID	NA
Work with private developers to incorporate green community standards in all building construction within the study area.	Staff Time	ongoing	County	NA
Pursue Low Income Housing Tax Credits (LIHTC) for Senior Housing	Staff Time	ongoing/TBD based on development timeline	County	NA
Implement an opportunity zone for the area.	Already funded	2012	Gwinnett Place CID, Gwinnett County	CID
Adopt new Urban Center Form Based Overlay District.	Already funded	2012	Gwinnett County	County
Modify boundaries of regional mixed-use areas on FDM to include only the Core areas around the Gwinnett Place Mall and Gwinnett Center.	Staff time	2012-2013	Gwinnett County	Not Applicable
Seek implementation funding from ARC for a catalytic infrastructure project.	Staff time	2013-2016	Gwinnett Place CID	Not Applicable
Build or establish indoor public meeting space for community events, meetings, and other use.		TBD	Gwinnett County	Future County SPLOST (2015-2020), grants
Initiate new area festivals and events.		ongoing	Gwinnett Convention & Visitors Bureau	
Work with media outlets to gain coverage of advancements towards plan implementation.	Staff time	ongoing	Gwinnett County, Gwinnett Chamber, Gwinnett Convention & Visitors	Not Applicable
Implement Phase IV of Gwinnett Place Signage and Way-finding Master Plan (includes 1 primary gateway sign, 3 secondary gateway signs, 7 vehicular directional signs, 25 replacement banners, and 13 street signs)	\$171, 800	2013-2014	GPCID, Gwinnett County	GPCID, County, ARC



Implement remaining phases of Gwinnett Place Signage and Way-finding Master Plan (includes 6 secondary gateway sign, 25 vehicular directional signs, and 2 street signs)	\$144,600	2014-2015	GPCID, Gwinnett County	GPCID, County, ARC
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