

GWINNETT LIVABLE CENTERS INITIATIVE

10 -year Update

New Ideas
For The Next Level

Gwinnett LCI Update Report
May 9, 2012



JACOBS®





Gwinnett LCI 10-year Update

May 9, 2012

Prepared for:



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JACOBS™



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Acknowledgements

The Gwinnett Livable Centers Initiative Study 10-year Update is the result of a collaborative effort by a variety of public and private partners. The hard work of these individuals and those community members that participated in public meetings and the Mobility Survey are applauded for their contributions to planning for the successful future of the Gwinnett LCI area.

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Executive Summary

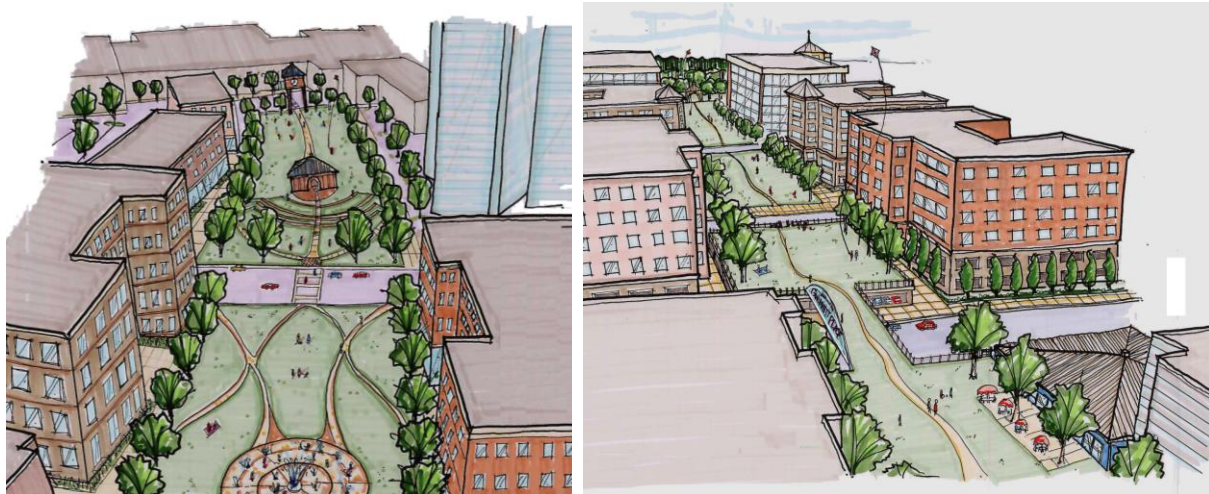
This 10-year update builds on the recommendations of the initial Gwinnett LCI Study (2001) by laying out a plan for achieving new ideas for the future development of the Gwinnett Place area, Gwinnett Center, and the areas in between. Unlike the original study that focused on the then emerging Gwinnett Center/ Sugarloaf Area, this update focuses on the redevelopment opportunities around the Gwinnett Place mall area.

An **extensive public outreach effort**, summarized within, guided the preparation of this plan. It included press releases, a project website, an online survey, a two-day public workshop, an open house, an advisory team that met multiple times throughout the process and one-on-one interviews with local leaders and developers.

The Vision

Once a thriving regional commercial center, **Gwinnett Place is now posed to transform into a mixed-use activity center** that will serve as a gateway to greater Gwinnett County. Doing nothing or maintaining the status quo will likely lead to failure, because it places the area at a competitive disadvantage. Gwinnett Place must evolve and remake itself if it is to be competitive again in the marketplace. The continued success of adjoining activity centers, including the Gwinnett Center area and Discover Mills, will also be essential to securing the overall study area as thriving nucleus of Gwinnett County.

Conceptual Vision for a Great Lawn and Surrounding Mixed-use Center





Key Study Recommendations

To achieve this vision, the study recommends the implementation of new economic development strategies, the revision of local land use policies and regulations, new transportation investments, as well as other public investments aimed at changing the current suburban development pattern.

Central to this implementation strategy is the creation of what has been called the **Great Lawn**, a signature gathering place that can provide an outdoor venue for public gatherings, art, entertainment, and recreation. This would be a central green space or public park that will span both sides of Pleasant Hill Road, and promote sustainable development while providing a much needed pedestrian friendly environment in the heart of the community.

Another key element of plan's implementation strategy is its **transportation recommendations**, which strongly stress the need for more multi-modal transportation facilities. Providing greater transit options in particular are critical to the plan's success, as well as additional roadways and bridges to provide

greater connectivity and mobility. Pedestrian elements that improve walkability are also part of this plan with recommendations for streetscapes and the conversion of auto-orientated streets to complete streets that accommodate all forms of transportation.

The Critical Path Forward

This LCI study is only the first step in a long journey to transform the area. There will be many details that need to be worked out, including determining costs, identifying and securing funding sources, and negotiating easements and maintenance responsibilities. One of the recommendations of this study is the **creation of a CID led implementation committee** made up of CID staff, area property owners, Gwinnett County, and area Chambers of Commerce.

The **recommendations of this study are market driven**, and should be included or referenced in future development approvals, ordinance changes, and zoning updates. These recommendations are currently being closely coordinated with on-going work by Gwinnett County Planning & Development Department to update its current zoning regulations and create a Unified Development Ordinance.

Successful implementation of this plan will require a **true public-private partnership**. Critical aspects of the plan are proposed to be built on private property and this will require the support and consent of property owners. It will take a high level of cooperation and engagement between all parties, both public and private, to see the vision described in this plan become a reality.

Study area transportation improvements will be critical to success.





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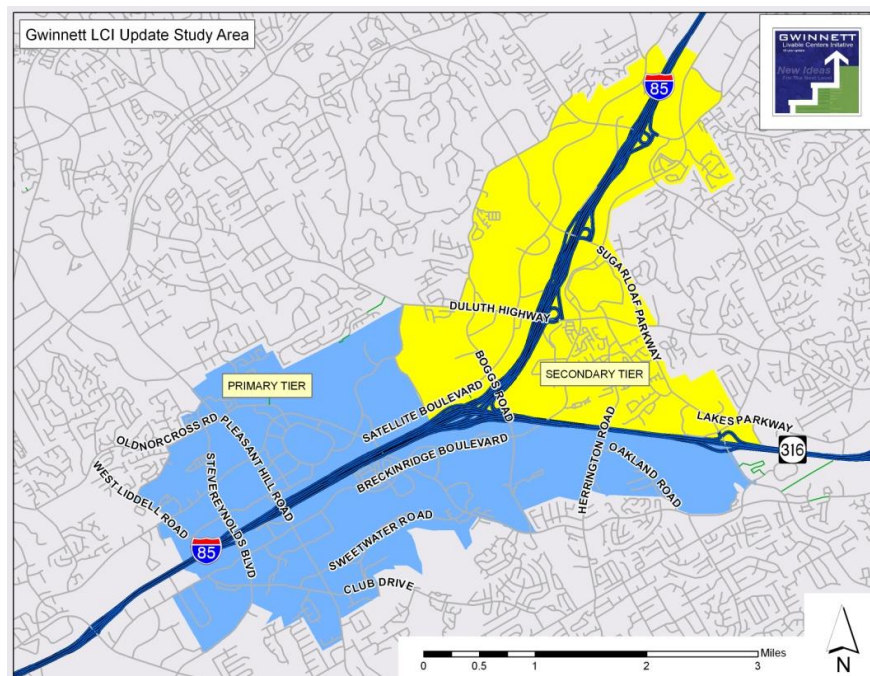
1. Introduction

Through its Livable Centers Initiative (LCI) Program, the Atlanta Regional Commission (ARC) in partnership with the region's local cities and counties, strives to help the region's major activity centers, town centers, and primary corridors become more well-rounded places – places where adults and children will want to gather to live, work and play well into the future. The LCI program seeks to help communities plan for and design places that are healthier all around – providing a robust jobs environment, safe and efficient transportation routes, and land uses that promote the diverse needs of a well-balanced place.

The innovative program is now in its second iteration in many communities, as is the case in the Gwinnett LCI area.

This 10-year update study builds on the initial Gwinnett LCI Study (2001) by laying out a pathway and plan for achieving **new ideas for the next level in the Gwinnett Place area**. The study focuses on the area around Gwinnett Place mall (Primary Tier, see blue area in **Figure 1.1**) but also includes the major landmarks of Discover Mills, Gwinnett Center, Gwinnett Technical College, and McDaniel Farm Park. Major roadways in the study area include I-85, SR 316, Pleasant Hill Road, SR 120, and Satellite Boulevard. The original LCI study focused on what is now called Secondary

Figure 1.1. Gwinnett LCI 10-Year Update Study Area.





Tier, or the yellow area in **Figure 1.1**.

The Gwinnett Livable Centers Initiative 10-Year Update (Gwinnett LCI Update) is a joint initiative of the Gwinnett Place Community Improvement District (Gwinnett Place CID), Gwinnett County (County), and the ARC. The Study reflects the input of public and private partners and other community members that participated in the study process via various input opportunities.

A. Study Process

The Gwinnett LCI Update study process was designed with four primary objectives in mind:

1. **To build** upon original findings and recommendations contained in the original 2000 LCI Study
2. **To form** a unified vision for the Gwinnett LCI study area

3. **To establish** an implementation plan that is attractive to area stakeholders, potential public and private investors, and the region.
4. **To meet** the ARC's goals and objectives for LCI studies

The project occurred over a ten month period beginning in 2011 and ending in the spring of 2012. The overall steps of the study process are captured in the project schedule (Figure 1.2).

Key steps in the study process included the following:

1. Public Involvement
2. Analysis of Baseline Conditions (develop study, see Appendix A)
3. Development of a Conceptual Development Plan
4. Formalization of Implementation Plan & Final Report

Figure 1.2. Project Schedule.

| Task | 2011 | | | | | 2012 | | | | |
|---------------------------------------|------|-----|-----|-----|-----|------|-----|-----|-----|-----|
| | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May |
| 1 Public Involvement | | | | | | | | | | |
| A-Community Design Workshop | | | x | | | | | | | |
| B-Open House | | | | | | x | | | | |
| C-Study Management Team Mtgs | x | x | x | x | x | x | x | | | |
| D-Core Team Meetings | x | x | x | | x | | | | | |
| 2 Develop Study | | | | | | | | | | |
| 3 Update Concept Plan | | | | | | | | | | |
| 4 Prepare Implementation Plan | | | | | | | | | | |
| 5 Prepare Project Deliverables | | | | | | | | | | |
| A- Baseline Report | | x | | | | | | | | |
| B- Concept Plan | | | | x | | | | | | |
| C- Draft Summary Report | | | | | | | | x | | |
| D- Final Summary Report | | | | | | | | | | x |

B. Report Structure

This Final Report, other than eventual implementation, is the primary product of the Gwinnett LCI Update. The report is divided into four chapters:

Chapter 1 - Introduction

Provides basic information about the study process, key findings, desired outcomes, and guiding values

Chapter 2 - Public Involvement Overview

Summarizes the key elements of the public outreach process, including the Core Team, public meetings, and other communications; this section is supported by information found in **Appendix B**.

Chapter 3 - Conceptual Master Plan

Provides a conceptual development plan for the study area, focusing on the primary tier of the study area as shown in **Figure 1.1**; includes comprehensive overview of vision for the area from land use, transportation, urban design, and market perspectives.

Chapter 4 - Implementation Program

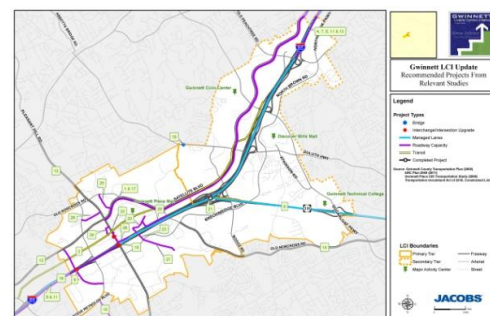
Lays out general, economic development, and funding strategies for achieving the vision for the study area; culminates with a short and long term action plan with specific projects listed for regional funding.



Group Discussion at the Community Workshop



Drawing from the Conceptual Master Plan



Map of Transportation Recommendations



C. Key Findings from Baseline Report

As shown in the project schedule, a separate Baseline Report was prepared about half way through the study process to help inform the preparation of the concept plan. The Baseline Report included a detailed analysis of each of the following:

- Existing Plan Assessment
- Real Estate Market
- Land Use
- Transportation
- Urban Design
- Review of Implementation Issues

Below are some of the key highlights from each of these sections of the Baseline Report. For more details on any of these facts please refer to the separate report.

Existing Plan Assessment

Since the completion of the original LCI in 2001, a lot has happened within the study area and a number of initiatives have been implemented that will continue to guide its growth in the coming years. Many of these accomplishments are outlined in the 10-year Action Plan Review, a copy of which can be found in **Appendix A**.

Reflective of overall trends in the economy, the number of development permits issued annually in the study area declined significantly from active levels in 2001, with steady overall decline from 2005 to 2010. Most of the new construction built during this period was in the form of apartments, townhouses, and office buildings.

Known as the Gwinnett Civic and Cultural Center in the original LCI report, the Gwinnett Center changed its name in 2003 with the construction of an 13,000 seat state of the art Arena, and a 21,600 square foot Grand Ballroom. A Master Plan for Gwinnett Center was completed in 2007. It envisions expanding the Convention Center to 125,000 square feet, constructing an on-site hotel, and adding parking decks. Three new driveway entrances are also contemplated.



Gwinnett Center is a major asset to the area.

There have been a number major transportation projects completed within study area since 2001, including:

- I-85/ SR 316 interchange reconstruction
- I-85 HOV lanes
- ATMS projects on Pleasant Hill Road, Satellite Boulevard, and Old Norcross Road
- Several sidewalk and streetscape improvements
- Improvements to both local commuter bus service



In addition there are several major transportation projects currently in the planning stages, including:

- I-85/Pleasant Hill Road interchange improvements, converting the current design to a Diverging Diamond Interchange (DDI)
- Redesign of the Pleasant Hill Road/Gwinnett Place Drive/Venture Drive Intersection
- West Liddell Road/Club Drive Connector
- Streetscape and landscape improvements in the Gwinnett Place CID

Several planning studies have been completed or are currently underway that have helped to guide development and public investment in the area. Most of these studies were undertaken by Gwinnett County government, but in 2005, the Gwinnett Place CID was organized, which has provided a new champion for local initiatives in the study area. Just a sampling of these studies and initiatives includes:

- Gwinnett LCI 5-year Update
- Gwinnett 2030 Unified Plan
- Gwinnett County Comprehensive Transportation Plan (CTP)
- Gwinnett County Open Space and Greenway Master Plan
- Gwinnett County Zoning Ordinance Amendments
- The Gwinnett Place Area Redevelopment Plan
- CID-RAD Ordinance
- Gwinnett Place Tax Allocation District
- Gwinnett Place Transportation Study

- Gwinnett Place Parking Management Study
- Various I-85 transit feasibility studies.

The recommendations and findings of these studies helped inform this update.

Real Estate Market Analysis

The analysis found that the area's population has grown and diversified significantly since 1990. Roughly one in ten Gwinnett residents currently lives in the LCI study area. The area is also marked by a lower median household income and a relatively high concentration of multi-family housing compared to the rest of Gwinnett.

Additionally, the area continues to exhibit a robust commercial real estate market and serve as a major employment center. The LCI study area contains the largest concentration of employment in Gwinnett County. It is home to 3,399 firms employing over 50,000 people.

Population

- The study area's population in 2010 was 81,348, up from 27,615 in 1990. If the study area were incorporated, it would be the 9th largest city in Georgia, between Roswell and Albany.
- Population in the area is projected to continue to increase at a steady 2.2% over the next five years, still exceeding county-wide, region-wide and State-wide growth. The study area population is projected to grow to 103,000 by 2020.
- Gwinnett County, in general, and the LCI study area in particular, have seen a remarkable shift in racial and



ethnic composition over the past ten years. In 2000, whites accounted for 55% of the study area's population. By 2010, non-whites accounted for the majority of residents in the study area (65%), with 29% African-Americans, 18% Asians, and 18% other racial groups. Hispanics and Latinos currently make up 31% of the population.

Housing and Income

- Multi-family housing accounts for 44% of all units in the study area, significantly higher than the 20% county-wide.
- Household incomes in the study area tend to be lower than county and regional averages, with a median household income of \$53,084 compared to \$64,304 for Gwinnett County and \$60,647 for the metro region.



Housing in the study area

Residential Real Estate

- New home sales volumes and prices have declined significantly in Gwinnett County due to the lingering effects of the Great Recession and other factors. Median home prices peaked in 2007, at \$196,000, and have since declined to \$137,000, a decrease of 30% in three years.
- The LCI study area's apartments are a substantial component of the housing inventory. The study area contains 13,994 multi-family housing units, most in structures of 5 or more units.

Commercial Real Estate

- The study area is a super-regional retail center with over 10 million SF of retail space, with 7.7 million SF in the Gwinnett Place area and 2.5 million SF in the Sugarloaf area.
- The study area has 24 shopping centers of 50,000 SF or more, representing a total of 4.8 million SF.
- The study area contains a major concentration of industrial development with 15.7 million SF of industrial space, divided evenly between the two tiers.
- There is approximately 7 million SF of space in the study area in 182 buildings.

Land Use

Commercial/retail uses occupy the largest percentage of land within the study area, at around 17%. In all, the employment based uses, such as industrial and office, occupy over 40% of the total study area. Less than 10% of the study area is undeveloped.

Zoning

Zoning primarily supports commercial and industrial activity (70% of total study area). Multi-family residential zoning accounts for most land area that is not zoned for commercial or industrial use. Some zoning changes have occurred since the 2001 LCI Study.

- A Civic Center Overlay District now regulates aesthetics and some transportation elements of the area around the Civic Center.
- A new High-Rise Residential (HRR) District was adopted and some limited areas (10.5 acres) within Tier 1 of the study area were rezoned for this use.

Development Opportunities Map

The study team identified a range of development opportunities, extending from excellent opportunities to static parcels, by considering a variety of factors, including parcel size, ownership, vacancy rates, and undeveloped parcels. The resulting map shows select number of excellent current opportunities throughout the study area and a notable number of good opportunities. The map speaks to the area's overall need for redevelopment.

Key Land Use Findings

A key land use finding is that the location and design of future density will be critical to the success of transit-oriented development (TOD). Additionally, an audit of the area's suitability as an ARC "lifelong community" finds that there are a few senior living facilities in the study area – identifying the need to improve in this area moving forward.



Commercial/retail uses occupy the largest percentage of land within the study area.



Transportation

Almost 500,000 motorists pass through the study area on a typical weekday. This includes 230,000 vehicles a day using I-85, converging with another 85,000 vehicles per day passing along GA 316. Major arterials with interchanges in the study area include Steve Reynolds Boulevard with about 45,000 vehicles per day, Pleasant Hill Road with about 53,000 vehicles per day, Duluth Highway with 34,000 vehicles per day and Sugarloaf Parkway with about 40,000 vehicles per day.

Transit

Existing transit service within the study area includes three circulatory local bus routes and four express commuter routes that originate at study area park-and-ride lots. The local routes are operated by Gwinnett County Transit (GCT) and connect Gwinnett Place and Discover Mills Malls with greater Gwinnett County, the GCT Transit Center, and the MARTA heavy rail system at Doraville Station.

The area is moving forward in planning for potentially significant future transit investments in the area. In conjunction with the Gwinnett Village CID, Gwinnett Place CID completed the I-85 Corridor Light Rail Transit Feasibility Study in 2010. Additionally, an Alternative Analysis (AA) is currently being conducted as the first step in the Federal project development process to be eligible for New Starts funding, which provides funds for construction of new fixed guideway transit systems or extensions to existing transit systems.

Pedestrian Mobility

Although the 2001 LCI Implementation Plan placed significant emphasis on pedestrian mobility in the study area, a limited number of improvements have been made to the pedestrian network due to limited availability of implementation funding.

Recent and Planned Projects

A number of relevant transportation projects have been completed since the Gwinnett Place LCI Study in 2001 including incorporation of Intelligent Transportation System/ Advanced Transportation Management System along major routes, reconstruction of the I-85 and SR 316 Interchange, and managed lanes along I-85, including the recent conversion from High Occupancy Vehicle (HOV) lanes to High Occupancy Toll (HOT) lanes. Additionally, several study area transportation projects have been recognized in ARC's PLAN 2040 Regional Transportation Plan (RTP) or are already programmed in ARC's Transportation Improvement Program (TIP).



Gwinnett County Transit has made notable improvements since the original study.

Urban Design

The character of the study area is dominated by auto-dependency with large distances between functionally related uses, making walkability difficult for the average person. Buildings in the study area are typically setback far away from the street and do not create a relationship with the streetscape – further encouraging auto-use for even short trips. A supplementary Baseline Conditions Map highlights design features within the Primary Tier of the study area that influence its overall functionality. These features include major thoroughfares (including I-85 and GA 316) that divide the area, extensive parking lots, low one-story buildings, and limited greenspace and civic uses.



Although there is no unified architectural character or design theme within the study area, the Gwinnett Place Community Improvement District (CID) has located banners and wayfinding signage in the right of way that have begun the branding process at strategically located gateways.

The Gwinnett Place CID has also provided landscape improvements to prominent gateways to I-85 and has implemented several streetscape improvement projects on Pleasant Hill and Old Norcross Roads. These attractive streetscape elements are a promising start to beautifying the study area and providing the framework for a cohesive, unified design theme.

Some desirable design improvements identified in the baseline analysis include improved bus stop locations, bicycle lanes, and ongoing streetscape improvements in the likeness of those initiated by the Gwinnett Place CID. Although the Gwinnett Place CID has made much progress in implementing signage and wayfinding elements for the area, there is also a very limited amount of pedestrian-oriented signage.



The Gwinnett Place emblem has helped brand the area.



Review of Implementation Issues

The 10-year study update has the benefit of gaining intelligence from those successes achieved and challenges faced in the past ten years. Successes included the construction of the Gwinnett Center, development of a transit hub and park-and-ride lot, and several amendments to the County's 1985 Zoning Ordinance that facilitate development of mixed use and high density development. The biggest challenge faced was that the 2001 LCI project list was out of scale with realistic funding potential.

The Baseline Report highlights four key reasons why the 10-Year Update should experience greater success than the original study:

1. The LCI Update changes the focus to the Gwinnett Place area, where the Gwinnett Place CID can provide strong leadership to pursue funding and support for LCI-type projects;
2. Gwinnett County has a new Unified Plan that stresses importance of multi-modal mixed use centers;
3. Recent transportation initiatives will increase traffic access to the study area; and
4. The Atlanta Region has expressed strong support for regional public transportation system in the I-85 corridor.

Potential barriers to implementation still exist; they include the following:

1. Physical challenges of the study area.
2. The extremely slow economy that began to decline in 2006 and has not shown signs of a strong recovery.

3. The virtual "build out" of the study area in a classically low-density suburban framework leads to several related implementation barriers.



A relatively new development within the study area

D. Desired Outcomes

The ARC, the Gwinnett Place CID, and Gwinnett County supported the development of the 10-year update to the Gwinnett LCI Study. In doing so, there were many desired outcomes in mind. First and foremost, the study should be considered an important step in implementing the Gwinnett County Unified Plan, which identified the area as a major Activity Center. Aside from this directive, the Gwinnett LCI Update has several intended outcomes:

- Refine vision for the study area
- Identify needed regulatory framework
- Promote ARC, Gwinnett County, and CID Goals
- Leverage ARC transportation funding
- Build public-private partnerships

Refine Vision for the Study Area

The Gwinnett LCI study area is as large as it is complex. The area is a major center in Gwinnett and is likely to continue as one should the right investments and community infrastructure be put in place. In order to do this, it was essential that the vision for the study area be clarified. This study provides the conceptual ideas and implementation actions that lay out a clear vision of how the area would most desirably move forward.

Identify Needed Regulatory Framework

As identified during the Community Design Workshop, in order for the Gwinnett LCI study area to move forward, development processes cannot carry on as they typically have in the past. Allowance of different

densities, mixes of uses, and incentives to promote desirable community development should be put into place. The process for redevelopment must be easier.

The timing of the Gwinnett LCI Update is perfect. It is being carried out at the same time that Gwinnett County is completing a re-write zoning and development regulations, which, when completed and adopted, will form the new the Unified Development Ordinance (UDO). The County intends to incorporate the regulatory recommendations of the Gwinnett LCI Update, as appropriate, into the new text of the UDO.

Promote ARC LCI Goals

The LCI program has several goals that ultimately lend themselves to developing a network of activity centers and corridors in the region that are multi-modal and accommodating to people of all ages and backgrounds. The recommendations of the study have been vetted against these goals and ultimately work to promote them. The following section clarifies those guiding values of the study recommendations that will help promote ARC LCI goals as implementation occurs.



Bus stop within the study area



Leverage ARC Transportation Funding

The awarding of the ARC Livable Centers Initiative (LCI) grant is the first step in a local/regional partnership that prioritizes LCI goals with the region's priority transportation projects. By completing and adopting the 10-year update, the County's multi-modal transportation projects will rise in importance from a regional perspective and become eligible for special ARC LCI implementation funding. This new pool of money will help expedite study area transportation project priorities.

Build Public Private Partnerships

A key desired outcome of the LCI 10-year update is to lay the foundation and a solid footing for growth of public private partnerships. The study shows the public's commitment to the area and clarifies those areas in which the community intends to invest. By doing so, a more certain development and redevelopment environment is formed. The Core Team's involvement in the study process (see Chapter 2 Public Involvement) is the first of many steps in developing the partnerships necessary to see the community's vision forward.

E. Guiding Values

The overarching values that are reflected throughout the Conceptual Development Plan and the Final Report recommendations demonstrate those characteristics that the Gwinnett LCI study area community and the region view as essential.

Catalyst-Driven Redevelopment

The primary tier of the study area contains a wealth of property that is aging with such characteristics as excess parking, lack of vegetation and trees, auto-centric, low-density, and limited features to accommodate pedestrians. This final report reflects the general belief that public and private catalyst projects will drive redevelopment in the area.



Eliminating excess parking and improving pedestrian facilities are important redevelopment goals.



International Linkages

The Gwinnett LCI study area reflects the crossroads of diverse cultures and nationalities. This awareness is captured in the Gwinnett County Unified Plan. Maintaining and strengthening this international presence and environment was a top priority voiced by participants in the LCI study. Study recommendations seek to embrace these international characteristics, and as implementation occurs, ideas and strategies that are accommodating and attractive to the international community and international investment should be given priority.

Green Communities

The ARC has established a Certified “Green Communities” Program for municipalities and counties, which aims to assist local governments in reducing their overall environmental impact. The ARC encourages incorporation of the principles of the program in its LCI studies. Because Gwinnett County has achieved ARC Green Community status (bronze category), the LCI study area has a leg up in achieving these green principles via its location within the County.

The transformation of the Gwinnett LCI area can be done in such a way that promotes the ideas behind the Green Communities program.



The Green Communities initiative areas include the following:

- Green Building
- Energy Efficiency
- Green Power
- Water Use Reduction and Efficiency
- Trees and Greenspace
- Transportation
- Recycling and Waste Reduction
- Land Use
- Education
- Innovation

Lifelong Communities

Similar to green communities, Lifelong Communities is a program embraced by the ARC. The goal is to begin redesigning our communities so that they are accommodating for individuals and families to live in throughout their lifetime.

The following are the key goals of the Lifelong Communities program:

- Promoting Housing and Transportation Options
- Encouraging Healthy Lifestyles
- Expanding Information and Access to Services

In addition to encouraging these principles at the local level, communities wishing to implement Lifelong Communities goals may be eligible for additional staff support at ARC to help encourage and implement related programs and ideas.





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2. Public Involvement Overview

One of the key strengths of the Gwinnett LCI study area is its diversity of cultures, businesses, and residents. Capturing the support and vision of this community and its leadership was a fundamental goal of the study team's approach to the 10-year update. The following are the key activities that led this input process:

- Stakeholder Core Team
- Community Design Workshops
- Open House
- Online Mobility Survey
- General Communications

This chapter provides an overview of these input activities, the associated communications avenues, and the big ideas that resulted from them.

Major Opportunities Identified

Refining the community's vision for the future of the study area was a critical element of the 10-year update. To reach this joint vision, various opportunities were gathered via the various input channels listed above. The major opportunities identified are listed below.

- Most of the Primary Tier of the study area is occupied by Gwinnett Place Mall and surrounding retail development, much of which is currently vacant. These older shopping centers offer a great opportunity for redevelopment.



Joint small group discussion about key redevelopment locations in the study area.



Conceptual idea from Day Two reflecting the desire for mixed-use development along a green public space.



- The introduction of premium transit into the area will offer an excellent opportunity for transit oriented development.
- The international character of the area offers market opportunities that other areas of the county do not possess. It gives the area a character that separates it from other activity centers in the county.
- The location advantages that led to Gwinnett Place Mall's development in the first place, including easy access to I-85, GA 316 and Pleasant Hill are still present and should lead to further investment.

A. Core Team

The Core Team is a group of 22 leaders and stakeholders identified by the project team as representative the area's diverse interests. The Core Team helped guide the study process and provided input into the study's recommendations. In this capacity, the Core Team took on an important leadership role, vetting the recommendations of the study against the practicalities of the context in which the study recommendations would need to take root and be successful.

Members of the Core Team were asked to attend four Core Team meetings during the study process and encouraged to participate in two public meetings. Additionally, the stakeholders were relied upon to help encourage other members of the community to participate in study activities and otherwise provide input.

Below are summaries of topics discussed and activities at the four Core Team Meetings.

Meeting #1 – August 2011

- Role of Core Team
- Discussion of upcoming Community Design Workshop
- Strengths, Weaknesses, Opportunities, & Threats Brainstorming

Meeting #2 – September 2011

- Baseline Conditions Presentation
- Discussion of Design Workshop, Keypad Voting Survey, and Mobility Survey

Meeting #3 – October 2011

- Review results of the Community Design Workshop
- Review Organizing elements of the Concept Plan
- Hands-On Demonstration – Preliminary ideas for the Conceptual Plan
- On-line Mobility Survey

Meeting #4 – December 2011

- Conceptual Plan Discussion
- Review of Implementation Plan

The leaders serving on the Core Team, along with the Gwinnett Place CID and Gwinnett County, are anticipated to continue their engagement in the future of the study area by serving as champions of the Final Concept Plan and Report Recommendations. A full list of Core Team members is provided in the acknowledgements at the beginning of this report.

B. Design Workshop

The Community Design Workshop provided a critical milestone in the public involvement process by helping establish an **overall vision for the Gwinnett LCI Study Area**. This section provides a concise summary of findings from the Two-Day Community Workshop. Copies of the Agendas for both meetings are provided to the right. The key activities and findings derived from each day of activities are provided in **the Appendix**. A summary of key findings is provided on the next page.

AGENDA - DAY 1

| | |
|----------------|--|
| 5:00 pm | Orient Yourself! |
| 5:20 pm | Welcome & Overview of Two-day Design Workshop |
| 5:35 pm | Group Introductions |
| 5:50 pm | Project Goals & Baseline Conditions Presentation |
| 6:20 pm | BREAK/SNACKS |
| 6:30 pm | Polling Activity – Priorities & Preferences |
| 7:00 pm | Small Group Discussions |
| 7:40 pm | Regroup & Next Day Activities |
| 8:00 pm | Adjourn |



Summary presentation of Baseline Conditions during Day 1 of the Community Workshop.

AGENDA - DAY 2

| | |
|----------------|--|
| 5:00 pm | Orientation |
| 5:10 pm | Welcome & Today's Agenda |
| 5:15 pm | Review of Day 1 Findings |
| 5:25 pm | Market Analysis Presentation & Benchmark Communities |
| 5:45 pm | Small Group Design Discussion <i>Part 1 – The Nuts and Bolts of Live/Work/Play</i> |
| 6:30 pm | BREAK/SNACKS |
| 6:40 pm | Small Group Design Discussion <i>Part 2 – Putting It All Together, Catalyst Site Design</i> |
| 7:25 pm | Presentation of Conceptual Designs |
| 7:50 pm | Project Next Steps |
| 8:00 pm | Adjourn |

Key Findings

The overall community input received during the two-day workshop can be summarized by the following major themes and priorities for future growth and development.

Desirable Development Forms

- International market center comprised of several clusters of several ethnic-based specialty centers / boutique hotels with a common circulation system around the ring road of the mall
- A series of office high rises visible to traffic along the I-85 corridor
- A main shopping boulevard or avenue that is not a through arterial like Pleasant Hill. It might be parallel to Pleasant Hill or it might be perpendicular, such as along relocated Venture/Mall Boulevard leading toward the mall.

Priority Development Areas

- Focus on the redevelopment of catalyst sites that are identified on the Redevelopment Suitability Map and older strip centers in the community that could be revitalized to reflect new mixed use and transit oriented development priorities of the community.

Key Public Investments

- Link proposed redevelopment to the proposed transit system where possible.
- Begin planning for a major outdoor gathering space or amphitheater that can serve as a community gathering space and an identifying landmark for Gwinnett's central business district. This initiative would be a signature project for the area that attracts visitors from the greater Atlanta region and beyond.



Community Design Workshop Day Two: *left: thinking through the possibilities; right: getting ideas on paper*



C. Online Mobility Survey

Improving mobility and better linking transportation investments with land use planning is a key goal of the LCI program. With this in mind, the Gwinnett LCI Update paid special attention to this goal by conducting an online survey focused on alternative transportation modes within the study area, including travel by bike, foot, and transit. The survey, although unscientific, collected a wealth of information from interested participants.

Approximately 240 people participated and provided their existing travel behaviors and views on the following ideas:

- Reasons for traveling within the study area
- Weekly travel within the study area
- Barriers to riding transit, biking, and walking within the study area
- Greatest transit need
- Greatest influence on riding transit over driving
- Most critical transportation need
- Corridor in greatest need of transportation improvements

Corridor most in need of transportation improvements:

- 63% Pleasant Hill Rd
- 11% Sugarloaf Pkwy
- 9% Satellite Blvd

Most needed transportation improvement:

- 37% new I-85 Pleasant Hill Interchange
- 28% regional transit connection

The results of the Mobility Survey are not conclusive; however, they provide an additional source of information for informing the recommendations of this study.

*A full summary of the Mobility Survey results is available in **Appendix B**, including an overview of survey participants.*

Gwinnett LCI Mobility Survey

Section 1: General Questions

When answering this set of questions, please consider your travel behavior regardless of where you are located.

1. For each of the following travel modes, please indicate how likely you are to use each in a given month.

| | Very Likely | Likely | Somewhat Likely | Unlikely | Very Unlikely |
|---------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Walking | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Biking | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Travel by Bus | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Travel by Car | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

2. If you could travel efficiently to and from work/school/home via any mode of travel, which one of the following modes would you prefer to travel by? Please select just one response.

☐ Walking
☐ Bicycle
☐ Bus
☐ Car
☐ High speed rail
☐ Light rail (travels in lane with cars, but has priority at intersections)



D. Open House

The January 2012 Open House gave community members an opportunity to review the fruits of the study process as well as a final, in-person chance to influence the plan. Attendees reviewed and provided feedback on the vision for the area, the Draft Conceptual Development Plan, transportation recommendations, and proposed changes to the land use framework. Leaders from the Gwinnett Place CID, Gwinnett County, and the project team were available to discuss other ideas with attendees.

Approximately 50 people attended the Open House at Gwinnett Place mall. Feedback and comments from the Open House are included in the meeting summary in **Appendix B**.

Feedback received at the Open House and in conversation with community leaders were incorporated in tweaks to the Final Report and its recommendations.



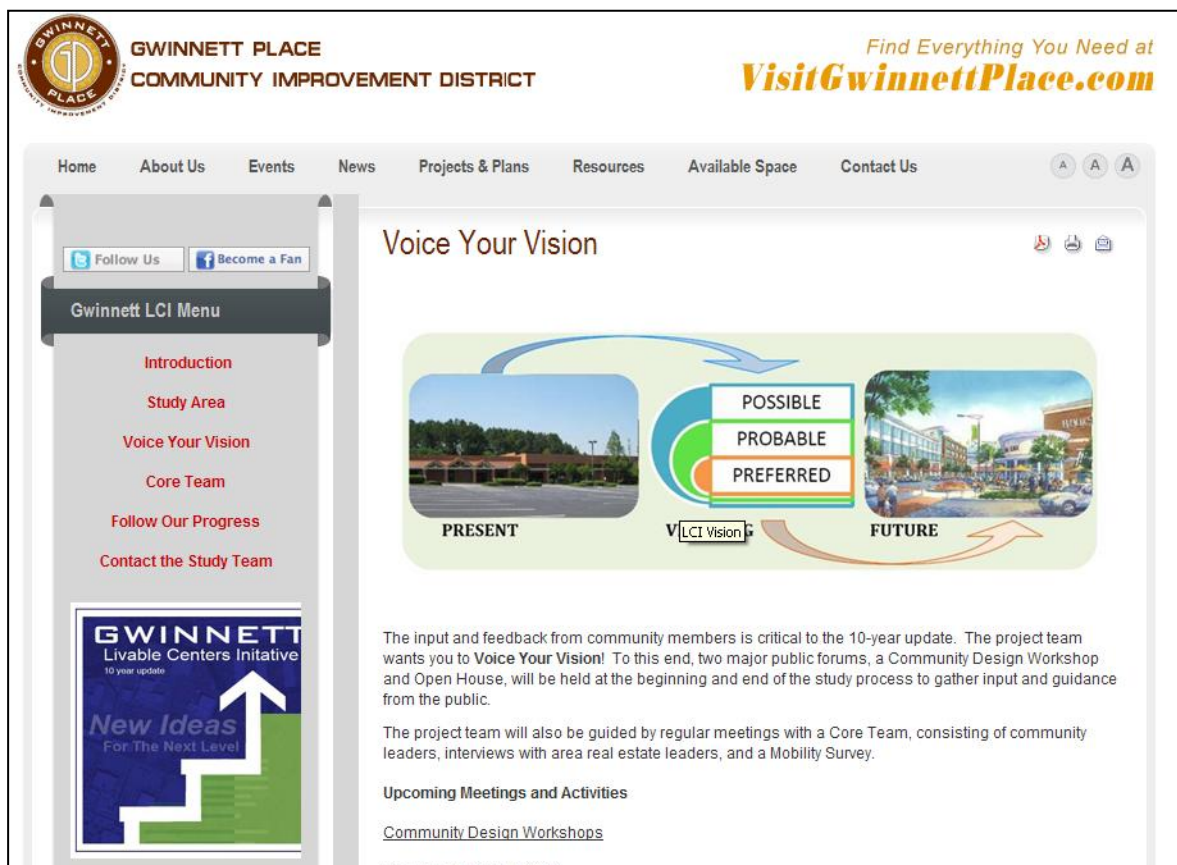
The Open House provided an informal review environment where community members could review displays and discuss ideas one-on-one with the project team members.



E. General Communications

The Gwinnett Place CID and its communications partners did a phenomenal job in ensuring that its membership and the greater Gwinnett County community was informed about the events and status of related activities and milestones as the LCI study progressed. Communications tactics utilized included the following:

- Sub-page on the Gwinnett Place CID website providing up-to-date project information including draft documents, project activities, and a comment form
- Press releases regarding the Community Design Workshop, Mobility Survey, and Open House
- Media coverage by the Atlanta Journal-Constitution, Gwinnett Daily Post, and industry publications such as the Gwinnett Chamber newsletter
- Personal emails and calls to the area's stakeholders about project milestones
- Flyers for the Community Design Workshop and Open House
- Twitter and Facebook updates regarding upcoming events by the Gwinnett Place CID
- Posting of related project information to the Gwinnett County Planning & Development website



Above: Snapshot from sub-page for LCI study on Gwinnett Place CID website



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3. Conceptual Master Plan

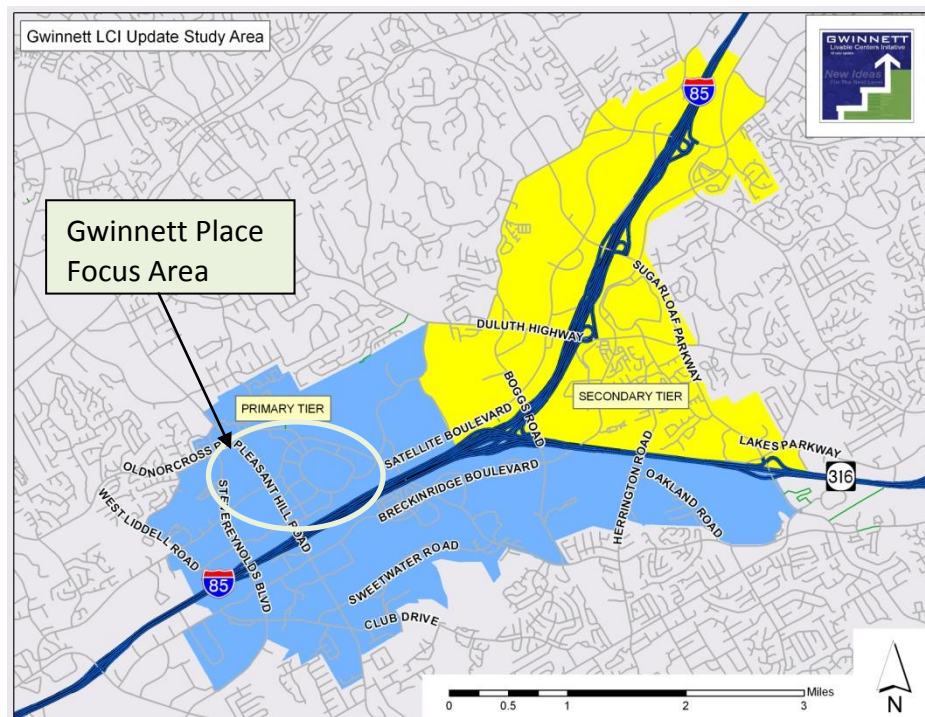
A. Overview

One of the great challenges in conducting this LCI Update is the sheer size of the study area. The Gwinnett LCI Study area is the largest of all LCI study areas undertaken in the Atlanta Region, encompassing 3,770 acres or approximately 6 square miles. As stated in the introduction, the LCI program seeks to help the region's major activity centers, town centers, and primary corridors become more well-rounded places – places where adults and children will want to gather to live, work and play well into the future. In the case of the Gwinnett LCI study area this includes a network of several

places, such as the Gwinnett Center, Discover Mills, Gwinnett Place, the many office and business parks between, and numerous residential neighborhoods.

Due to this challenge of size, the concept plan for this update is presented at three different scales: (1) Overall Study area, (2) Primary Tier (blue area in Figure 3.1), and (3) Gwinnett Place Focus Area (circled area within the Primary Tier). As described in the Introduction, the study area was divided into two tiers. The Primary Tier is the Gwinnett Place Area, and the Secondary Tier is the Gwinnett Center/Sugarloaf Area. This is in keeping with the approach taken in the original Gwinnett LCI, except that what was

Figure 3.1. Gwinnett LCI 10-Year Update Study Area.





the primary tier of the original study is now the secondary, and instead of focusing on the area around Gwinnett Center/Sugarloaf, this study focuses on the area around Gwinnett Place.

Though the entire study area can be considered a unified area held together by very well travelled transportation corridors, it is one recommendation of this study that for future updates that two separate LCI study areas, a Gwinnett Center LCI and a Gwinnett Place LCI, be created based on the geography of the two tiers. Each area has its own set of local champions that can help direct implementation, and each has its own set of issues and challenges that really require different set of solutions to properly address.

Gwinnett Place mall and the Gwinnett Civic Center are key landmarks in the primary and secondary tier, respectively.



B. Overall Study Area

The Gwinnett LCI Study area is the heart of Gwinnett County. If incorporated it would be the largest city in the county, and indeed one of the largest in the state. Citizens and stakeholders that worked on this study often referred to a vision of an international village that would serve as a gateway for visitors to Gwinnett County and as a central gathering area for county residents. This vision is not original to this study, but one rather that is borrowed from the Gwinnett County's Unified Plan.

A key component of the Unified Plan is the Future Development Map (FDM) which is illustrated in **Figure 3.2**. The LCI supports this vision by promoting regional mixed use and a variety of mixed housing types through much of the study area. The Unified Plan also calls for a concentration of office in the study area along with a portion of the SR 316 Research and Development Corridor, both of which would provide a strong economic base, another important element of this unified vision.

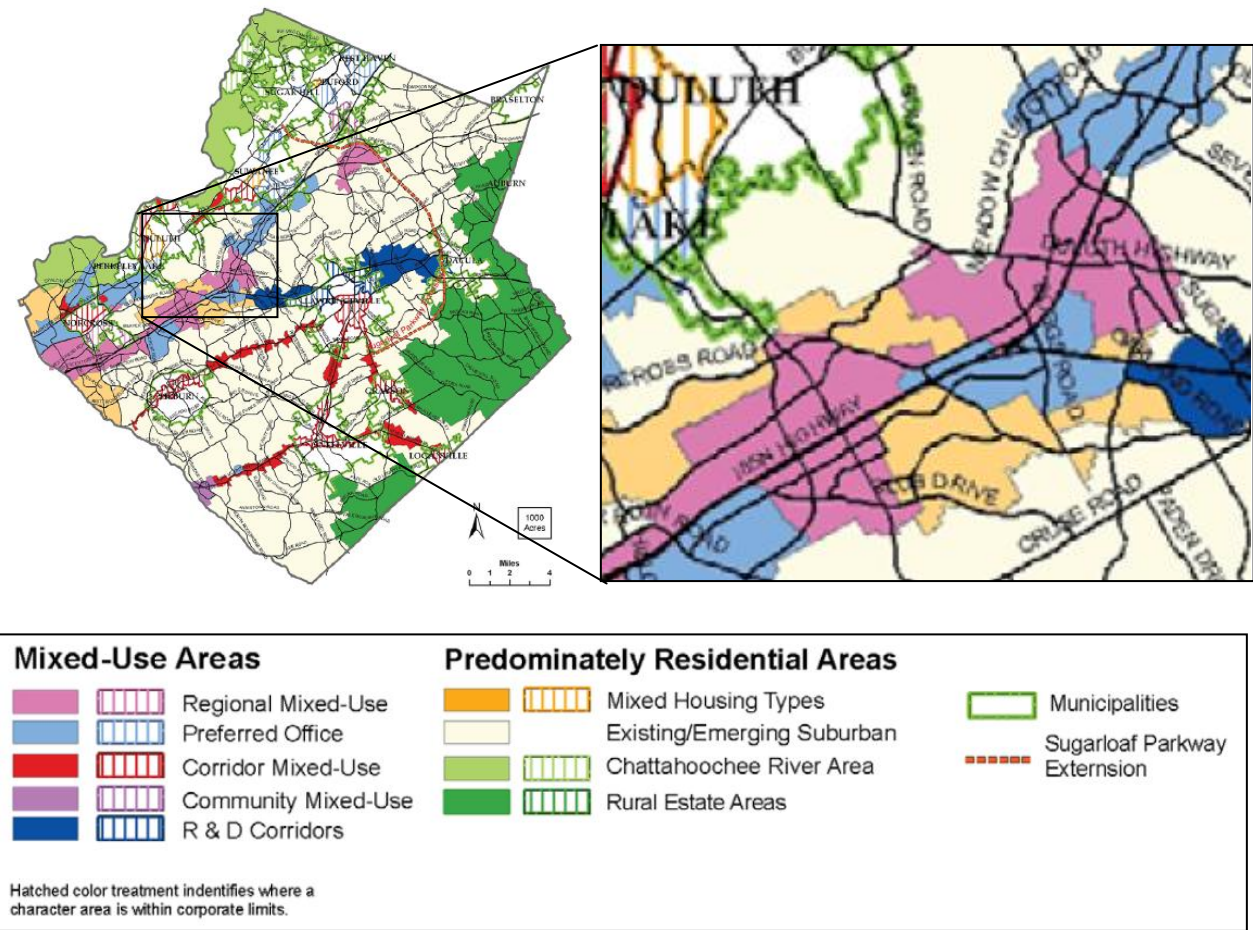
Many of the components needed for this vision are already in place, including access to a regional transportation system, the availability of arts and cultural amenities, as well as a balanced land use mix that provides equal opportunities for shopping, housing, and employment.

What is missing from making this vision a reality, however, is an appropriate scale and integrated urban form. Currently everything is spread out in suburban land pattern that favors auto travel, and discourages alternative forms of transportation.

The best way new construction can support the LCI vision is for new denser/higher development to be concentrated in targeted areas, those areas designated as regional mixed use on the FDM. It is recommended, however that those areas designated as regional mixed use be more constrained than currently drawn. In Chapter 4, the Implementation Program, recommended revisions to the FDM are illustrated that will better support the LCI vision.

Besides updating land use policies as embodied in the FDM, another key implementation tool that is recommended as part of this study is the updating of the county zoning ordinance and development regulations. To transform a regional commercial center into a mixed-use activity center will require a new palette of zoning districts and corresponding regulations. Fortunately, Gwinnett County is now in the process of creating a Unified Development Ordinance (UDO) that will do just that.

Figure 3.2. Future Development Map





Currently scheduled for adoption by the end of 2012, the provisions of this document are still in draft form and subject to change through the review and approval process; however, they do include several key components that are in line with the recommendations of this study. These key provisions include:

1. Architectural design standards and development guidelines to encourage mixed-use development and walkable communities,
2. The creation of an Urban Center Form-based Overlay District in the Gwinnett Place area that will allow horizontal and vertical mixed use.
3. The creation of a Research and Development Overlay District that will encourage the creation of corporate campus type developments favored by hi-tech and research oriented companies along the SR 316 corridor.

Again detailed descriptions of these provisions of those recommendations can be found in Chapter 4. The ultimate decision to approve the UDO will rest with the Gwinnett County Board of Commissioners.

Because of the size of the study area, multi-modal transportation improvements are essential to implementing this unified vision, including greater availability of transit and the creation of an area wide bicycle and pedestrian network. The transportation improvement map, presented later in this chapter, illustrates the location of the key recommended projects to support this vision. Several of these projects, particularly those that are transit oriented are intended to better link the tiers of the study area

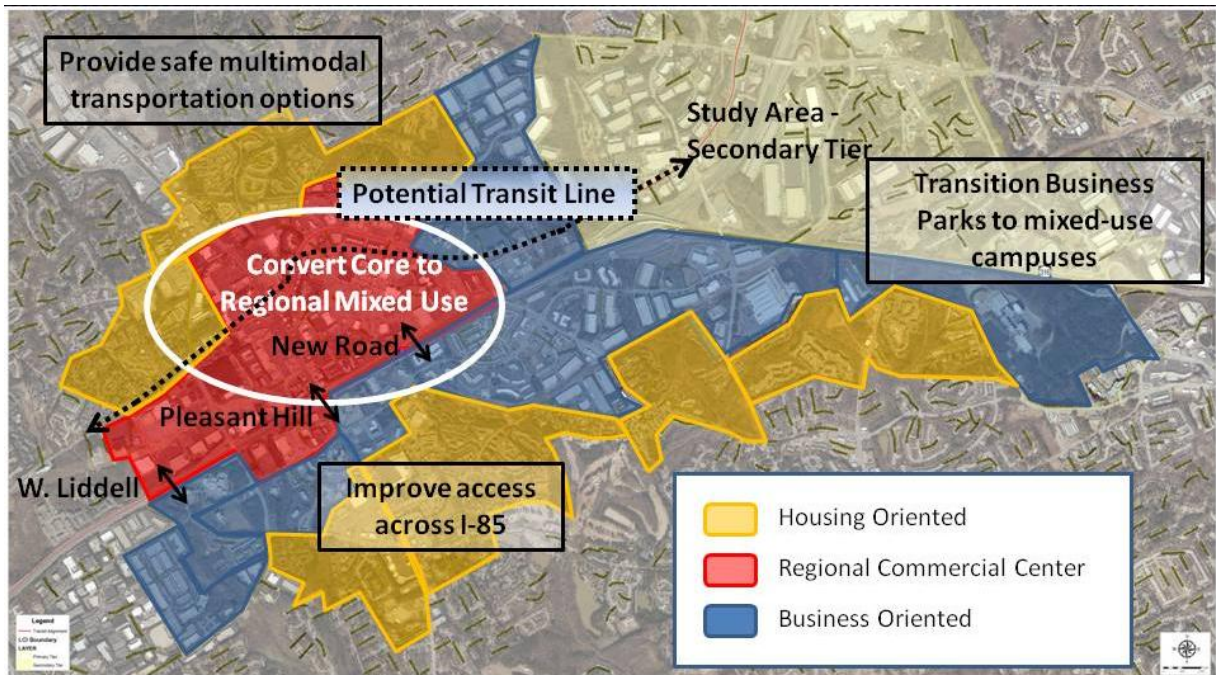
together. Descriptions of the projects follow later in this Chapter, and detailed cost estimates of those projects can be found in Chapter 4.

C. Primary Tier

In looking at the Primary Tier of the Study Area, several basic issues impede the development of a regional mixed use center, including:

- The bisecting of the study area by the interstate and SR 316
- The presence of large homogeneous land use patterns such the industrial parks flanking the highways and the large concentration of the retail around Gwinnett Place Mall
- Lack of contiguous multimodal transportation facilities, particularly bike and pedestrian facilities.

To address these items, the Concept Master Plan for the Primary Tier calls for several key initiatives that are illustrated in **Figure 3.3**. The key to these policies are new transportation facilities, particularly new bridges over I-85, and completion of truly integrated multi—modal transportation network. It is recommended that many of principal arterials in the study area be adapted to Complete Streets, or roads that accommodate not just automotive traffic but also pedestrians, bikes, and transit. For most part, this requires planning for the pedestrian first. Streets should include good lighting, wide sidewalks for at least two people to walk side by side, buildings close to the street typically at a minimum 1:3 ratio of building height to street width, narrow streets or wide medians to aid in street-crossings, and the provision of shade and

Figure 3.3. Concept Master Plan – Primary Tier

benches. **Figure 3.4** includes four different approaches to concept of complete streets depending on the size or functionality of the roadway.

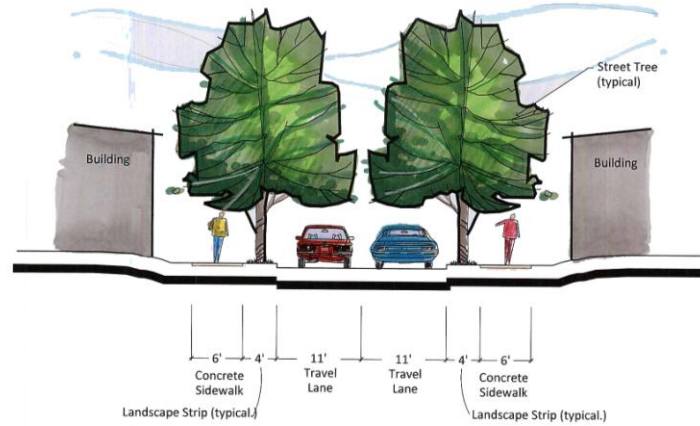
D. Gwinnett Place Focus Area

Through the public involvement process several unifying themes or big ideas emerged to guide the creation of a concept plan. These ideas included the need to create:

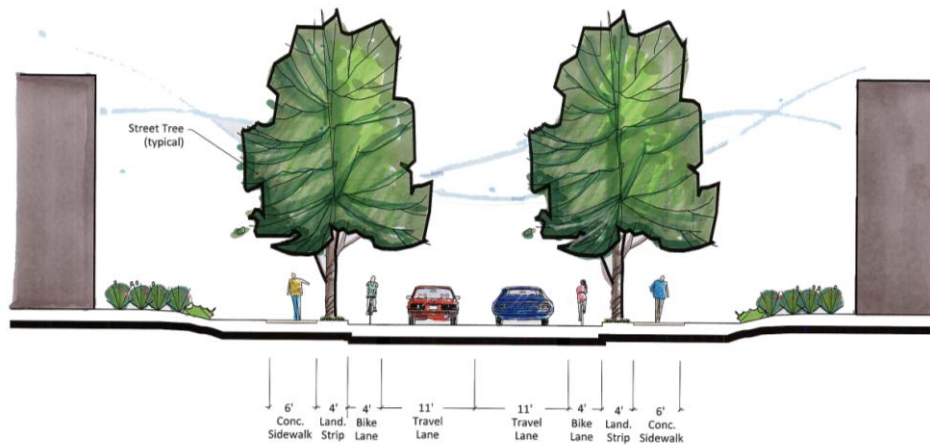
- A grand public space
- A place for all ages
- Vibrant mixture of uses
- Buildings facing a green
- An international village
- A safe, fun place to walk
- Sound economics
- Incentive zoning

All of these ideas sound good, but what would it look like, and how could it be developed amidst the layout and footprint of buildings designed for a completely different setting. As discussed later in this chapter, the project team looked at examples of other regional malls around the country that have undergone this same transformation and, based on these examples, drew a Concept Master Plan that imposes a more urbanized setting on the Gwinnett Place Focus Area. **Figure 3.5** presents this Concept Master Plan for the Gwinnett Place Focus Area, which addresses these big ideas.

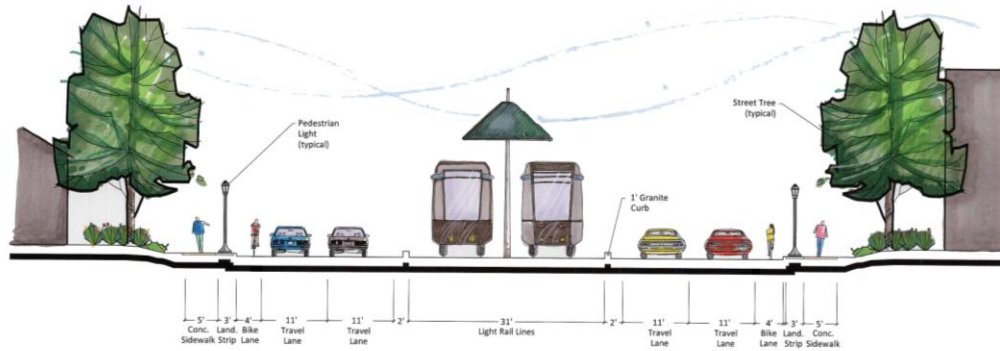
Figure 3.4. Recommended Street Cross-sections



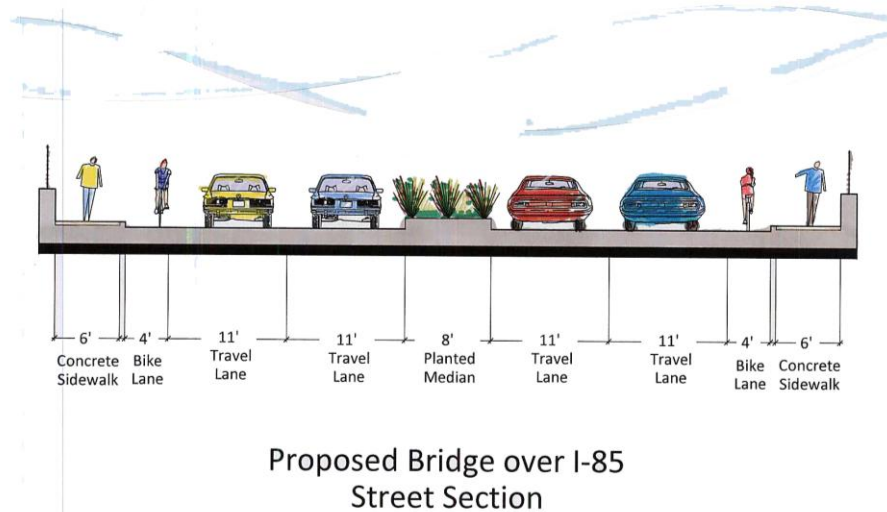
Typical Local Street Section



Typical Complete Street Section



Satellite Boulevard Street Section
(Between proposed transit stations)

Figure 3.4. (Continued) Recommended Street Cross-sections

A key component of the Master Plan is the creation of a central community gathering area in the Gwinnett Place area. Informally referred to as the “Great Lawn” in the study’s public outreach efforts, this is central linear greenspace that as envisioned would stretch from Steve Reynolds Boulevard to edge of Gwinnett Place Mall. The Great Lawn would provide space of outdoor community activities which could serve as the catalyst for the development of urbanized mixed-use community.

The Great Lawn could be implemented in a number ways, but since it is recommended that the County will ultimately maintain and improve this public amenity, it is also recommended that the money used to build this parkland come from SPLOST funds. Though this will require an investment of public funds, it possible that the park or Great Lawn will self finance itself. Known as the “Proximate Principle,” the idea is that the proximity of the park drives up the property values of surrounding parcels by an amount greater than the investment to

acquire the park site. The additional of public space into urban locations has been shown to increase and support real estate prices throughout the history of cities, starting with the work of Frederick Law Olmsted who proposed the idea in his work in designing Central Park in New York City. Before funding Central Park Olmsted explained how Central Park would be self-financed through the increased “proximate” real estate values and therefore tax base. Today, it is well know that some of the most valuable real estate on the planet fronts Central Park.

To what degree the Great Lawn would impact real estate values in the area depends on a number of factors, including perceived safety of the facility, popularity of the site as a venue for community events, and ultimately the mix of uses surrounding it. Later in the section entitled “Likely Market Response” estimates prepared by Bleakly Advisory Group, of the increased land values are presented on a block by



block basis under different redevelopment scenarios.

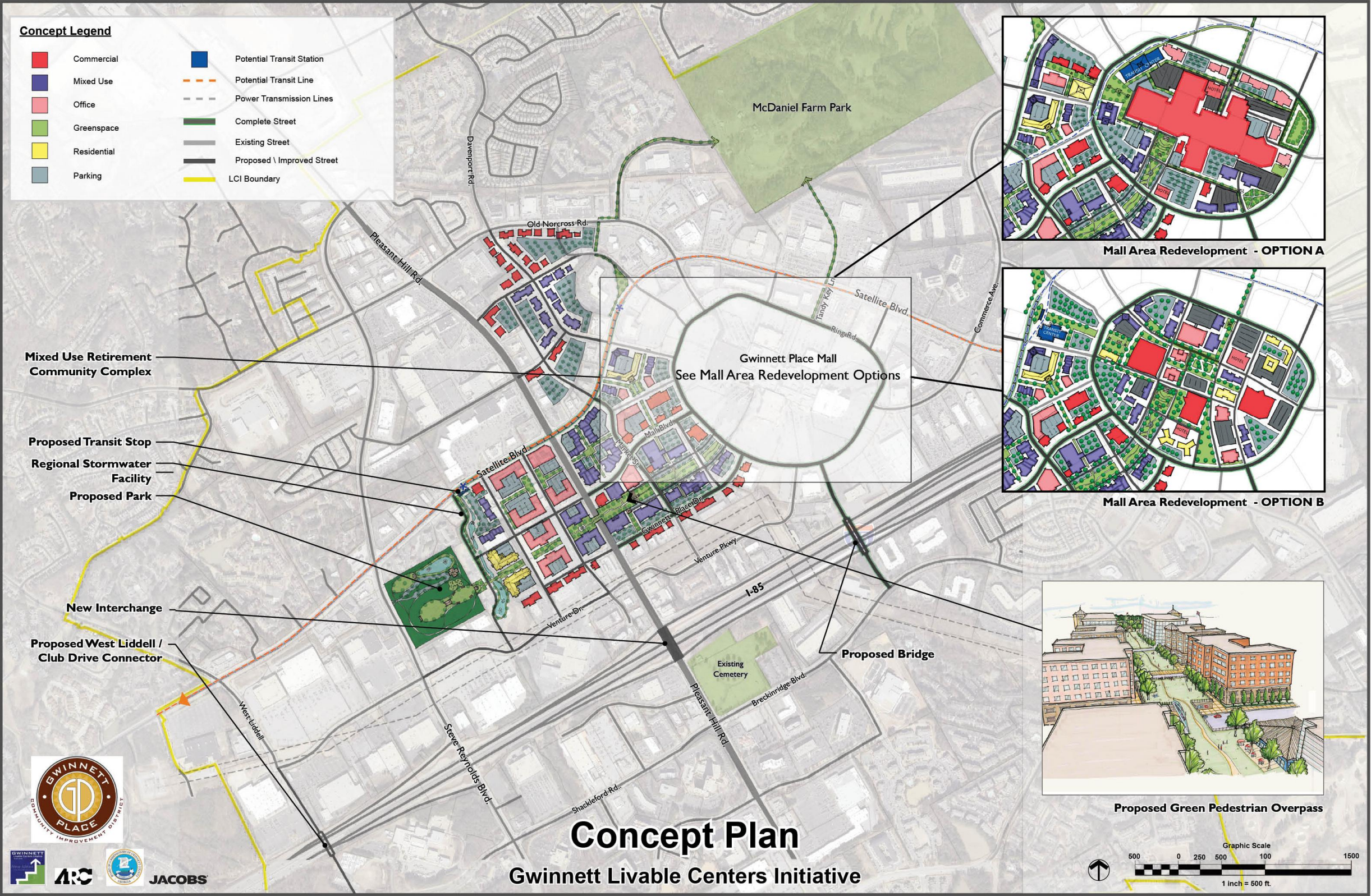
The Concept Master Plan presents two options for the redevelopment of Gwinnett Place Mall based on private-sector based economic analysis. Option A illustrates the redevelopment of the Mall but with the mall structure still intact. This would include a complete redesign of the mall façade, the addition of parking decks within the ring road, and the addition of other supportive uses around it, including office buildings, a hotel, and residential towers.

Option A also shows the construction of a Multi-modal Transit Station at the northern end of the Mall site, to improve transit access to the mall site.

Option B is a more radical approach but one that has proven to be successful in other parts of the country, and that is the redevelopment of the mall structure by taking off the roof and running a grid of local streets through the mall's center. Care was taken to maintain the current mall anchors which would be converted to free-standing structures. This option too would include the construction of parking decks, two hotels, office buildings, and some residential towers to create a true urbanized core much in the fashion of Atlantic Station in downtown Atlanta.



Figure 3.5. Concept Master Plan – Gwinnett Place Focus Area





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E. Multimodal Transportation

The transportation recommendations, as part the Concept Master Plans, include improvements that would accommodate future travel demands and support the redevelopment plans surrounding the focus area near the Gwinnett Place Mall. Moreover, effort was made to identify policies and project recommendations that would improve the overall north-south and east-west mobility not only within the focus area but also within and between the two tiers of the LCI study area. The locations of these projects are illustrated on **Figure 3.6**, Recommended Transportation Improvement Projects.

Impact of Concept Plan on Transportation Network

The proposed project concepts reflect the multimodal transportation needs that were identified based on the assessment of baseline conditions and input from the stakeholders and community. Many of these needs and recurring themes were also recognized in the 2001 LCI Study, and they include the following:

- Congestion mitigation on major thoroughfares and improvements to intersection bottlenecks;
- Street network connections;
- Cost-effective congestion relief strategies;
- Inter-parcel access and access management for better flow of traffic on the thoroughfares;
- Reliable and convenient transit; and
- Non-motorized (bicycle and pedestrian) improvements.

These needs helped formulate specific transportation policies that ultimately shaped the final project recommendations.

Transportation Policies

Consider additional north-south connections over I-85 to relieve the most congested corridors in the study area. The current study area roadway network concentrates all traffic on a few major roadways and lacks alternative routes, which creates further congestion and bottlenecks on these major roads. Through the outreach process, the LCI study team learned that access to and from I-85 is a top priority for the community. According to the Mobility Survey conducted in October 2011 as part of this study, an overwhelming majority of the participants believed Pleasant Hill Road is the study area roadway most in need of transportation improvements, followed by Sugarloaf Parkway and Satellite Boulevard. Unfortunately, these streets are often overloaded because they simultaneously serve as through streets and access streets for adjacent developments.

Consider Intelligent Transportation System (ITS) measures as cost-effective way to relieve congestion. As part of congestion relief strategies employed by the Gwinnett DOT, on-going improvements to the existing traffic signal infrastructures have been made throughout the study area. It is recommended that these on-going efforts are continued as a cost-effective way to improve traffic conditions in these major roadways. Moreover, the Gwinnett DOT should also consider other Intelligent Transportation System (ITS) measures such as the Sydney Coordinated Adaptive Traffic Signal control system (SCATS) technology



and advanced traffic management system (ATMS) where real-time traffic data can be managed and processed to improve traffic flow.

Consider smaller-scale projects for faster project implementation. Given the LCI's 5-year implementation period coupled with limited financial resources, major emphasis should be placed on identifying and prioritizing smaller projects that can be implemented quickly.

Support access management along new and existing collector and arterial roads. Many of the major roadways in the study area, such as Pleasant Hills Road, Steve Reynolds Boulevard, Duluth Highway, and Sugarloaf Parkway, currently employ some level of access management with the use of a raised center median to reduce left-turn conflicts. Other access management measures, such as shared driveways, inter-parcel access, and side street access, should also be used to improve traffic flow as well as reduce pedestrian-vehicle conflicts. Access management ensures smooth traffic flow, reduces pedestrian vehicle conflicts, and reduces conflicts between on-street bicyclists and drivers.

Create new streets and inter-parcel connections. Many developments along the major thoroughfares are not interconnected, resulting in sometimes challenging ingress and egress movements on driveways on heavily traveled streets. As the area redevelops, a network of new, interconnected streets should be created to allow drivers to avoid using major travel corridors for short trips. In many cases, new inter-parcel connectors can be created using

routes that are already being used as short cuts between shopping centers.

Support the I-85 Transit Initiative as well as an expansion of the existing bus system.

The results of the mobility survey indicated that both lack of options and connections to destinations are primary obstacles to riding transit in the study area. A majority of the survey participants stated that better commuting options, including regional connections, are the greatest transit need. Furthermore, the participants also identified convenience of service as having the greatest potential influence on their riding transit.

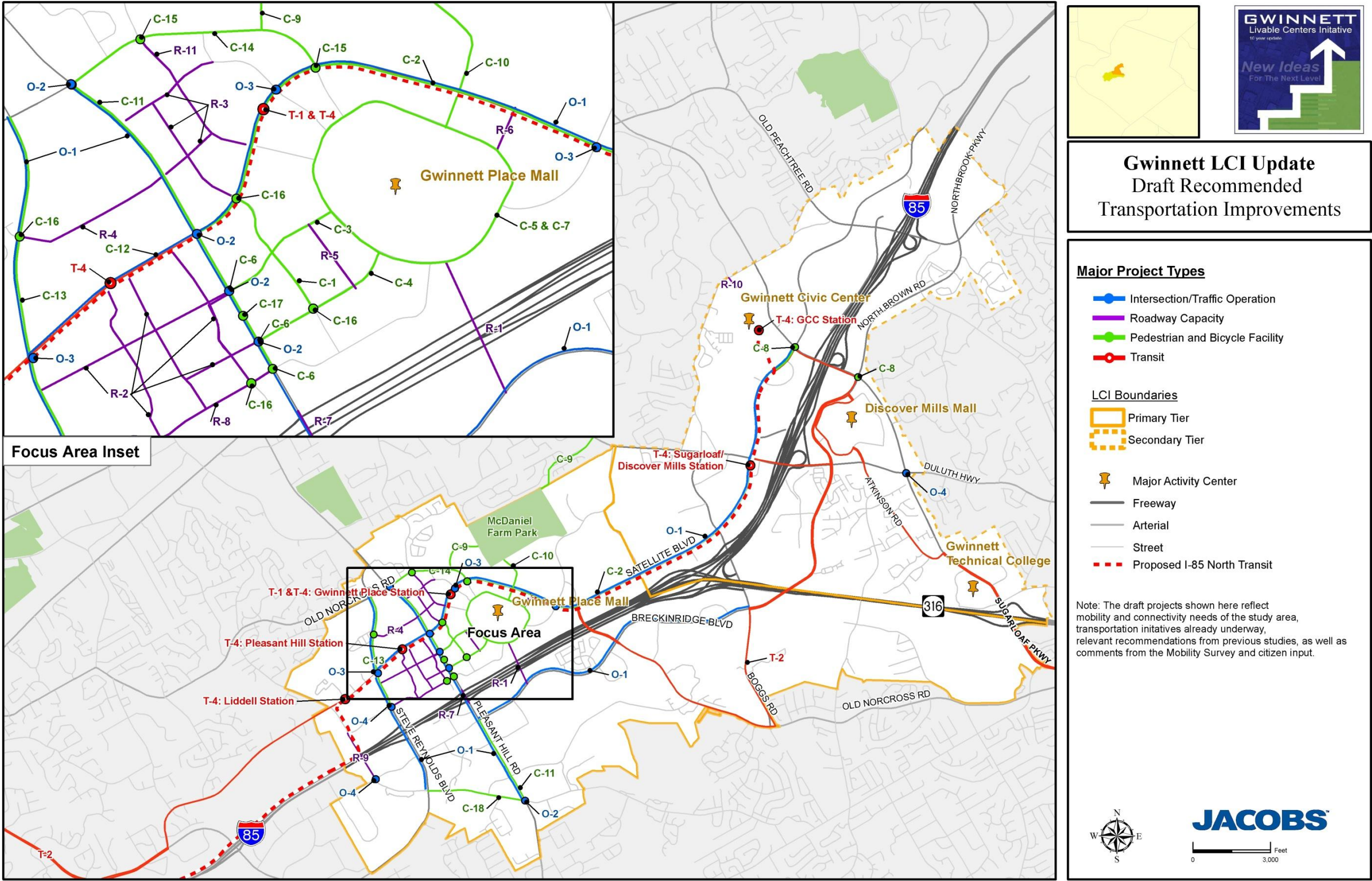
Create a balanced transportation system of 'complete streets' that offers alternatives and focuses on moving people rather than vehicles. As this area redevelops, major emphasis should be placed on non-motorized improvements that include sidewalks, bike lanes, and other pedestrian amenities such as better lighting, crosswalks and pedestrian signals. It is important to recognize that matching redevelopment plans with transportation investments on a scale that encourages pedestrian and biking activities would make the area more appealing for residents and businesses alike.

Study area location ripe for pedestrian improvements.





Figure 3.6. Recommended Transportation Improvement Projects





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Proposed Road Improvements

Currently, a number of major transportation investments in various planning stages are being implemented by the Gwinnett Place CID in partnership with the County and GDOT. These initiatives, including expansions that build on current projects have been included in the recommended list of projects to support their delivery.

The following list of proposed road improvements is consistent with the transportation policies enumerated in the previous discussion. These projects have been identified and refined to reflect comments from the community.

R-1: Ring Road - Breckenridge Boulevard Connector. Construct a new 4-lane 'complete street' over I-85 from Ring Road to Breckenridge Boulevard to relieve congestion on Pleasant Hill Road interchange, improve north-south connectivity and enhance multi-modal access in the study area.

R-2: Enhance Grid Network West side of Pleasant Hill. Construct the following new two-lane connector roads to expand the current network to support planned redevelopment:

- 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

R-3: Enhance Grid Network East side of Pleasant Hill. Construct the following new two-lane connector roads to expand the

current network to support planned redevelopment:

- A: Realignment of Gwinnett Plantation Way
- B: Market Street Extension
- C: Pleasant Hill Road - Merchants Way Connector

R-4: Steve Reynolds Boulevard - Pleasant Hill Road Inter-access Improvement.

Upgrade the existing inter-parcel access road that connects Steve Reynolds Boulevard to Pleasant Hill Road to meet current roadway standards with improved pavement markings and curb and gutter.

R-5: Mall Boulevard - Gwinnett Place Drive Connector. Construct a new two-lane connector road with sidewalks from Mall Boulevard to Gwinnett Place to enhance the grid network and promote economic development.

R-6: Satellite Boulevard - Ring Road Connector. Construct a new two-lane connector road with sidewalks from Satellite Boulevard to Ring Road to enhance the grid network and promote economic development.

R-7: Pleasant Hill Interchange Improvement. (Already underway with construction in spring 2012) Implement Diverging Diamond Interchange (DDI) in the short-term as a cost-effective and innovative way to improve traffic flow and safety along the Pleasant Hill Road Bridge over I-85. A potential to upgrade to Single Point Urban Interchange (SPUI) will be considered as a long-term strategy.

R-8: Venture Drive Improvements (Project Concept Report has been completed in 2011)



Widen Venture Drive to 4-lanes between Steve Reynolds Boulevard and Pleasant Hill Road and realign to tie in at Gwinnett Place Drive intersection. This project will alleviate traffic congestion, safety and promote economic development in the surrounding area.

R-9: West Liddell Road - Club Drive Connector (Final project list under Transportation Investment Act 2010 - TIA-GW-070) Construct a new four-lane 'Complete Street' from Venture Drive to Shackleford Road including an overpass at I-85. This project would provide congestion relief on the adjacent I-85 interchanges and has been a priority for Gwinnett County.

R-10: New Entrance Road to Gwinnett Center on Meadow Church 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. This project was identified through the public involvement process.

R-11: Merchants Way/Davenport Road Upgrade and Realignment. Upgrade the existing inter-parcel access road/Merchants Way to meet current roadway standards and realign with Davenport Road at Old Norcross Road intersection.

Proposed Traffic Operational Improvements

Improvements in traffic operations are designed to allow more effective management of the supply and use of existing roadway facilities. These improvements can increase capacity by optimizing traffic operations, especially in recurring congestion conditions. As discussed below, many of the improvements involve detailed traffic flow analysis at major intersections and recommend operational improvements to alleviate excessive delay and queuing.

O-1: ITS/ATMS on Major Thoroughfares.

Implement ITS/ATMS measures such as adaptive traffic control system to best manage traffic flow along the following major thoroughfares:

- 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

Components of adaptive traffic control include additional closed circuit television cameras for traffic flow observation and incidence response; permanent traffic count stations used to monitor traffic patterns and understand overall growth and seasonal variations; driver information systems to help inform the driver about real-time traffic.

O-2: Pleasant Hill Road Intersection Improvements/Traffic Study. Conduct traffic study to maintain existing vehicular movement while enhancing pedestrian/bicycle environment along Pleasant Hill Road from Club Drive to Old Norcross Road. Critical intersections to be studied along Pleasant Hill Road include:

- Club Drive (potential need for a free flow right turn lane from Club Drive eastbound onto Pleasant Hill Road southbound)
- Mall Boulevard (identified through public involvement)
- Satellite Boulevard
- Old Norcross Road (identified through public involvement)

O-3: Satellite Road Intersection Improvements/Traffic Study. Conduct traffic study to maintain existing vehicular movement while enhancing pedestrian/bicycle environment along Satellite Boulevard from Steve Reynolds Boulevard to Old Norcross Road. Critical intersections to be studied along Satellite Boulevard include:

- Steve Reynolds Boulevard (potential need for double left turn lanes on eastbound Satellite Boulevard; identified through public involvement)
- 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; identified through public involvement)

O-4: Other Study Area Intersection Improvements/Traffic Study. Conduct traffic study to maintain existing vehicular movement while enhancing pedestrian/bicycle environment at the following critical intersections:

- Shackleford Road and Club Drive (identified through public involvement)
- 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)

Traffic near Gwinnett Place mall



Proposed Transit Improvements

The transit recommendations are consistent with the planned land use and economic developments in the area and provide mobility options for residents, businesses as well as commuters. These improvements consist of a series of new and improved services, including proposed locations of future transit stations to support the I-85 Transit Initiative currently being undertaken by Gwinnett County.

The planned development patterns in the study area support fixed-guideway transit in the study area, particularly along Satellite Boulevard, which provides connections to major activity centers. This finding is consistent with the *I-85 North Light Rail Feasibility Study* and Satellite Boulevard is currently being considered as one of the potential transit corridors in the Alternatives Analysis (AA) phase of the I-85 Transit Initiative. As such, potential transit stations are recommended along Satellite Boulevard to confirm the support of fixed guideway transit to travel to the primary destinations in the study area. Further analysis and coordination with the AA are required to advance such major transit investment.

It is important to recognize that fixed-guideway transit is a long-term solution with significant costs and potentially high right-of-way impacts. In the interim, modifications to the existing Gwinnett County Transit (GCT) services, including the existing Gwinnett Place Transit Center should be redesigned to attract more passengers by creating a more comfortable environment during the wait. Furthermore, increases in frequencies of the existing GCT

Routes should be considered as the demand for transit increases.

As another shorter term improvement, a new circulator bus system is recommended to serve the major activity centers and the existing transit centers. The proposed new routes take into account previously recommended circulator routes in the 2001 LCI and with modifications to reflect current conditions and needs.

The transit needs and considerations discussed in this section have been summarized into the following specific transit recommendations:

T-1: GCT Gwinnett Place Mall Transit Center Upgrade. 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. These low cost amenities would make transit more convenient, accessible, and attractive (identified through public involvement).

Transit Center as currently exists



T-2: Improve Existing GCT Service. Improve service characteristics of GTC Routes 10 and 40 to maximize the use of the existing system and better serve the major activity centers. Following service improvements are recommended:

- 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

Existing bus stop within study area



T-3: Gwinnett Place Circulator. Implement new circulator bus system to provide frequent stop service to shops and restaurants as well as to supplement the existing GCT local routes. New bus stops will be constructed with amenities such as sidewalk access, covered shelters and crosswalks near bus stops throughout the study area. All proposed circulators would

eventually tie into the future fixed guideway system.

- 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 Road. This service could be provided by small shuttles at high frequencies.
- New bus service to downtown Duluth consistent with the recommendations from the Duluth LCI Update.
- 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 the new multi-modal bridge over I-85 (R-1) should be considered for travel time savings.

C-1: I-85 North Corridor Transit Stations.

Following locations are recommended for potential station areas as part of the I-85 North Transit Initiative:

- Gwinnett Place Mall to 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



Proposed Bicycle and Pedestrian Improvements

According to the Mobility Survey, the primary obstacles to walking and biking in the study area are related to long travel distances and unsafe conditions due to lack of sidewalks and bike lanes. Moreover, many intersections are wide with high volumes of traffic at high speeds. These issues, coupled with a general lack of awareness on the part of many drivers, can create an area that is hostile to pedestrians.

To this end, the Master Plan illustrates a robust bicycle and pedestrian network that would improve and expand the current system to create a balanced transportation network for all users. A number of new 'complete streets' as well as improvements to existing roads are recommended to support redevelopment plans and potential transit improvements. A 'complete street' is designed to consider the array of viable travel modes and how each mode would use the street, with a balance between motorized and non-motorized modes. In addition, the recommendations include pedestrian and bicycle improvements that provide connections to other destinations (e.g., McDaniel Farm Park, Gwinnett Center, etc.) throughout the study area. Lastly, as part of an effort to recommend projects that can be implemented quickly, an assessment of pedestrian crossings was conducted to discern those intersections in need of new or improved crossings.

The following projects would improve mobility and safety for all modes of travel:

C-1: Market Street Bike/Pedestrian Improvements. Implement 'Complete

Streets' principle with sidewalks and bike lanes on Market Street from Venture Drive to Satellite Boulevard.

C-2: Market Street Bike/Pedestrian Improvements. Implement 'Complete Streets' principle with sidewalks and bike lanes on Satellite Boulevard from Pleasant Hill Road to Sugarloaf Parkway.

C-3: Mall Boulevard Bike/Pedestrian Improvements. Implement 'Complete Streets' principle with sidewalks and bike lanes on Mall Boulevard from Pleasant Hill Road to Ring Road.

C-4: Gwinnett Place Drive Bike/Pedestrian Improvements. Implement 'Complete Streets' principle with sidewalks and bike lanes on Gwinnett Place Drive from Pleasant Hill Road to Ring Road.

C-5: Ring Road Bike/Pedestrian Improvements. Implement 'Complete Streets' principle with sidewalks and bike lanes on Ring Road.

C-6: Pedestrian Crossings on Pleasant Hill Road. 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.

- Gwinnett Place Drive (no crossings – identified through public involvement)
- Mall Boulevard (missing two crossings)
- Venture Drive (no crossings – add as an element of Venture Drive



Improvements (R-8) – identified through public involvement)

- Club Drive (missing one crossing)
- Breckinridge Blvd/Shackleford Road (missing one crossing)

C-7: Pedestrian Crossings along Ring Road.

Improve pedestrian safety along Ring Road at all the intersections by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes. No pedestrian crossings are currently present on Ring Road.

C-8: Pedestrian Crossings on Sugarloaf Parkway.

Improve existing pedestrian crossings on Sugarloaf Parkway at North Brown Road and Satellite Boulevard by providing refuge islands if feasible, enhanced signage, textured crosswalks and streetscapes.

C-9: Multi-use Path on McDaniel Road.

Construct 10 foot multi-use path along McDaniel Road to connect to McDaniel Farm Park from Old Norcross Road (South side of the park) and Duluth Highway (North side of the park).

Existing sidewalks adjacent to Gwinnett Center



C-10: Multi-use Path on Tandy Key Lane

Extension. Construct 10 foot multi-use path on Tandy Key Lane Road from Ring Road and connects to McDaniel Farm Park.

C-11: Streetscapes on Pleasant Hill Road.

Improve pedestrian environment along Pleasant Hill Road from Old Norcross Road to Satellite Boulevard by constructing new sidewalks and new streetscape elements including additional lighting, benches, trash receptacles and brick pavers, where appropriate. Also recommended is the installation of additional lighting on Pleasant Hill Road from Club Drive to Breckinridge Boulevard. These improvements build on the current streetscape project on Pleasant Hill Road. Phase 1 (Satellite Boulevard to Venture Parkway) and Phase 2 (Club Drive to Breckinridge Boulevard) are anticipated to begin construction in the spring of 2012.

C-12: Streetscapes on Satellite Boulevard.

Improve pedestrian environment along Satellite Boulevard from Steve Reynolds Boulevard to Pleasant Hill Road by constructing new sidewalks and new streetscape elements including additional lighting, benches, trash receptacles and brick pavers, where appropriate. These improvements are extensions of current Gwinnett Place CID streetscape project: Phase 1 - Gwinnett Transit Center to Tandy Key Lane; Phase 2 - Pleasant Hill Road to Gwinnett Transit Center. Construction for the Phase 1 is anticipated to begin in the spring of 2012.

C-13: Streetscapes Steve Reynolds

Boulevards. 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 additional lighting, benches, trash receptacles and brick pavers, where appropriate.

C-14: Streetscapes on Old Norcross Road.

Improve pedestrian environment along Old Norcross Road from Satellite Boulevard to Pleasant Hill Road by constructing new sidewalks and new streetscape elements including additional lighting, benches, trash receptacles and brick pavers, where appropriate.

C-15: Pedestrian Crossings on Old Norcross Road. 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

C-16: Other Pedestrian Crossings in the Study Area. Improve pedestrian crossings on the following intersections in the study area by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes.

- Steve Reynolds Boulevard and Chesden Drive
- Satellite Blvd and Market Street
- Venture Drive and Day Drive (no traffic signal -need crossings, flashing warning lights and signs to stop for pedestrians)
- Gwinnett Place Drive and Market Street

C-17: Pedestrian Bridge on Pleasant Hill Road.

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 additional lighting, greenspace, signage, etc.

C-18: Streetscapes on Club Drive. 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 additional lighting, benches, trash receptacles and brick pavers, where appropriate.

Intersection of Sweetwater & Club Drive





F. Likely Market Response

In preparing the Concept Plan, Bleakly Advisory Group (BAG) prepared a series of redevelopment scenarios. These scenarios provide a market and economic context for considering how redevelopment can occur, on a block by block basis to achieve the overall redevelopment vision for the area. To confirm their market validity, the scenarios were presented to developers for review and comments

Readers are encouraged to also see **Appendix C, Comparison of Gwinnett Place Mall to Benchmark Sites**, which focuses on two successful mall redevelopment efforts that can serve as role models for the Gwinnett Place area:

- Hunt Valley Towne Centre in suburban Baltimore, Maryland
- Belmar Retail District in Lakewood, Colorado

The write-up includes a comparison of demographic and economic characteristics of the Gwinnett Place mall area and against those of these two districts.

The Vision for the Redevelopment of the Core Area

The decision by Simon Property Group related to Gwinnett Place Mall has created an opportunity in a process that could lead to the transformation of Gwinnett Place Mall consistent with a new redevelopment vision for the Core area. As envisioned by the LCI plan, the Core area would be transformed from a Mall-centered suburban retail and commercial district into a vibrant mixed use district that can serve as the business and commercial Core of Gwinnett County. The potential of new ownership of the Mall may provide an additional stimulus to take a fresh look at the range of opportunities for this area.

At its most basic level the goals of the LCI redevelopment plan are designed to achieve the following:

- Create new major public amenities in the form of the Great Lawn, a plaza and the connecting linear park which provide an important set of public investments around which to reorganize the future development pattern for the area.
- Use the public amenities as an investment that will define the area with a sense of place to attract private development.
- Create areas within the overall plan that are pedestrian friendly and designed to promote human interaction that is not auto dependent.
- Allow for a mix of commercial and residential uses which will enliven the area, creating a true live work and entertain environment that will become the vibrant core for Gwinnett



citizens and visitors to enjoy and experience.

- Create a land use pattern that allows significant enough level of density to make redevelopment of this commercial area economically feasible.
- Create a menu of development options and catalyst concepts that can allow the vision for the area develop over time, in financeable components, rather than requiring a rigid comprehensive plan, allow it to respond to potential opportunities for transit in the area, changing development patterns and financial requirements.
- Create a tool kit of public incentives and infrastructure investments to augment the substantial cost to private investors in achieving the shared development vision for the area.
- Engage the dynamic and financially capable international community a full partner in achieving the vision for the area which can give it a unique character, reflective of our increasingly interconnected global community.

Based on these guiding principles, a series of development options for key catalyst sites in the Core area were developed. These options were vetted with local developers and represent doable economic alternatives for the redevelopment of different blocks in the area.

Methodology

The starting point for this analysis was the planning team's Draft Concept Plan for the redevelopment of the Gwinnett Place study area. The core of the area was divided into 23 large development blocks based on development patterns, existing property lines, and both existing and planned roads. The current property value of each of these development blocks was estimated based on an average of the 2011 tax values of the existing parcels (land and improvements) underlying each development block.

The planning team then estimated the development potential for 9 catalyst development blocks covering 156 acres. Development potential estimates for the 9 catalyst blocks was based on two land use and density scenarios, to determine the amount of development each block could support based on land-coverage, current minimum parking requirements, and land value. In most cases, the planning team used a guideline of 50 to 70% lot coverage, meaning that building footprints and parking facilities would cover 50% to 70% of the lot, leaving the remainder for landscaping, internal circulation, plazas and other uses. Based on the development program for each block a land contribution amount was calculated as 15% of the development value of the proposed redevelopment. This is the amount a developer could pay to acquire the site given the economics of the proposed redevelopment plan. This potential land contribution is then compared to the current value of the land to determine if the proposed redevelopment is economically feasible, as determined by whether it exceeds the current land value. We are assuming either the current land owner

would not redevelop his site or sell it to another developer unless the potential redevelopment land value exceeded the current value of the block.

Finally, a preliminary estimate of the TAD potential was estimated for each development scenario, based on the

estimated net increase value of the new development scenarios over the 2011 estimated property value. Figure 3.7 diagrams the identified catalyst development blocks in the core area. We have proposed sample catalyst projects these nine blocks, to illustrate the market and economic potential.

Figure 3.7. Catalyst Development Blocks



Unit Prices

In our analysis we have assumed the following development values for the key land use components:

- Apartments: \$125,000 per unit
- Condominiums: \$170,000 per unit
- Hotel: \$130,000 - \$140,000/Room
- Retail: \$125/SF
- Office: \$180/SF



Analysis of Catalyst Site Redevelopment Potential

Presented on the following pages is an assessment of the redevelopment potential of the nine catalyst sites based on a range of land use alternatives across the sites and generally assuming two levels of development, a low-rise/low intensity option and an mid-rise, higher intensity option. This provides a framework for considering the impacts of different intensities of development on each site. While we have defined a specific development program for each of the catalyst blocks the suggested land uses are illustrative only and could be transferred to another catalyst site or block within the Core area.

The key organizing amenity of the catalyst sites is the Great Lawn and linear park which extends from Gwinnett Place Mall to the new proposed Central Park at the end of a four block linear park. This central amenity is what provides the redevelopment with a new character and begins to change the auto-dependent existing land use pattern into a more intensive, mixed use development model.

**Block 1: Gwinnett Place Mall**

The Gwinnett Place mall currently occupies 1.2 million SF of retail space with approximately 3,000 surface parking spaces. These scenarios imagine two different ways that the mall could be redeveloped. These scenarios look at the 54 acre section of the mall that includes the existing mall building and the northern parking areas. Three parcels of the current mall footprint are shown separately as blocks 2, 3, and 4.

Mall Scenario 1: Rehabilitated Retail Center with Mixed Use

This scenario would essentially be complete modernization of the existing mall, maintaining a similar retail square footage but with new anchors, more exterior plazas and public areas and include infill apartments, office building, and a hotel on the periphery of the retail. The redevelopment would include:

- 1,200,000 SF of reconfigured retail, 3,000 car deck on 23 acres.
- 440,000 SF of office, 1,100 car deck (4 stories) on 3.54 acres.
- 240 hotel rooms 240 space deck (4 stories) on 2.61 acres.
- 820 multifamily units, 1,230 space deck on 20.14 acres.
- 5 Acres of open space (park, plaza, circulation)
- An additional 5,570 parking spaces in 4-story deck on 8.6 acres.

Mall Scenario 2: Regional Center with major Retail Presence

In this scenario, 25% to 40% of the existing mall structure would be demolished and converted to exterior public space

and other uses, supplemented by infill apartment office buildings, and a hotel creating a vibrant new town center in the heart of the redevelopment area, it would include:

- 750,000 SF of retail with a 1,875 space deck on 14.56 acres.
- 700,000 SF of office with a 1,750 space deck on 5.64 acres.
- A 240 room hotel, 480 space deck on 5.22 acres.
- 900 multifamily units, a 1,200 space deck on 19.65 Ac.
- 9 Acres of open space (park, plaza, circulation)
- A total of 5,305 parking spaces in decks covering 8.2 acres

| Block: 1 | | Gwinnett Place Mall | | | |
|------------------------|------|---------------------|-----------|-----------------|----------|
| Acreage | 53.8 | Value: | \$44.1488 | Per Acre | \$0.82 |
| | | Mall Scenario 1 | | Mall Scenario 2 | |
| Land Use Allocation | | % | Acres | % | Acres |
| Circulation | | 9% | 5 | 15% | 8 |
| Parks & open Space | | 9% | 5 | 17% | 9 |
| Parking | | 16% | 8.6 | 15% | 8.2 |
| Development | | 65% | 35.2 | 53% | 28.6- |
| Development Allocation | | Units | Value | Units | Value |
| Res: Condo | | - | \$ - | - | \$- |
| Res: Townhome | | - | \$ - | - | \$- |
| Res: Apartment | | 820 | \$110.70 | 900 | \$121.50 |
| Com: Office | | 440,000 | \$66.00 | 700,000 | \$105.00 |
| Com: Retail | | 1,200,000 | \$156.00 | 750,000 | \$97.50 |
| Com: Hotel | | 240 | \$ - | 240 | \$- |
| Development Value | | Value | | Value | |
| Total Dev Value | | \$367.50 | | \$ 358.80 | |
| Land Cost (15%) | | \$ 55.13 | | \$53.82 | |
| Actual Land Cost | | \$ 44.15 | | \$44.15 | |
| Gap (Surplus) | | \$ (10.98) | | \$ (9.67) | |
| TAD Potential | | Value | | Value | |
| Net New Dev. Value | | \$323.35 | | \$ 314.65 | |
| Incremental Tax Value | | \$129.34 | | \$ 125.86 | |
| Annual Incr. Tax Rev. | | \$4.01 | | \$ 3.91 | |
| TAD Bond Proceeds: | | \$ 31.00 | | \$30.17 | |

All dollar figures in millions



Block 2: Gwinnett Plaza Hotel

This scenario, for Block 2 (Gwinnett Plaza Hotel) could support a 220 room hotel initially with surface parking behind, which could convert to a deck as redevelopment occurs. This 6.9 acre parcel would include a set-aside of 0.3 acres (5%) for greenspace, leaving 6.6 acres for development.

In this scenario, 37% of the developable land would be covered by buildings and parking facilities, leaving 63%, or 4.15 acres to be used for landscaping, plazas, internal circulation, and other uses. The total value of this development scenario would be approximately \$30.8 million, or \$4.45 million per acre. Based on a land contribution of 15% of total development cost, this scenario would be close to being feasible, with a land contribution of \$667,534 per-acre, which is \$172,466 less than the estimated current value of \$840,000 per-acre for this parcel.

This development scenario would generate a net tax increment of \$10.4 million, which would support estimated potential TAD revenue of \$2,502,846, which could be used to cover the gap in land cost.

| Block: 2 | | Gwinnett Plaza Hotel | | | |
|--------------------------------|-----|-------------------------------------|-----------|-----------|-----------|
| Acreage | 6.9 | Total Val. | \$ 4.69 | Per Acre | \$ 0.68 |
| Scenario | | 220 Room Hotel with Surface Parking | | | |
| Allocation | | % | Acres | % | Acres |
| Park Set-Aside | | 5% | 0.3 | 5% | 0.3 |
| Circulation | | 0% | - | 0% | - |
| Developable Land | | 95% | 6.6 | 95% | 6.6 |
| Dev. Allocation | | Density | Units | Density | Units |
| Residential Units | | | - | | - |
| Retail | SF | | - | | - |
| Office | SF | | - | | - |
| Hotel Rooms | | - | 220 | - | 220 |
| Parking Spaces | | - | 264 | - | 264 |
| Dev Land Coverage | | Units | Acres | Units | Acres |
| Building Footprint | | 7% | 0.5 | 7% | 0.47 |
| Parking Acreage | | 30% | 2.0 | 30% | 1.96 |
| Building Footprint | | 37% | 2.4 | 37% | 2.43 |
| Landscape & Open | | 63% | 4.1 | 63% | 4.15 |
| Development Value | | Total | Per Acre | Total | Per Acre |
| Total Dev. Value | | \$30.80 | \$ 4.45 | \$30.80 | \$ 4.45 |
| Land Cost (15%) | | \$ 4.62 | \$ 0.67 | \$ 4.62 | \$ 0.67 |
| Scenario Land Cost | | \$ 5.81 | \$ 0.84 | \$ 5.19 | \$ 0.84 |
| (Gap)or Surplus | | \$ (1.19) | \$ (0.17) | \$ (0.57) | \$ (0.08) |
| Financial Potential | | | | | |
| Net New Dev Value | | \$26.11 | | \$26.11 | |
| Annual Incr. Tax Rev | | \$ 0.32 | | \$ 0.32 | |
| TAD Bond Proceeds: | | \$ 2.50 | | \$ 2.50 | |
| All dollar figures in millions | | | | | |



Block 3: Gwinnett Plaza

Catalyst Block 3 is the site of the proposed Plaza or Great Lawn which anchors the west side of Gwinnett Place Mall and is designed to be the central public gathering place along the linear park. This entire parcel would be used to create the public space which would be the central public amenity of the overall development. This parcel could also include room for a small concession space/small pavilion. Since there would be no income producing use of this property, its acquisition would have to be done by the public sector using TAD proceeds from the surrounding development or the land could be donated by the property owners as a way to create this key amenity which would result in a significant enhancement to the land values of the properties they own which will surround this new amenity.

| | | | |
|--------------------------------|-----|--|----------|
| Block: 3 | | Gwinnett Plaza | |
| Acreage | 3.7 | Total Val. | \$2.51 |
| Scenario | | 1 Story Plaza with Limited Retail on Comp Land | |
| Allocation | | % | Acres |
| Park Set-Aside | | 85% | 0.4 |
| Circulation | | 10% | 3.1 |
| Developable Land | | 5% | 0.2 |
| Dev. Allocation | | Density | Units |
| Residential Units | | | - |
| Retail | SF | 15,000 | 3,000 |
| Office | SF | | - |
| Hotel Rooms | | - | - |
| Parking Spaces | | - | 9 |
| Dev Land Coverage | | Units | Acres |
| Building Footprint | | 37% | 0.1 |
| Parking Acreage | | 36% | 0.1 |
| Building Footprint | | 73% | 0.1 |
| Landscape & Open | | 27% | 0.0 |
| Development Value | | Total | Per Acre |
| Total Dev. Value | | \$0.38 | \$0.10 |
| Land Cost (15%) | | \$0.06 | \$0.02 |
| Scenario Land Cost | | \$ - | \$ - |
| (Gap) or Surplus | | \$0.06 | \$0.02 |
| Financial Potential | | | |
| Net New Dev Value | | | \$(2.13) |
| Annual Incr. Tax Rev | | | \$(0.03) |
| TAD Bond Proceeds: | | | \$(0.20) |
| All dollar figures in millions | | | |



Block 4: Gwinnett Plaza Retail

Catalyst Block 4 (Gwinnett Plaza Retail) would border the new Gwinnett Plaza and therefore could support an iconic 3 story retail structure with deck parking. Given its proximity to the Plaza, this 5.6 acre parcel would include no set-aside for parks or circulation, leaving 5.6 acres for development. This parcel would include: 202,500 SF of retail space at a density of 45,000 SF/acre.

In this scenario, 99% of the developable land would be covered by buildings and parking facilities. The total value of the new this development would be approximately \$25.3 million, or \$4.49 million per acre. Based on a land contribution of 15% of total development cost, this scenario would be close to financially feasible, with a land-cost allocation of \$673,324 per-acre, which is only \$167,676 per acre less than the estimated current land value of, \$840,000 per-acre for this parcel.

This development scenario would generate a potential net TAD increment of \$10.1 million, generating estimated net TAD proceeds of \$2,426,740, which could be used to acquire the site or applied to help with the acquisition and development of the adjacent Plaza property.

| Block: 4 | | Gwinnett Plaza Retail | | | |
|--------------------------------|-------|-------------------------------------|-----------|-----------|-----------|
| Acreage | 5.6 | Total Val. | \$ 3.82 | Per Acre | \$ 0.68 |
| Scenario | | 1 Story Retail with Surface Parking | | | |
| Allocation | | % | Acres | % | Acres |
| Park Set-Aside | | 0% | - | 0% | - |
| Circulation | | 0% | - | 0% | - |
| Developable Land | | 100% | 5.6 | 100% | 5.6 |
| Dev. Allocation | | Density | Units | Density | Units |
| Residential Units | | | - | | - |
| Retail | SF | 15,000 | 45,000 | 45,000 | 202,500 |
| Office | SF | - | - | - | - |
| Hotel | Rooms | - | - | - | - |
| Parking Spaces | | - | 135 | - | 608 |
| Dev Land Coverage | | Units | Acres | Units | Acres |
| Building Footprint | | 18% | 1.0 | 82% | 4.65 |
| Parking Acreage | | 18% | 1.0 | 17% | 0.96 |
| Building Footprint | | 36% | 2.0 | 99% | 5.61 |
| Landscape & Open | | 64% | 3.6 | 1% | 0.03 |
| Development Value | | Total | Per Acre | Total | Per Acre |
| Total Dev. Value | | \$ 5.63 | \$ 1.00 | \$ 25.31 | \$ 4.49 |
| Land Cost (15%) | | \$ 0.84 | \$ 0.15 | \$ 3.80 | \$ 0.67 |
| Scenario Land Cost | | \$ 4.74 | \$ 0.84 | \$ 4.74 | \$ 0.84 |
| (Gap) or Surplus | | \$ (3.89) | \$ (0.69) | \$ (0.94) | \$ (0.17) |
| Financial Potential | | | | | |
| Net New Dev Value | | | \$ 1.80 | | \$ 25.31 |
| Annual Incr. Tax Rev | | | \$ 0.02 | | \$ 0.31 |
| TAD Bond Proceeds: | | | \$ 0.17 | | \$ 2.43 |
| All dollar figures in millions | | | | | |



Block 5: Transit Center Development

Catalyst Block 5 (Transit Center Development) would be a major employment center consisting of a cluster of 6-story buildings with parking decks adjacent to the existing transit center for Gwinnett Transit. This facility has the potential over time to grow into a major stop on the proposed light rail line which could be located along Satellite Boulevard. This 17.3 acre parcel would include a set-aside of 0.9 acres (5%) for open space, and 1.7 acres (10%) for circulation, leaving 14.7 acres for development. This parcel could include 960,000 SF of office space at a density of 80,000 SF/acres. The idea of this block would be to create a major office employment center around a growing transit node, with ready access to the core redevelopment area.

The total value of this development scenario at build-out would be approximately \$172.8 million, or \$9.97 million per acre. Based on a land contribution of 15% of total development cost, this scenario would be very feasible, with the ability to support a land cost of \$1,495,586 per-acre, which is \$655,586 higher than the estimated current per-acre value of \$840,000.

This development scenario would generate a net tax increment of \$69.1 million, generating estimated net TAD proceeds of \$16,566,547.

| Block: 5 | | Transit Center Development | | | |
|--------------------------------|------|---|-----------|-----------|----------|
| Acreage | 17.3 | Total Val. | \$16.15 | Per Acre | \$ 0.93 |
| Scenario | | Low Density Office-4-Story Buildings w/ Surface Parking | | | |
| Allocation | | % | Acres | % | Acres |
| Park Set-Aside | | 5% | 0.9 | 5% | 0.9 |
| Circulation | | 10% | 1.7 | 10% | 1.7 |
| Developable Land | | 85% | 14.7 | 85% | 14.7 |
| Dev. Allocation | | Density | Units | Density | Units |
| Residential Units | | - | - | - | - |
| Retail | SF | - | - | - | - |
| Office | SF | 40,000 | 280,000 | 80,000 | 960,000 |
| Hotel Rooms | | - | - | - | - |
| Parking Spaces | | - | 840 | - | 2,880 |
| Dev Land Coverage | | Units | Acres | Units | Acres |
| Building Footprint | | 11% | 1.6 | 25% | 3.67 |
| Parking Acreage | | 42% | 6.2 | 31% | 4.54 |
| Building Footprint | | 53% | 7.8 | 56% | 8.21 |
| Landscape & Open | | 47% | 6.9 | 44% | 6.52 |
| Development Value | | Total | Per Acre | Total | Per Acre |
| Total Dev. Value | | \$50.40 | \$ 2.91 | \$ 172.80 | \$ 9.97 |
| Land Cost (15%) | | \$ 7.56 | \$ 0.44 | \$25.92 | \$ 1.50 |
| Scenario Land Cost | | \$14.56 | \$ 0.84 | \$14.56 | \$ 0.84 |
| (Gap)or Surplus | | \$ (7.00) | \$ (0.40) | \$11.36 | \$ 0.66 |
| Financial Potential | | | | | |
| Net New Dev Value | | \$34.25 | | \$ 172.80 | |
| Annual Incr. Tax Rev | | \$ 0.43 | | \$ 2.14 | |
| TAD Bond Proceeds: | | \$ 3.28 | | \$16.57 | |
| All dollar figures in millions | | | | | |



Block 6: Park Block East

Catalyst Block 6 (Park Block East) could support moderate density mixed-use with development with deck parking—potentially 5 story apartments with 3 story retail. This 18.0 acre parcel would include a set-aside of 2.7 acres (15%) for parks, and 2.7 acres (15%) for circulation, leaving 12.6 acres for development. This parcel could include: 495 residential units at a density of 55 units/acre and 225,000 SF of retail space at a density of 45,000 SF/acre.

In this scenario, 77% of the developable land would be covered by buildings and parking facilities, leaving 23%, or 2.91 acres to be used for landscaping, plazas, internal circulation, and other uses. The total value of this development scenario would be approximately \$90.0 million, or \$5.01 million per acre. Based on a land contribution of 15% of total development cost, this scenario would be potentially feasible, with supportable land cost of \$751,419 per-acre, only \$88,581 lower than the estimated value of \$840,000 per-acre for this parcel.

This development scenario would generate a net tax increment of \$36.0 million, generating estimated potential TAD proceeds of \$8,628,410.

| Block: | 6 | Park Block East | | | |
|--------------------------------|-------|--|----------|-----------|-----------|
| Acreage | 18.0 | Total Val. | \$14.94 | Per Acre | \$ 0.83 |
| Scenario | | Low Density Mixed Use with Surface Parking (3-Story Apts. w/ 1 Story Retail) | | | |
| Allocation | | % | Acres | % | Acres |
| Park Set-Aside | | 15% | 2.7 | 15% | 2.7 |
| Circulation | | 15% | 2.7 | 15% | 2.7 |
| Developable Land | | 70% | 12.6 | 70% | 12.6 |
| Dev. Allocation | | Density | Units | Density | Units |
| Residential Units | | 35 | 280.0 | 55 | 495.0 |
| Retail | SF | 15,000 | 60,000 | 45,000 | 225,000 |
| Office | SF | - | - | - | - |
| Hotel | Rooms | - | - | - | - |
| Parking Spaces | | - | 600 | - | 1,418 |
| Dev Land Coverage | | Units | Acres | Units | Acres |
| Building Footprint | | 28% | 3.5 | 59% | 7.44 |
| Parking Acreage | | 35% | 4.4 | 18% | 2.23 |
| Building Footprint | | 63% | 8.0 | 77% | 9.67 |
| Landscape & Open | | 37% | 4.6 | 23% | 2.91 |
| Development Value | | Total | Per Acre | Total | Per Acre |
| Total Dev. Value | | \$42.50 | \$ 2.37 | \$90.00 | \$ 5.01 |
| Land Cost (15%) | | \$ 6.38 | \$ 0.35 | \$13.50 | \$ 0.75 |
| Scenario Land Cost | | \$15.09 | \$ 0.84 | \$15.09 | \$ 0.84 |
| | | \$ | | | |
| (Gap)or Surplus | | \$ (8.72) | (0.49) | \$ (1.59) | \$ (0.09) |
| Financial Potential | | | | | |
| Net New Dev Value | | \$27.56 | | \$90.00 | |
| Annual Incr. Tax Rev | | \$ 0.34 | | \$ 1.12 | |
| TAD Bond Proceeds: | | \$ 2.64 | | \$ 8.63 | |
| All dollar figures in millions | | | | | |



Block 7: Park Block Central

Catalyst Block 7 (Park Block Central) could support Moderate Density Mixed-Use with Deck Parking (5 story apartments with 3 story retail). This 9.7 acre parcel would include a set-aside of 1.5 acres (15%) for parks, and 1.5 acres (15%) for circulation, leaving 6.8 acres for development. This parcel could include: 330 residential units at a density of 55 units/acre and 135,000 SF of retail space at a density of 45,000 SF/acre.

In this scenario, 88% of the developable land would be covered by buildings and parking facilities, leaving 12%, or 0.79 acres to be used for landscaping, plazas, internal circulation, and other uses. The total value of this development scenario would be approximately \$58.1 million, or \$5.96 million per acre. Based on a land contribution of 15% of total development cost, this scenario would be feasible, based on a land price of \$894,414 per-acre, which is \$54,414 higher than the estimated current value of \$840,000 per-acre for this parcel.

This development scenario would generate a net tax increment of \$23.3 million, generating estimated net TAD proceeds of \$5,572,515 million

| Block: 7 | | Park Block Central | | | |
|--------------------------------|-----|---|-----------|----------|----------|
| Acreage | 9.7 | Total Val. | \$ 9.29 | Per Acre | \$ 0.95 |
| Scenario | | Low Density Mixed Use with Surface Parking (3-Story Apts w/ 1 Story Retail) | | | |
| Allocation | | % | Acres | % | Acres |
| Park Set-Aside | | 15% | 1.5 | 15% | 1.5 |
| Circulation | | 15% | 1.5 | 15% | 1.5 |
| Developable Land | | 70% | 6.8 | 70% | 6.8 |
| Dev. Allocation | | Density | Units | Density | Units |
| Residential Units | | 35 | 140.0 | 55 | 330.0 |
| Retail | SF | 15,000 | 25,500 | 45,000 | 135,000 |
| Office | SF | - | - | - | - |
| Hotel Rooms | | - | - | - | - |
| Parking Spaces | | - | 287 | - | 900 |
| Dev Land Coverage | | Units | Acres | Units | Acres |
| Building Footprint | | 24% | 1.7 | 68% | 4.61 |
| Parking Acreage | | 31% | 2.1 | 21% | 1.42 |
| Building Footprint | | 55% | 3.8 | 88% | 6.03 |
| Landscape & Open | | 45% | 3.0 | 12% | 0.79 |
| Development Value | | Total | Per Acre | Total | Per Acre |
| Total Dev. Value | | \$20.69 | \$ 2.12 | \$58.13 | \$ 5.96 |
| Land Cost (15%) | | \$ 3.10 | \$ 0.32 | \$ 8.72 | \$ 0.89 |
| Scenario Land Cost | | \$ 8.19 | \$ 0.84 | \$ 8.19 | \$ 0.84 |
| (Gap)or Surplus | | \$ (5.09) | \$ (0.52) | \$ 0.53 | \$ 0.05 |
| Financial Potential | | | | | |
| Net New Dev Value | | \$11.40 | | \$58.13 | |
| Annual Incr Tax Rev | | \$ 0.14 | | \$ 0.72 | |
| TAD Bond Proceeds: | | \$ 1.09 | | \$ 5.57 | |
| All dollar figures in millions | | | | | |



Block 8: Park Block West

Catalyst Block 8, (Park Block West) could support moderate density mixed-use development with deck parking--8 story office, 5 story apartments with 3 story retail. This 20.6 acre parcel would include a set-aside of 1.0 acres (5%) for parks, and 2.1 acres (10%) for circulation, leaving 17.5 acres for development. This parcel would include: 385 residential units at a density of 55 units/acre, 225,000 SF of retail space at a density of 45,000 SF/acre, and 400,000 SF of office space at a density of 80,000 SF/acre.

In this scenario, 70% of the developable land would be covered by buildings and parking facilities, leaving 30%, or 5.18 acres to be used for landscaping, plazas, internal circulation, and other uses. The total value of this development scenario would be approximately \$148.3 million, or \$7.20 million per acre. Based on a land contribution of 15% of total development cost, this scenario would be economically feasible, with supportable land purchase price of \$1,079,595 per-acre, which is \$239,595 higher than the estimated value of \$840,000 per-acre.

This development scenario would generate a net tax increment of \$59.3 million, generating estimated potential TAD net proceeds of \$14,212,908.

| Block: 8 | | Park Block West | | | | |
|--------------------------------|----|---|------------|-----------|-----------|---------|
| Acreage | | 20.6 | Total Val. | \$21.32 | Per Acre | \$ 1.04 |
| Scenario | | Low Density Mixed Use with Surface Parking (4 Story Office, 3-Story Apts w/ 1 Story Retail) | | | | |
| Allocation | | % | Acres | % | Acres | |
| Park Set-Aside | | 5% | 1.0 | 5% | 1.0 | |
| Circulation | | 10% | 2.1 | 10% | 2.1 | |
| Developable Land | | 85% | 17.5 | 85% | 17.5 | |
| Dev. Allocation | | Density | Units | Density | Units | |
| Residential Units | | 35 | 175.0 | 55 | 385.0 | |
| Retail | SF | 15,000 | 60,000 | 45,000 | 225,000 | |
| Office | SF | 40,000 | 120,000.0 | 80,000 | 400,000.0 | |
| Hotel Rooms | | - | - | - | - | |
| Parking Spaces | | - | 803 | - | 2,453 | |
| Dev Land Coverage | | Units | Acres | Units | Acres | |
| Building Footprint | | 19% | 3.4 | 48% | 8.46 | |
| Parking Acreage | | 34% | 5.9 | 22% | 3.86 | |
| Building Footprint | | 53% | 9.3 | 70% | 12.33 | |
| Landscape & Open | | 47% | 8.2 | 30% | 5.18 | |
| Development Value | | Total | Per Acre | Total | Per Acre | |
| Total Dev. Value | | \$50.98 | \$ 2.47 | \$ 148.25 | \$ 7.20 | |
| Land Cost (15%) | | \$ 7.65 | \$ 0.37 | \$22.24 | \$ 1.08 | |
| Scenario Land Cost | | \$17.30 | \$ 0.84 | \$17.30 | \$ 0.84 | |
| (Gap)or Surplus | | \$ (9.66) | \$ (0.47) | \$ 4.94 | \$ 0.24 | |
| Financial Potential | | | | | | |
| Net New Dev Value | | \$29.65 | | | \$ 148.25 | |
| Annual Incr. Tax Rev | | \$ 0.37 | | | \$ 1.84 | |
| TAD Bond Proceeds: | | \$ 2.84 | | | \$14.21 | |
| All dollar figures in millions | | | | | | |

Block 9: Creek Block

Catalyst Block 9 (Creek Block) could support moderate density condominiums with decked parking. This 17.0 acre parcel would include a set-aside of 0.8 acres (5%) for parks, and 8.5 acres (50%) for circulation, leaving 7.6 acres for development. This parcel could include: 418 residential units at a density of 55 units/acre.

In this scenario, 43% of the developable land would be covered by buildings and parking facilities, leaving 57%, or 4.35 acres to be used for landscaping, plazas, internal circulation, and other uses. The total value of this development scenario would be approximately \$71.1 million, or \$4.18 million per acre. Based on a land contribution of 15% of total development cost, this scenario would be feasible, with a land-cost allocation of \$627,443 per-acre, \$277,443 higher than the estimated value of \$350,000 per-acre for this parcel (target price for this parcel is lower due to the site's hydrology issues).

This development scenario would generate a net tax increment of \$28.4 million, generating estimated potential TAD net proceeds of \$6,812,609

| Block: 9 | | Creek Block | | | |
|--------------------------------|------|--|-----------|----------|----------|
| Acreage | 17.0 | Total Val. | \$ 8.27 | Per Acre | \$ 0.49 |
| Scenario | | Low Density Condo with Surface Parking | | | |
| Allocation | | % | Acres | % | Acres |
| Park Set-Aside | | 5% | 0.8 | 5% | 0.8 |
| Circulation | | 50% | 8.5 | 50% | 8.5 |
| Developable Land | | 45% | 7.6 | 45% | 7.6 |
| Dev. Allocation | | Density | Units | Density | Units |
| Residential Units | | 35 | 210.0 | 55 | 418.0 |
| Retail | SF | - | - | - | - |
| Office | SF | - | - | - | - |
| Hotel Rooms | | - | - | - | - |
| Parking Spaces | | - | 315 | - | 627 |
| Dev Land Coverage | | Units | Acres | Units | Acres |
| Building Footprint | | 25% | 1.9 | 30% | 2.30 |
| Parking Acreage | | 31% | 2.3 | 13% | 0.99 |
| Building Footprint | | 56% | 4.3 | 43% | 3.29 |
| Landscape & Open | | 44% | 3.4 | 57% | 4.35 |
| Development Value | | Total | Per Acre | Total | Per Acre |
| Total Dev. Value | | \$35.70 | \$ 2.10 | \$71.06 | \$ 4.18 |
| Land Cost (15%) | | \$ 5.36 | \$ 0.32 | \$10.66 | \$ 0.63 |
| Scenario Land Cost | | \$ 5.95 | \$ 0.35 | \$ 5.95 | \$ 0.35 |
| (Gap)or Surplus | | \$ (0.59) | \$ (0.03) | \$ 4.71 | \$ 0.28 |
| Financial Potential | | | | | |
| Net New Dev Value | | \$27.43 | | \$71.06 | |
| Annual Incr. Tax Rev | | \$ 0.34 | | \$ 0.88 | |
| TAD Bond Proceeds: | | \$ 2.63 | | \$ 6.81 | |
| All dollar figures in millions | | | | | |

Conclusions

- The total development potential of the nine blocks under the low-rise and mid-rise development scenarios are shown in the following chart. The total build-out could take 25 years.
- In general the low-rise redevelopment option does not generate a significant enough level of redevelopment to justify the purchase of the property given its current value. This means the low-rise option would only work if existing developers wanted to redevelop their own site, or the potential TAD revenues were used to offset development costs to make the project economically feasible
- The mid-rise option for most of the catalyst developments would generate sufficient new development to justify the purchase of the existing block. This is a critical economic hurdle for both existing owners to have an economic benefit from redevelopment or to make the purchase of the property economically viable for a development to acquire the block.
- The land reserved for the Great Lawn/Gwinnett Plaza and linear park lessens the net acreage available for development on a given block. However, it creates a powerful new amenity which should more than offset the loss in acreage that result. One strategy might be to acquire the acreage need for the park from the developers of each block using future TAD funds. Or committing those TAD funds to create the public amenity on the land dedicated by the property owners.
- Once the pattern of the new development is established on the initial catalyst sites, it is likely that other developers will follow the pattern in the future redevelopment of the other identified blocks. However, given the size of the core area, it is imperative to achieve the desired result that the initial nine blocks be developed first, so as to create the key public amenity which will “rebrand” this area of Gwinnett Place.
- Based on the low and moderate density scenarios, these 9 development blocks could support:
 - Approximately 1,600 to 2,500 residential units
 - Approximately 1.4 million to 1.6 million SF of retail space
 - Approximately 800,000 to 2.0 million SF of office space
 - Approximately 400-500 Hotel rooms
- Total development value of these 9 blocks at build-out would range from \$604 million in the low density scenario, to \$955 million in the moderate density scenario, generating between \$46 million and \$87 million in TAD bonding potential.



Table 3.1. Development Summary for Gwinnett Place Core Catalyst Blocks

| Summary Block: | Acres | Low Density | | | | | |
|--|--------------|--------------|------------------|----------------|----------------|-----------------|------------------|
| | | Res Units | Retail SF | Office SF | Hotel Rooms | Dev. Value | TAD Potential |
| 1- Gwinnett Place Mall-Scen A | 53.8 | 820 | 1,200,000 | 440,000 | 240 | \$367.50 | \$31.00 |
| 2- Gwinnett Plaza Hotel | 6.9 | - | - | - | 220 | \$30.80 | \$2.50 |
| 3- Gwinnett Plaza | 3.7 | - | 3,000 | - | - | \$0.40 | \$ - |
| 4- Gwinnett Plaza Retail | 5.6 | - | 45,000 | - | - | \$5.60 | \$0.20 |
| Mall Property Subtotal | 70 | 820 | 1,248,000 | 440,000 | 460 | \$404.30 | \$33.70 |
| 5- Transit Center Development | 17.3 | 0 | - | 280,000 | 0 | \$50.40 | \$3.28 |
| 6- Park Block East | 18 | 280 | 60,000 | - | - | \$42.50 | \$2.60 |
| 7- Park Block Central | 9.7 | 140 | 25,500 | - | - | \$20.70 | \$1.10 |
| 8- Park Block West | 20.6 | 175 | 60,000 | 120,000 | - | \$51.00 | \$2.80 |
| 9- Creek Block | 17 | 210 | - | - | - | \$35.70 | \$2.60 |
| Total (All Dollar values in \$ millions) | 152.6 | 1,625 | 1,393,500 | 840,000 | 460 | \$604.60 | \$46.08 |

| Summary Block | Acres | Moderate Density | | | | | |
|--|--------------|------------------|------------------|------------------|----------------|-----------------|------------------|
| | | Res Units | Retail SF | Office SF | Hotel Rooms | Dev. Value | TAD Potential |
| 1- Gwinnett Place Mall-Scen A | 53.8 | 900 | 750,000 | 700,000 | 240 | \$358.80 | \$30.17 |
| 2- Gwinnett Plaza Hotel | 6.9 | - | - | - | 220 | \$30.80 | \$2.50 |
| 3- Gwinnett Plaza | 3.7 | - | 3,000 | - | - | \$0.40 | \$0 |
| 4- Gwinnett Plaza Retail | 5.6 | - | 202,500 | - | - | \$25.30 | \$2.40 |
| Mall Property Subtotal | 70 | 900 | 955,500 | 700,000 | 460 | \$415.30 | \$35.07 |
| 5- Transit Center Development | 17.3 | 0 | - | 960,000 | 0 | \$172.80 | \$16.57 |
| 6- Park Block East | 18 | 495 | 225,000 | - | - | \$90.00 | \$8.60 |
| 7- Park Block Central | 9.7 | 330 | 135,000 | - | - | \$58.10 | \$5.60 |
| 8- Park Block West | 20.6 | 385 | 225,000 | 400,000 | - | \$148.30 | \$14.20 |
| 9- Creek Block | 17 | 418 | - | - | - | \$71.10 | \$6.80 |
| Total (All Dollar values in \$ millions) | 152.6 | 2,528 | 1,540,500 | 2,060,000 | 460 | \$955.60 | \$86.84 |



G. Anticipated Growth

Based on current land use patterns and growth forecasts from the Atlanta Regional Commission, the Gwinnett LCI Study area can expect to add 42,735 residents over the next 30 years, from an estimated 55,344 residents in 2010 to 98,079 residents in 2040. That corresponds to 23,238 new households over the period. These forecasts reflect a relatively modest 1.8% compound annual growth rate, as compared to the LCI Study area's 1990-2000 growth rate of 8.1%, and the 2000-2011 growth rate of 2.8%.

The LCI concept plan calls for moderate density mixed-use redevelopment in a 156-acre portion of the Gwinnett Place Core area. Based on the low and moderate density scenarios, these 9 development blocks could support:

- Approximately 1,600 to 2,500 residential units
- Approximately 1.4 million to 1.6 million SF of retail space
- Approximately 800,000 to 2.0 million SF of office space
- Approximately 400-500 hotel rooms

If this concept plan were to be fully implemented over 25 years at the moderate density scenario, the increased density would represent an additional 4,942 residents, 2,770 households, and 8,819 jobs. This additional growth in the Gwinnett Place area represents 8% - 12 % of the LCI study area's expected growth in population and households, and 21% of the study area's forecast employment growth. Furthermore, the population and households represented 1%- 2% of forecast countywide growth over the period, while the employment forecast represents only 4% of anticipated countywide growth.

The LCI concept plan envisions the LCI study area, which is already a leading regional retail center, evolving into a mixed-use regional activity center, particularly, in regards to housing and office employment. Even though the forecast additional growth in the Gwinnett Place study area could easily meet by the study area's forecast demand for housing and commercial real estate over the next 25 years, we believe that a revitalized Gwinnett Place could draw demand from throughout the County and region.

Table 3.2. Long-Range Forecast: Population

| Population | 2010 | 2016 | 2020 | 2025 | 2030 | 2035 | 2040 | 2010-2040 CAGR | 2010-2040 Net |
|--|---------|---------|---------|---------|-----------|-----------|-----------|----------------|---------------|
| Gwinnett County | 751,938 | 832,550 | 893,661 | 959,789 | 1,027,462 | 1,103,491 | 1,153,982 | 1.44% | 402,044 |
| N Gwinnett Super District | 166,412 | 188,981 | 207,757 | 227,321 | 247,673 | 270,996 | 285,557 | 1.82% | 119,145 |
| LCI Study Area- Current LU Patterns | 81,348 | 92,381 | 101,559 | 111,123 | 121,071 | 132,472 | 139,590 | 1.82% | 58,242 |
| LCI Study Acre w/ Moderate Density MU* | 81,348 | 92,967 | 102,731 | 112,881 | 123,416 | 135,403 | 142,521 | 1.89% | 61,173 |

*Assumes 99-Acre Gwinnett Place/Pleasant Hill area redeveloped over 25 years to moderate density mixes use as described in LCI Development scenarios. Source: ARC, US Census, Claritas, BAG

**Table 3.3. Long-Range Forecast: Households**

| Households | 2010 | 2016 | 2020 | 2025 | 2030 | 2035 | 2040 | 2010-2040 CAGR | 2010-2040 Net |
|--|---------|---------|---------|---------|---------|---------|---------|----------------|---------------|
| Gwinnett County | 265,100 | 297,363 | 320,945 | 347,218 | 373,691 | 404,282 | 425,050 | 1.59% | 159,950 |
| N Gwinnett Super District | 57,948 | 66,661 | 73,741 | 81,253 | 88,992 | 98,058 | 103,710 | 1.96% | 45,762 |
| LCI Study Area-Current LU Patterns | 29,426 | 33,850 | 37,446 | 41,260 | 45,190 | 49,794 | 52,664 | 1.96% | 23,238 |
| LCI Study Acre w/ Moderate Density MU* | 29,426 | 34,176 | 38,097 | 42,237 | 46,493 | 51,422 | 54,292 | 2.06% | 24,866 |

*Assumes 99-Acre Gwinnett Place/Pleasant Hill area redeveloped over 25 years to moderate density mixes use as described in LCI Development scenarios. Source: ARC, US Census, Claritas, BAG

Table 3.4. Long-Range Forecast: Employment

| Employment | 2010 | 2016 | 2020 | 2025 | 2030 | 2035 | 2040 | 2010-2040 CAGR | 2010-2040 Net |
|--|---------|---------|---------|---------|---------|---------|---------|----------------|---------------|
| Gwinnett County | 288,930 | 352,841 | 380,118 | 417,719 | 438,656 | 482,048 | 508,847 | 1.90% | 219,917 |
| N Gwinnett Super District | 53,352 | 64,366 | 69,653 | 76,623 | 81,057 | 89,168 | 94,549 | 1.93% | 41,197 |
| LCI Study Area-Current LU Patterns | 55,344 | 66,769 | 72,254 | 79,484 | 84,083 | 92,497 | 98,079 | 1.93% | 42,735 |
| LCI Study Acre w/ Moderate Density MU* | 55,344 | 67,947 | 74,609 | 83,016 | 88,794 | 98,385 | 103,435 | 2.11% | 48,091 |

*Assumes 99-Acre Gwinnett Place/Pleasant Hill area redeveloped over 25 years to moderate density mixes use as described in LCI Development scenarios. Source: ARC, US Census, Claritas, BAG

Table 3.5. LCI Concept Plan Build-Out Forecast

| Population, Household & Employment Forecasts for Gwinnett Place Core, based on 25-Year Build Out | | | | | | | | | |
|--|------|-------|-------|-------|-------|-------|-------|---------------|--------------------|
| | 2010 | 2016 | 2020 | 2025 | 2030 | 2035 | 2040 | % of LCI Area | % of County Growth |
| % of Total Build-Out (156 Acres) | 0% | 20% | 40% | 60% | 80% | 100% | 100% | | |
| Net New Population | - | 900 | 1,800 | 2,700 | 3,600 | 4,500 | 4,942 | 8.5% | 1.2% |
| Net New Households | - | 500 | 1,000 | 1,500 | 2,000 | 2,500 | 2,770 | 11.9% | 1.7% |
| Net New Employment | - | 1,587 | 3,173 | 4,760 | 6,347 | 7,933 | 8,819 | 20.6% | 4.0% |

*Assumes 99-Acre Gwinnett Place/Pleasant Hill area redeveloped over 25 years to moderate density mixes use as described in LCI Development scenarios. Source: ARC, US Census, Claritas, BAG



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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 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.

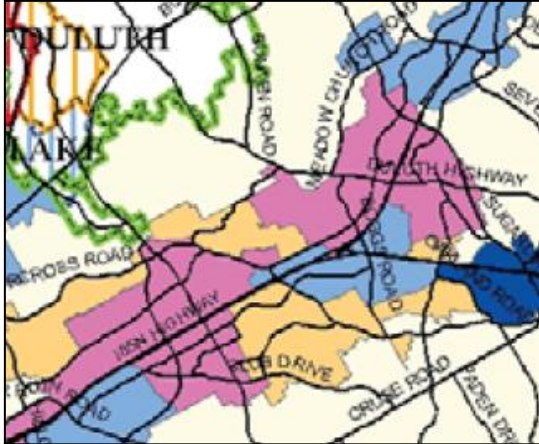
At its most active, Gwinnett Place was a regional commercial center that stretched throughout the area designated as Regional

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.

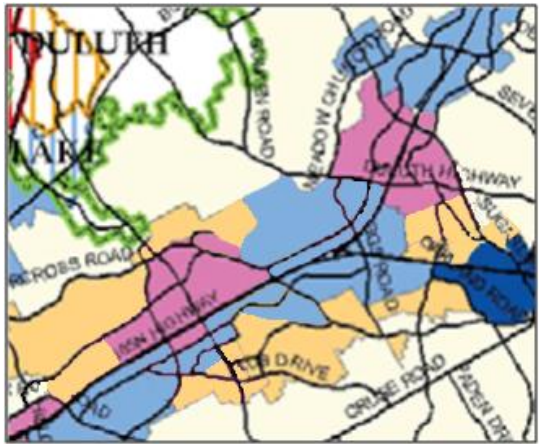
To better reflect this market reality, and to better promote the development of a tight more urbanize activity center that can later serve as a catalyst for future growth, it is recommended that the area shown as Regional Mixed-use on the FDM be constrained to the Core areas around the Gwinnett Place 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.

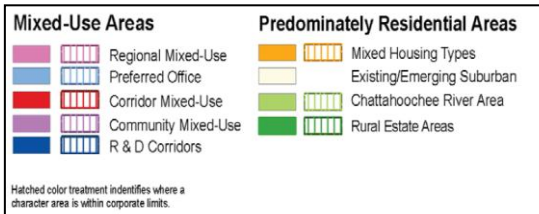
Figure 4.1. Recommended Changes to the Gwinnett County Future Development Map



Current FDM in the LCI Study Area



Recommended FDM



ii. Regulatory

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

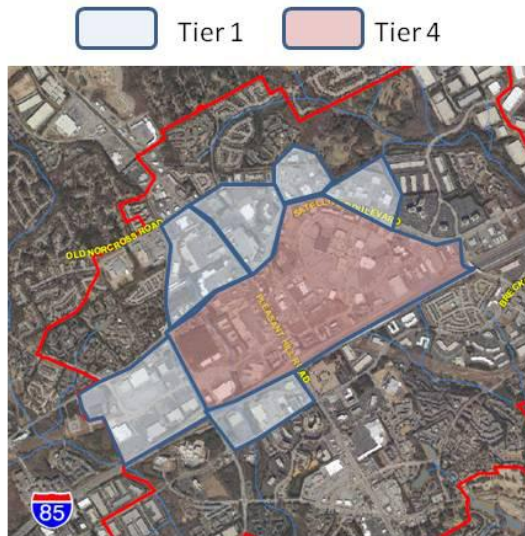
Gwinnett County's draft Unified Development Ordinance (UDO) proposes the addition of a new Urban Center Form-Based Overlay District (UCFB), which would apply to all parcels of land and rights-of-way within the district boundaries of the Gwinnett Place CID Redevelopment District (as well as Gwinnett Village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



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

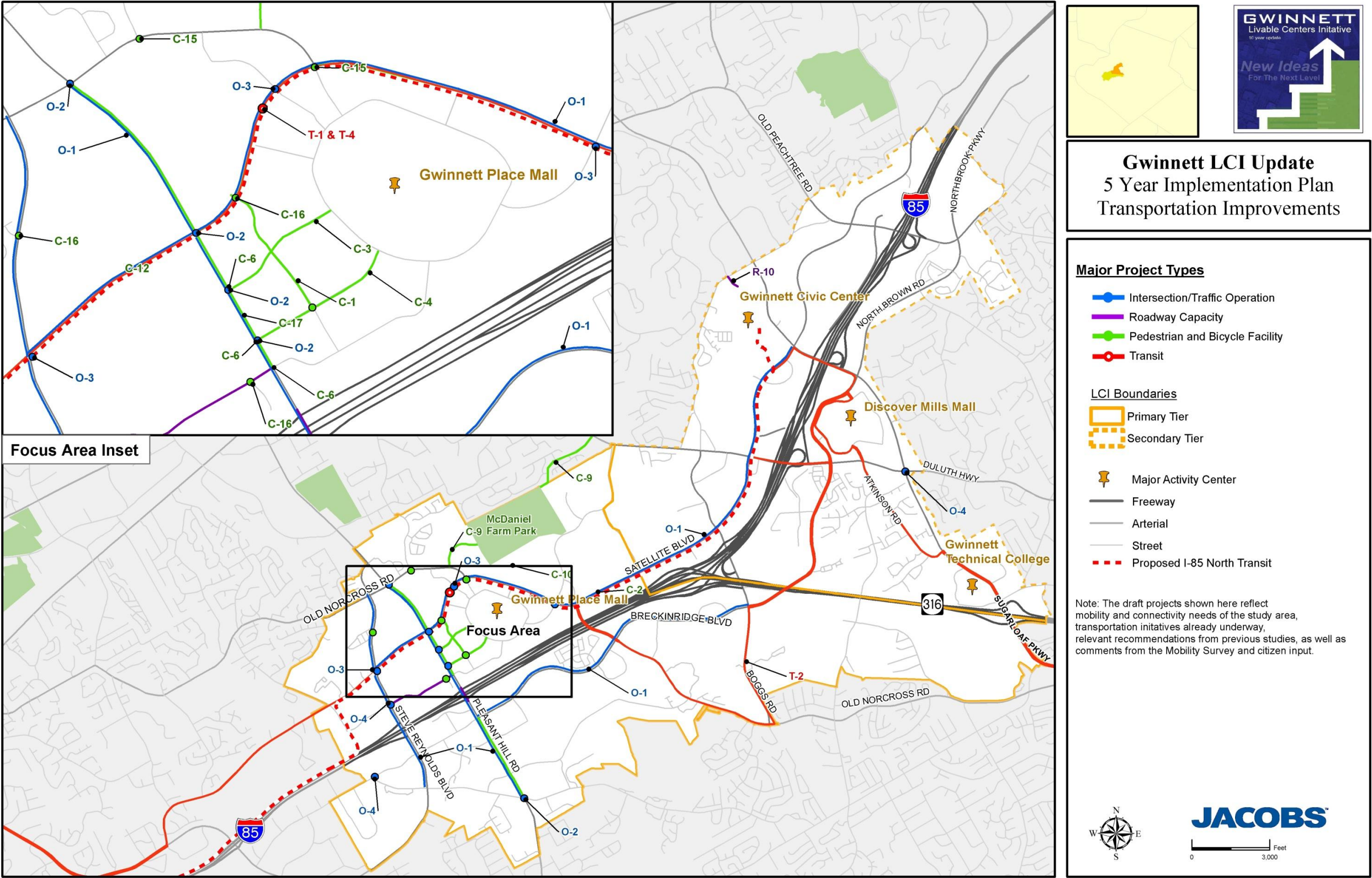
The following tables summarize the transportation, housing and other initiatives identified to implement the Master Plan. The tables include costs, program years, funding sources and responsibilities for short term projects, or those projects recommended for implementation over the next 5 years. Public 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 | Engineer- ing 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 |
| 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 | | | | | | | | | | | | | | | |
| 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 |
| O-1 Project Description: Implement ITS/ATMS measures such as adaptive traffic control system on major thoroughfares: - 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 |
| 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: - 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 | Engineer- ing 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 |
| 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: - 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 |
| O-4 Project Description: Detailed traffic study to improve operations and safety at the following critical intersections - 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 | Engineer- ing Year | Engineering Costs | ROW Year | ROW Costs | Construction Year | Construction Costs | Contingency Costs | Total Project Costs | Project Sponsor | Funding Source | Local Source | Match Amount |
|--|--|---------------------|---|-----------------------|----------------------|-------------|-------------|----------------------|-----------------------|----------------------|------------------------|--------------------|-------------------|--------------------------------|-----------------|
| 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. - 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 |
| 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) | | | | | | | | | | | | | | | |
| 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 |
| 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) | | | | | | | | | | | | | | | |
| 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 | Engineer- ing Year | Engineering Costs | ROW Year | ROW Costs | Construction Year | Construction Costs | Contingency Costs | Total Project Costs | Project Sponsor | Funding Source | Local Source | Match Amount |
|---|--|------------------------------|--|-----------------------|----------------------|-------------|-----------|----------------------|-----------------------|----------------------|--|--------------------|-----------------------|---------------------------------|-----------------|
| 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. - 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 |
| C-19 Description: • 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 Shackleford 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 | | |
| T-2 Project Description: Improve service characteristics of GTC Routes 10 and 40 to better serve the major activity centers in the study area: - 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 Shackleford 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 |



Appendix A: 10-year Action Plan Review

Table A.1 provides the Report of Accomplishments for the ten year period 2001-2011 for the Gwinnett Livable Centers Initiative plan. It reports the status and implementation schedule for all projects that were either slated in the 2001 LCI plan as 5-year priority projects or outlined in the implementation strategies section. Some of the projects have been modified based on the LCI 5-Year Update prepared for ARC by Gwinnett County in 2006.

As described earlier in the report, much has been accomplished in the LCI Study area. The major public investment in the northern end of the study area, the Primary Tier for the original LCI study, was the completion of Gwinnett Center and an extensive perimeter sidewalk system surrounding the Center.

In the southern end of the study area, now the Primary Tier, the formation of the Gwinnett Place CID and Tax Allocation District has enabled a very extensive degree of public improvements. The CID has been the instigator of many of the major improvements and used its technical and financial support to leverage substantial public investments. However, the majority of these projects were not included in the 2001 LCI study, but were determined from priorities set by the Board of Directors of the Gwinnett Place CID.



REPORT OF ACCOMPLISHMENTS

Table A.1 Gwinnett County LCI – 10 Yr Update September 2010

| <i>Transportation Initiatives</i> | | | | STATUS | | | | Notes |
|--------------------------------------|--|---------|-------------------|----------|----------|-------------|--------------|---|
| Project | Description | PE Year | Construction Year | Complete | Underway | Not Started | Not Relevant | |
| I-85 Crossing 1 Transit/Ped.Bridge | Over I-85 south of Old Norcross Rd. | 2005 | 2006 | | | | x | |
| I-85 Crossing 2 Transit/Ped.Bridge | Over I-85 south of Old Peachtree Rd. | 2006 | 2007 | | | | x | |
| I-85 Crossing 2 | underpass of I-85 along Sugarloaf Parkway | 2006 | 2007 | | | | x | Determined to be infeasible (\$3 million cost); funding used to construct sidewalks at perimeter of Gwinnett Center and on Sugarloaf Parkway. |
| Satellite Reliever | Northmont-Commerce Connector to Sugarloaf Pkwy | 2005 | 2007 | | | x | | |
| Connector Streets | Reconstruct in existing developments | 2003 | 2005 | | | x | | |
| Connector Streets | New Construction | 2003 | 2005 | | | x | | |
| Streetscape Improvements | Sugarloaf Parkway and Satellite Blvd | 2003 | 2004 | x | | | | |
| Sidewalks in Overlay District | Inside 1500 ft. radius around GTS bus stops | Annual | Annual | | | x | | |
| Roadway | | | | | | | | |
| Pedestrian Underpass 150' | Satellite Boulevard | 2010 | LR | | | x | | SPLOST |
| Intersection improvements | Safety | 2007 | 2008 | x | | | | LCI Implementation Grant/ SPLOST |
| Sidewalks in Overlay District | | | | | | | | |
| Perimeter Sidewalk Plan | 5' Sidewalks | 2007 | 2008 | x | | | | LCI Implementation Grant/ SPLOST |
| Park & Ride Lot Connector | Sidewalk | 2007 | 2008 | x | | | | LCI Implementation Grant/ SPLOST |



| Transportation Initiatives (continued) | | | | STATUS | | | | Notes |
|---|--|----------------|--------------------------|-----------------|-----------------|--------------------|---------------------|--------------|
| Project | Description | PE Year | Construction Year | Complete | Underway | Not Started | Not Relevant | |
| Multi-Use Path/Trail A-A' | Trail through open space | 2010 | 2008 | | | x | | |
| Multi-Use Path/Trail B-B' | Trail through open space | 2010 | 2008 | | | x | | |
| Multi-Use Path/Trail C-C' | Trail through floodplain | 2010 | 2008 | | | x | | |
| Multi-Use Path/Trail D-Z | Trail along road | 2010 | 2011 | | | x | | |
| Multi-Use Path/Trail E-E' | Trail through parking lot of Arena/Civic Ctr | 2007 | 2008 | | | | x | |
| Multi-Use Path/Trail E'-F' | Trail along road | 2007 | 2008 | | | | x | |
| Multi-Use Path/Trail E'-G | Trail along road | 2010 | 2011 | | | | x | |
| Multi-Use Path/Trail G-H | Trail along proposed Satellite reliever | 2010 | 2011 | | | | x | |
| Multi-Use Path/Trail GG-GG' | Trail connector to Shorty Howell Park | 2008 | 2011 | | | x | | |
| Multi-Use Path/Trail H-H' | Along proposed Transit-Pedestrian Bridge Connector | 2008 | 2011 | | | | x | |
| Multi-Use Path/Trail A'-A'' | Through private easement | 2010 | 2011 | | | x | | |
| Multi-Use Path/Trail P-JJ | Trail along road | 2010 | 2011 | | | | x | |
| Multi-Use Path/Trail J-J' | Along proposed Transit-Pedestrian Bridge Connector | 2010 | 2011 | | | | x | |



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| <i>Transportation Initiatives (continued)</i> | | | | STATUS | | | | Notes |
|---|--|---------|-------------------|----------|----------|-------------|--------------|-------|
| Project | Description | PE Year | Construction Year | Complete | Underway | Not Started | Not Relevant | |
| Multi-Use Path/Trail K-K" | Trail through open space | 2008 | 2009 | | | | x | |
| Multi-use Path/Trail L-K"-M | Trail along road | 2008 | 2009 | | | | x | |
| Multi-use Path/Trail CC-N' | Trail along Duluth Highway | 2008 | 2009 | | | | x | |
| Multi-use Path/Trail O'-P | Trail along road | 2008 | 2009 | | | | x | |
| Multi-use Path/Trail V-V' | Trail through private easement | 2007 | 2008 | | | x | | |
| Multi-use Path/Trail Q-Q' | Along Herrington Road | 2008 | 2009 | | | | x | |
| Multi-use Path/Trail B'-R | Trail along road | 2008 | 2009 | | | | x | |
| Multi-use Path/Trail T-T' | Along McDaniel's Rd. to new park | 2007 | 2008 | | | x | | |
| Multi-use Path/Trail A'-AA Satellite Blvd | Demonstration Site N. of Sugarloaf Pkwy | 2004 | 2005 | | | | x | |
| Multi-use Path/Trail Y'-O Civic Center along floodplain | From Satellite Reliever to Sugarloaf Pkwy. | 2004 | 2005 | | | | x | |
| Multi-use Path/Trail R-EE' Singleton Crk | Singleton Crk Trail to Old Norcross Road | 2005 | 2006 | | | | x | |
| Multi-use Path/Trail G-EE' Singleton Crk | From Singleton Creek To McDaniel F. Park | 2005 | 2006 | | | | x | |
| Multi-use Path/Trail W-W' Sweetwater Crk | From McDaniel Farm Park across SR 120 | 2005 | | | | x | | |
| Multi-use Path/Trail BB-BB' | Trail on street | 2007 | | | | | x | |



| <i>Housing Initiatives</i> | | | | STATUS | | | | Notes |
|-----------------------------|--|---------|-------------------|----------|----------|-------------|--------------|--|
| Project | Description | PE Year | Construction Year | Complete | Underway | Not Started | Not Relevant | |
| Promote Job-Housing Balance | Set goal of 1 housing unit for 1.5 jobs and/or institute mixed-use zoning to make sure that zoning would not preclude this balance | | 2002 | | | x | | |
| | Perform research to identify housing options and prices that are appropriate to the types of jobs in the activity center | | 2003 | | x | | | Recommended in Unified Plan. |
| Promote housing choices | Allow Accessory Units in single-family housing stock within the study area | | 2012 | | x | | | UDO project is proposed to allow this, |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |
| | | | | | | | | |



Gwinnett LCI Update Report

| Other Local Initiatives | | | | STATUS | | | | Notes |
|-------------------------------------|---|---------|-------------------|----------|----------|-------------|--------------|---|
| Project | Description | PE Year | Construction Year | Complete | Underway | Not Started | Not Relevant | |
| Park/Greenspace/ Trail Head | New county park site on eastern end of study area | 2004 | NA | | | | | |
| Prepare Activity Center Plan | Activity Center Guidelines in Comprehensive Plan | 2002 | | | x | | | Unified Plan began to look at this. UDO project will further define. |
| | Adopt LCI Overlay District Ordinance | 2002 | | | x | | | Proposed for UDO project. |
| | Hire development review staff to administer overlay ordinance | 2003 | | | | | x | One new staff was hired in the development review section in 2003 to review final plats and wait on customers. I don't think it was to review and administer Activity Center Corridor Overlay's specifically. No new staff can be hired due to hiring freeze. |
| Make new transportation connections | Prepare multi-modal access/connectivity plan for Overlay District | 2003 | | x | | | | Multi-modal plans were required as a result of a zoning condition if a large scale project was in for rezoning (it was not Activity Center Corridor Overlay District specific) |
| Amend Development Regulations | Standards for multi-modal streets (transit/bike/ped) | 2002 | | x | | | | There was an amendment to the Development Regulations in October 2002 to require Concept plans in Mixed Use Redevelopment (MUR). <u>If a site was rezoned</u> MUR it may have a zoning condition to require multi-modal streets but zoning research would need to be done for that time period to determine such. |
| | Street connections and interparcel access | 2002 | | x | | | | The Development Regulations were not amended but the Zoning Resolution was amended in 2005 to require inter-parcel access |
| | Multi-modal access plans | 2002 | | x | | | | Required only by zoning condition |
| Transportation Connections | Feasibility study for transit-pedestrian bridges | 2004 | | | | x | | DOT |
| Increase transportation options | Prepare a phased operations plan for a transit circulator | 2005 | | | | x | | DOT |



| Other Local Initiatives(continued) | | | | STATUS | | | | Notes |
|---|--|----------------|--------------------------|-----------------|-----------------|--------------------|---------------------|--|
| Project | Description | PE Year | Construction Year | Complete | Underway | Not Started | Not Relevant | |
| Amend Zoning Resolution | Design Standards for TOD and provide incentives | 2012 | | | x | | | UDO project |
| | Incentives for implementing travel demand measures (TMA) | 2004 | | | | | x | Clean Air Campaign accomplishes TMA goals |
| Greenway and Open Space Plan | Refine conceptual plan for greenways and trails | 2003 | | | | x | | Concept planning expected to begin in fall 2011 |
| Amend Zoning Resolution and Develop. Regs. for LCI Overlay District | Flexible landscape standards to encourage open space and conservation of significant greenspace areas. | 2002 | | x | x | | | CSO adopted in Zoning Resolution in May of 2011. CSO revised in March 2004 to require primary and secondary conservation space dedication. |
| | Limit impervious surfaces, maximum parking ratios, require pervious surface for excess parking | 2002 | | x | x | | | Zoning Resolution, Article X revised September 2005 to reduce impervious surface by reducing driveway widths, parking stall size, and require pervious surface when surplus parking is proposed. Being revised with UDO project. |
| Forge new public-private partnerships for Economic Development and Public Finance within the study area | Form a CID | 2003 | | x | | | | Gwinnett Place Mall CID |
| | Reorganize Development Authority to promote economic development in the LCI area | NA | | | | x | | |
| | Investigate feasibility of CID and Devel. Authority to finance parking structures serving multiple property owners | | | | | | | |
| | Form a TMA | 2004 | | | | | x | Clean Air Campaign accomplishes TMA goals |
| | Hire a van pool coordinator to work with the TMA | 2004 | | | | | x | Clean Air Campaign accomplishes TMA goals |
| | | | | | | | | |



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Appendix B: Summaries of Public Involvement Activities

- **Community Design Workshop**
- **Mobility Survey**
- **Open House**



Gwinnett LCI Update Report

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Community Design Workshop

Meeting Summary & Key Findings

Overview

The Gwinnett Livable Centers Initiative 10-Year Update includes three major products (1) a Baseline Conditions Analysis, (2) creation of a Conceptual Development Plan, and (3) a Final Report, which includes key recommendations for public and private investments and policy initiatives moving forward.

The Community Design Workshop provides a critical connection between step (1) and steps (2) and (3) above - **the overall vision for the Gwinnett LCI Study Area.**

The Community Workshop serves as the primary source of public input for defining the vision and goals of the community for the area. This document provides a concise summary of activities and findings from the Two-Day Community Workshop. Copies of the Agendas for both meetings are provided to the right. The key activities and findings derived from each day of activities are provided on the pages that follow. A summary of key findings is provided on the next page.

In addition to the Community Workshop, the guidance of a project Core Team, a group of area stakeholders meeting regularly with the Study Team, and the online Mobility Survey, will also influence the final study recommendations. These are ongoing activities.

AGENDA - DAY 1

| | |
|----------------|--|
| 5:00 pm | Orient Yourself! |
| 5:20 pm | Welcome & Overview of Two-day Design Workshop |
| 5:35 pm | Group Introductions |
| 5:50 pm | Project Goals & Baseline Conditions Presentation |
| 6:20 pm | BREAK/SNACKS |
| 6:30 pm | Polling Activity – Priorities & Preferences |
| 7:00 pm | Small Group Discussions |
| 7:40 pm | Regroup & Next Day Activities |
| 8:00 pm | Adjourn |

AGENDA - DAY 2

| | |
|----------------|--|
| 5:00 pm | Orientation |
| 5:10 pm | Welcome & Today's Agenda |
| 5:15 pm | Review of Day 1 Findings |
| 5:25 pm | Market Analysis Presentation & Benchmark Communities |
| 5:45 pm | Small Group Design Discussion <i>Part 1 – The Nuts and Bolts of Live/Work/Play</i> |
| 6:30 pm | BREAK/SNACKS |
| 6:40 pm | Small Group Design Discussion <i>Part 2 – Putting It All Together, Catalyst Site Design</i> |
| 7:25 pm | Presentation of Conceptual Designs |
| 7:50 pm | Project Next Steps |
| 8:00 pm | Adjourn |

Key Findings

The overall community input received during the two-day workshop can be summarized by the following major themes and priorities for future growth and development.

Desirable Development Forms

- International market center comprised of several clusters of several ethnic-based specialty centers / boutique hotels with a common circulation system around the ring road of the mall
- A series of office high rises visible to traffic along the I-85 corridor
- A main shopping boulevard or avenue that is not a through arterial like Pleasant Hill. It might be parallel to Pleasant Hill or it might be perpendicular, such as along relocated Venture/Mall Boulevard leading toward the mall.

Priority Development Areas

- Focus on the redevelopment of catalyst sites that are identified on the Redevelopment Suitability Map and older strip centers in the community that could be revitalized to reflect new mixed use and transit oriented development priorities of the community.

Key Public Investments

- Link proposed redevelopment to the proposed transit system where possible.
- Begin planning for a major outdoor gathering space or amphitheater that can serve as a community gathering space and a central gem of the Gwinnett Place area. Such initiative would be a signature project for the area that attracts visitors from the greater Atlanta region and beyond.



Community Design Workshop Day Two: *left: thinking through the possibilities; right: getting ideas on paper*



Day 1 – Tuesday, October 4 Meeting Summary

Day One of the Community Workshop was highlighted by three key activities:

- Attendees learned about existing conditions of the study area via a PowerPoint presentation of key findings from the Baseline Conditions report.
- Participants began identifying priorities & preferences within the study area via a polling activity using electronic keypads.
- Attendees worked with facilitators to identify areas ripe for change or preservation by participating in small group interactive discussions using maps.

Minimal questions arose from the Baseline Conditions presentation. *The full report will be posted to the project website.*

Polling Activity – Priorities & Preferences

The polling activity asked participants to prioritize a variety of potential directions the study area could take in the future as well as preferences for public investments and visual attributes of potential development types, public spaces, and transit options.

The full polling results are provided at the end of this summary. Key findings from the related discussion included the following:

- A rail line or bus rapid transit is critical
- Family activities will help create the desirable live/work/play balance
- Additional greenspace is needed
- Wide sidewalks with trees and other vegetation are desirable

- Additional venues (such as for concerts) will facilitate success of adjacent businesses
- Planning and development practices in the county need to be more business friendly to compete with other areas

Snapshot of Meeting Attendees

| | |
|--|-------|
| 1 Live in study area | 5.3% |
| 2 Work or attend school in study area | 21.1% |
| 3 Business proprietor or commercial property owner | 21.1% |
| 4 Live and work in study area | 5.3% |
| 5 Live and/or work near the study area | 31.6% |
| 6 Other | 15.8% |



Desired Take-aways from the Workshop*

- Ideas for the future
- Ways to revitalize the area
- Ways to show people how great the area is
- Ways to bring energy to the area
- Ideas to make the area a central business district
- Find ways for the entire area to do well
- Learn about best practices to spread to other areas of Gwinnett
- See what the Community Improvement District (CID) has in mind
- Help make sure Gwinnett County coordinates well with area stakeholders
- Identify ways to work together
- Identify areas ripe for collaboration

*Identified during group introductions



Small Group Discussions

Two small discussion groups were formed after the Polling Activity to begin identifying specific needs within the study area. To drive this discussion, participants were asked to identify community assets, best place for mixed-use development, redevelopment, and a new park/public space, and the greatest transportation improvement need in the area by placing corresponding stars on a large aerial map of the area. Locations identified by participants and associated comments are indicated below.

Community asset, do not change

- Existing tree cover
- Office space must be preserved
- Kaiser Permanente Gwinnett
- Promenade at Pleasant Hill Shopping Center
- NCR Offices along Satellite Boulevard
- Uline Shipping Supplies (major business at the corner of Evergreen Boulevard and Commerce Avenue)
- Interstate 85

Best place for a mixed use development

- Reduced asphalt
- Parking lot area of the Gwinnett Station Shopping Center (2 stars)
- Parking lot area of the Great Wall Supermarket of GA (1 stars)
- Parking area between Fry's Electronics and the Macy's Furniture Showroom
- Gwinnett Place Mall
- Satellite Shops shopping center

Best place for revitalization

- Gwinnett Place Mall (5 stars)
- Parking lot area of the Gwinnett Station Shopping Center (2 stars)
- Areas along Venture Drive between Day Drive & Steve Reynolds Boulevard (3 stars)
- Gwinnett Mall Corners Shopping Center
- Shopping centers at western corners of intersection of Pleasant Hill Rd. and Sweetwater Rd.

Greatest transportation improvement need

- Sidewalk connections between apartments and mall area
- Pedestrian refuge islands for safety
- A pedestrian crossing is needed at Pleasant Hill Road.
- Pleasant Hill Road Interchange (4 stars)
- New overpass connecting West Liddell Rd. with Club Drive (3 stars)
- Intersection of Steve Reynolds Boulevard and Satellite Boulevard
- Intersection of Satellite Boulevard and Commerce Avenue
- Intersection of Commerce Ave. and Gwinnett Plantation Way
- Club Drive, just outside eastern border of study area
- Multimodal crossings over I-85 to bridge the two parts of the community

Best place for a new park or public space

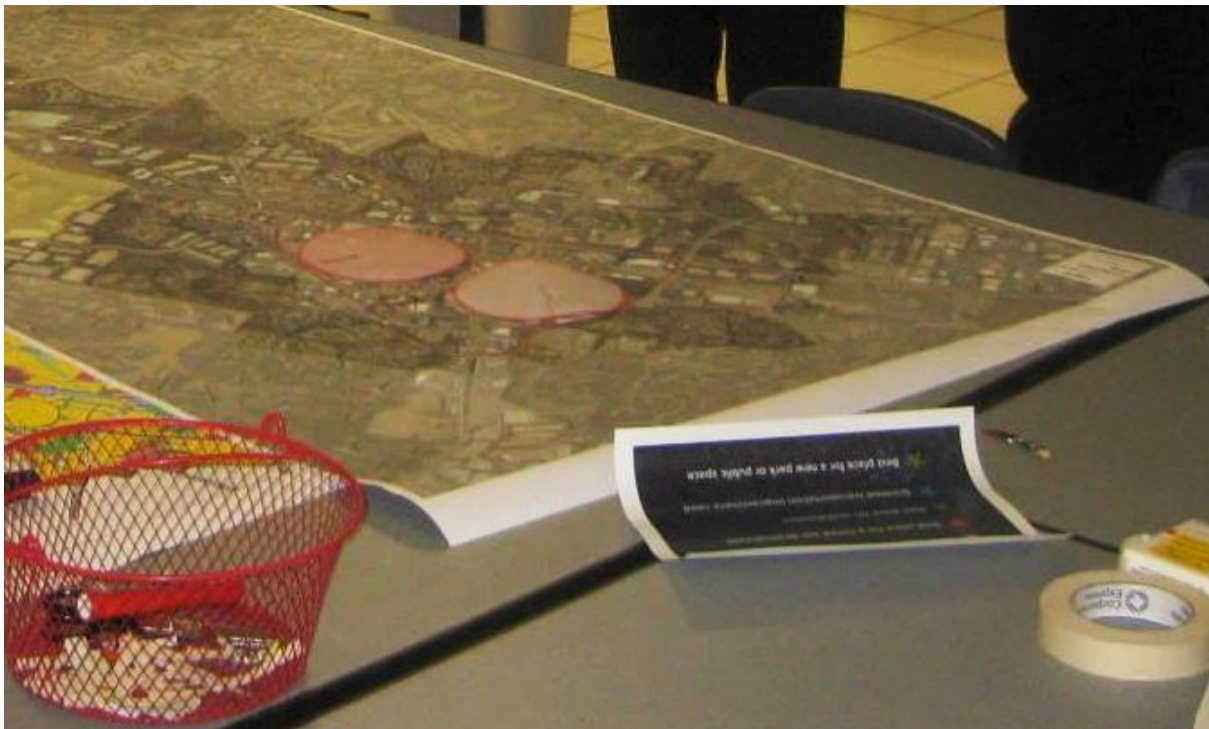
- Green space or open space should be included in redevelopment projects
- Integrated Green Space

- Undeveloped land east of the Cisco property, south of Highway 316
- Area surrounding the Great Wall Supermarket of Georgia (3 stars)
- Gwinnett Place Mall parking area (2 stars)
- Tree cover on undeveloped land along Steve Reynolds Boulevard between Satellite Boulevard and Venture Dr. NW
- Public space at the corner of Breckinridge Boulevard and Pleasant Hill Rd.
- Forested area west of intersection of Shackleford Rd. and Club Dr.
- McDaniel Farm Park

Catalyst Sites

The small group discussions ended in the identification of locations in the study area with a 1500 foot radius (a size that is considered walkable) that should be priority catalyst sites. Both groups identified the area surrounding the Gwinnett Place Mall area, as described below, as having the greatest need for redevelopment. The mall area itself and two areas adjacent to the mall were viewed as prime property for redevelopment. These areas were viewed by various participants as having excess parking, a need for additional green or public space, appropriate locations for a mixture of uses, including housing, and higher density development.

The circles below represent two areas identified as critical in driving major change in the area – they were seen as two primary redevelopment catalyst sites in the LCI study area.



Day Two – Thursday, October 6 Meeting Summary

Overview

Day Two of the Community Workshop provided attendees an opportunity to provide meaningful input that built on findings from Day One of the Workshop. The three-hour meeting included an orientation period, a review of Day One meeting highlights, a Market Analysis Presentation and lively interactive mapping discussion about potential redevelopment and land use changes in the study area.

The Market Analysis presentation by Bleakly Advisors was followed by a brief overview of Benchmark Communities, including Reston Town Center in Reston, Virginia, Mizner Park in Boca Raton, Florida, and Belmar in Lakewood, Colorado. Each of these communities has redeveloped underutilized land into a vibrant new concept for living, working, and playing. These model communities exhibit many of the qualities identified by Gwinnett LCI stakeholders as desirable for the Gwinnett Place Mall Area.

The series of presentations was followed by a lively discussion among attendees of other such places and what makes them tick. Comments included the following:

Other Good Models

- Area near Washington, DC built a mixed-use center based on an entertainment center
- Atlanta Station - good example of mixed use success in the area



Existing Assets

- The Gwinnett Place CID has accomplished much and been an endorser of the area
- What attracted NCR? good schools, tax incentives, Partnership Gwinnett
- Gwinnett Tech, Emory, UGA, Georgia Gwinnett College, Gwinnett Tech - for employers, having strong universities nearby is critical

What is needed?

- New, fresh ideas like Apple
- Atlanta is the next international community – and Gwinnett Place could be the center of that new Atlanta
 - Many international groups are looking for a place to go (not just Chinese, Korean, etc.); need to reach out to Russians, Germans, etc.
 - Need to include architectural characteristics of international cultures
- A top designer
- Mixed-use development would provide eyes on the street
- Preservation and conversion of old buildings



Design Discussion

Following a short break, the project team led the group in an educational discussion regarding what makes a good mixed-use center. The following **five principles for catalyst redevelopment** were highlighted.

1. Density & Walkability

- Floor area ratios (FARs) should be 1.5 or greater to accommodate a transit-oriented area and to make the economic case for structured parking.
- Structured parking facilitates walkability.

2. Improved Access via Transit & the Grid

- Provide transit to accommodate walkability and diversify mobility options.
- Create a grid that works: 500 foot blocks for vehicles; 250 feet for pedestrians and cyclists. Current grid is spaced at approximately 1,000 feet, which is too large.

3. Appropriate Scale

- Buildings should not be larger than a 250 foot by 250 foot block – which fits into desirable grid spacing.
- Vertical mixed-use could be between 5 and 20 stories and should transition from higher structures around transit to lower structures adjacent to low-density uses.

4. Mixture of Uses – live/work/play

- Should start with residential.
- 50% of space should be allocated to residential and be located within

walking distance of transit and major employment.

5. Multi-modal Street Corridors

- Provide equal room for pedestrians and bikes (in addition to cars).
- Encourage active uses along streetscape.
- Provide on-street parking on side streets.
- Incorporate landscaping for shade, comfort, and eye appeal.

The discussion of catalyst redevelopment principles was complemented by a hands-on discussion of the characteristics that define good redevelopment. The following characteristics were offered by participants, some general, others specific to the Gwinnett LCI study area:

Good Redevelopment - General

- Planning and design activities take into account potential for disasters or emergencies
- Something unique that makes the redevelopment area different from other areas
- Proposed development types are realistic
- Commitment from all stakeholders & the community at large
- Is pursued at the right window of opportunity
- Able to evolve over time
- Public-private partnerships (such as the Houston shuttle service)
- Housing



Good Redevelopment – LCI Area Specific

- Addresses existing realities such that Gwinnett Place has designed for cars
- Looks at cultural differences as a plus
- Starts where there is an excess of pavement (parking areas) – and addresses that first
- Leverages existing assets – such as Gwinnett’s arena, art museum – and builds upon them
 - Creates supportive facilities & businesses that compliment arena area
- Transit linkages are made between major attractions/supportive uses
- Proactive approach to attract other international groups
- Create a destination – this is “the” international place in Atlanta
- Embrace all of Atlanta’s international communities
- Capture intellectual community and diverse cultures
- Link with existing economic strengths (316 High Tech corridor – planning process underway)
- Business incubator to facilitate desirable growth (already in action by County and Partnership Gwinnett)
- Builds on energy of economic development community
- Includes plan for multi-modal terminal for people- including light rail, bus, circulator – will increase area property value
- Green music facility or other attraction venue (such as outdoor amphitheatre

The redevelopment brainstorming exercise transitioned into a discussion of “*What should be included in a Redevelopment*

Concept Plan for the Gwinnett Place Mall area? “ Attendees grouped around large aerial maps that included the primary areas identified by Day One workshop attendees as ripe for redevelopment. Before the group began laying a concept plan for the identified, various concerns were raised.

Concerns about Redevelopment

- Will the mall be interested in community recommendations?
 - *Yes! If economically viable.*
- Leases – Need to know existing commitments. There are some long-term leases and cross-agreements between anchor stores that will impact redevelopment decisions.
- Need a vision to gain support of private land owners in identified redevelopment areas
- How do we get the right mix of uses?
 - *We start with rooftops.*
- Noise from I-85? How will we address that?
- High costs of including public space in area

Ideas for Redevelopment Concept Plan for the Gwinnett Place Mall area

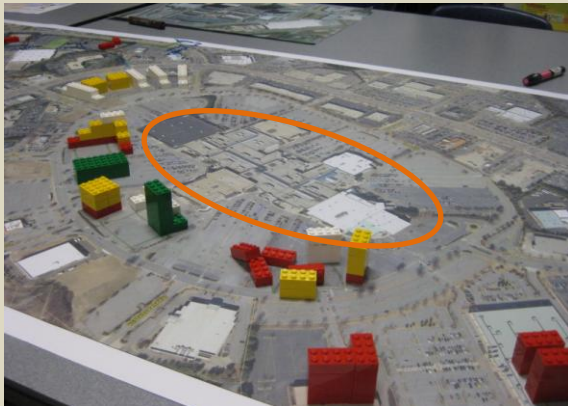
The group worked with meeting facilitators to begin identifying possible changes in the catalyst areas. Several Legos of different colors – representing different uses of varying heights – as well as markers and general discussion helped begin to form some ideas about how the area should change via public investment and private redevelopment over the upcoming years. Key ideas and points are included on the following page.

Lego Exercise

| | | |
|---|--------------------|-------------------------------|
|  | Commercial | (9,000 sf of retail+parking) |
|  | Residential | (10 townhomes+parking) |
|  | Office | (10,000 sf of office+parking) |
|  | Mixed Use | (10,000 sf of office+parking) |

One lego = Approximately one 3-story building

- Leave the **mall** alone for now and work around it
- Address excess parking
- Focus redevelopment initially on outside perimeter of mall
- Include multicultural, mixed-use pods (village-like areas) around mall
- Each international village should have own cultural identification

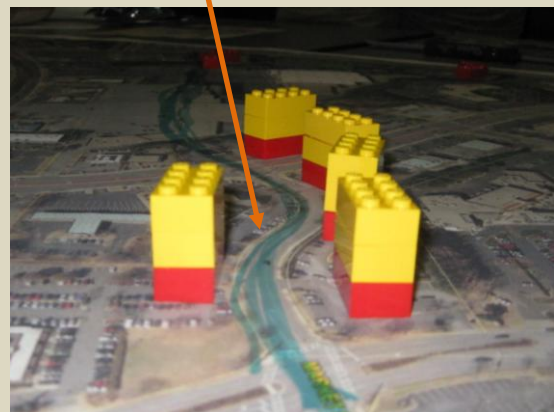


- Class A office space - along I-85, within the TAD
- Pocket parks, green areas, and public space plus the finances to pay for them)
 - Stage public events in open spaces
- Boutique hotels
- Grocery store
- Public-private partners for events.

- Need a focal point
 - Small entertainment venue that is a public facility (such as **amphitheatre**)
 - Such space should link to McDaniel Farm Park via multimodal route
- Commercial/restaurants adjacent to amphitheatre



- **Linear park/boulevard** (with shopping) serving as gateway into area



Overall, the activity indicated that participants support a new higher density model for the Gwinnett Place area that emphasizes the importance of green, public space, international linkages, and strong



office and employment areas. The new model should pivot upon a central public space that creates a new sense of place that has previously been missing in the area. These priorities and concepts will be considered in the formalization of a Concept Plan and recommendations for the study area.

General Findings

During the orientation period of both meetings, attendees were invited to share their live/work/play locations within the study area and also identify “What would you like to see in the Gwinnett Place area that would attract you there to Live, Work, Play?”

Where do you currently Live/Work/Play Activity

Live

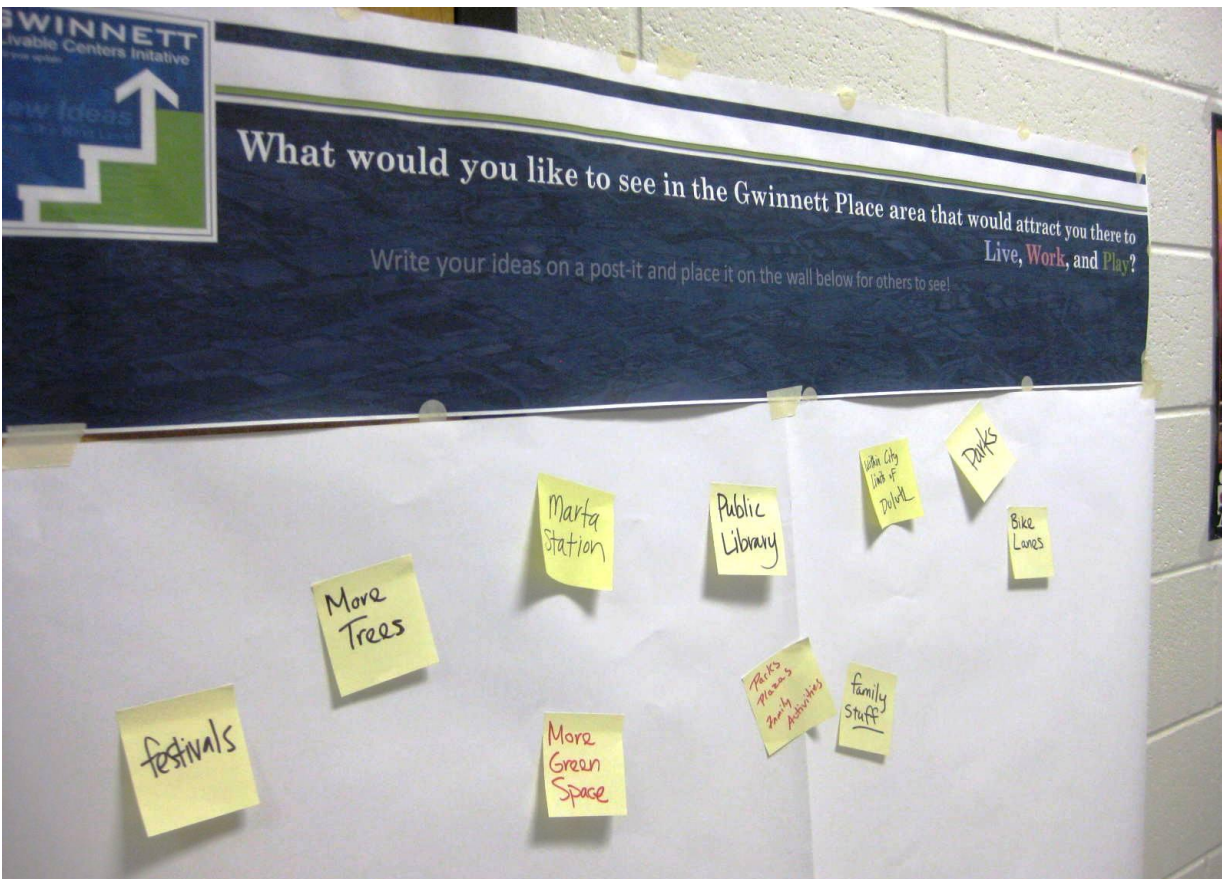
- 3 - Just outside study area
- 1 - Centerview Dr.

Work

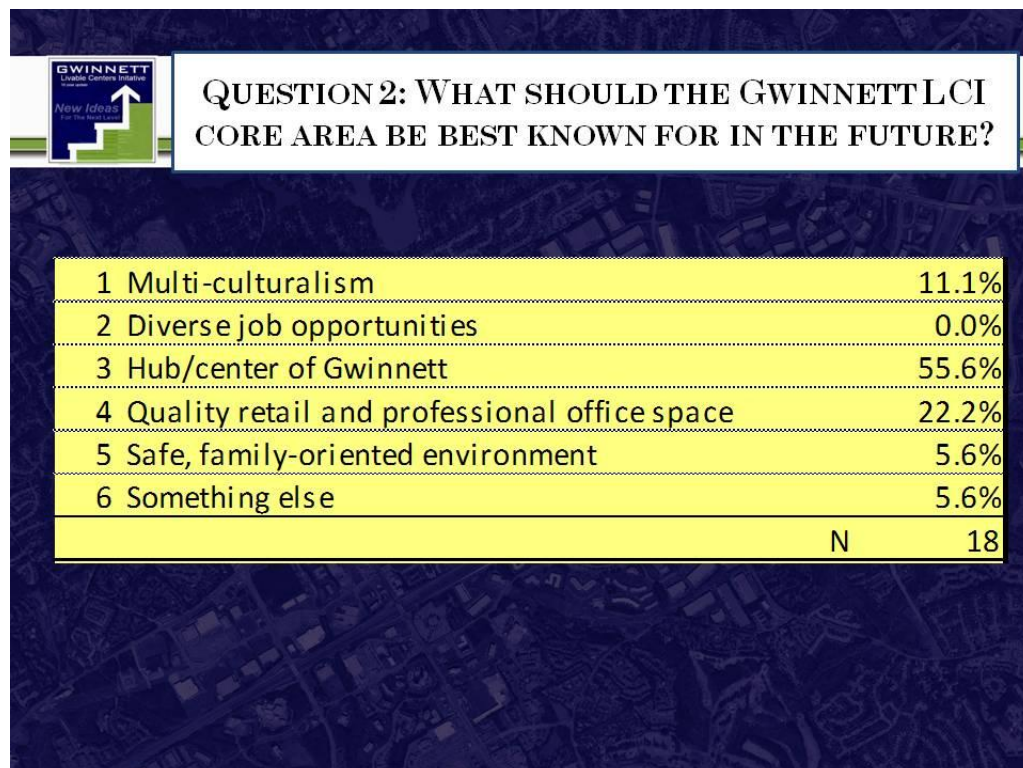
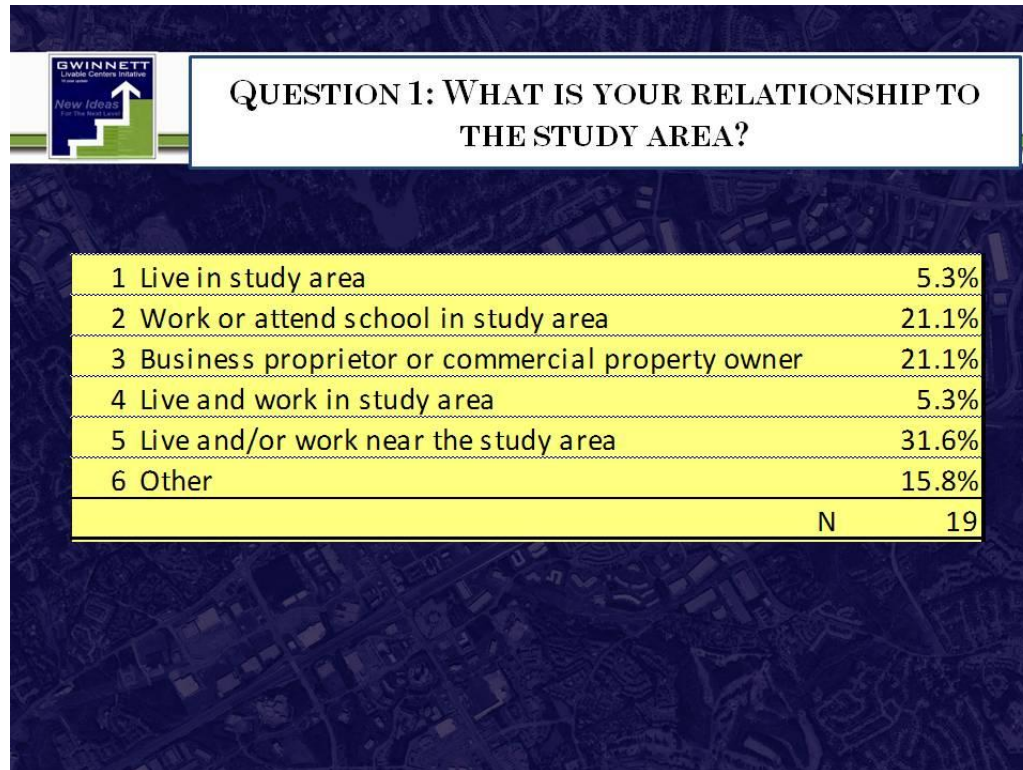
- 3- Outside study area
- 2- Gwinnett Place Mall
- 1 -Discover Mills
- 1- Gwinnett Technical College

Play

- 1 - McDaniel Farm Park
- 2 - Discover Mills
- 1- Gwinnett Arena



Polling Activity Results





QUESTION 3: WHAT CHARACTERISTIC WOULD BEST MAKE THE GWINNETT LCI AREA A REGIONAL ATTRACTION FOR THE ENTIRE ATLANTA METROPOLITAN AREA?

| | |
|---|-------|
| Renewal and redevelopment of the existing | |
| 1 commercial centers | 22.2% |
| Creative public investment such as a regional | |
| 2 transit system or government center | 22.2% |
| 3 A major new employer | 0.0% |
| 4 Emphasis on international linkages | 5.6% |
| A whole new concept for living, working, and | |
| 5 playing | 50.0% |
| 6 Other | 0.0% |
| N | 18 |



QUESTION 4: WHAT ACTIVITY WOULD BEST ENHANCE THE IMAGE OF THE AREA?

| | |
|--|-------|
| 1 Improved transportation system to relieve | 16.7% |
| 2 Increased public safety | 0.0% |
| 3 Branding or marketing of the Gwinnett Place Area | 11.1% |
| 4 Beautification of the area | 16.7% |
| 5 Addition of more park space | 5.6% |
| 6 New retail, office or other private development | 11.1% |
| 7 Mixed use center like Atlantic Station | 38.9% |
| 8 Something else | 0.0% |
| N | 18 |



**QUESTION 5: WHICH ONE OF THE FOLLOWING
TRANSPORTATION IMPROVEMENTS DO YOU BELIEVE IS
MOST NEEDED IN THE STUDY AREA?**

| | |
|--|-------|
| 1 New I-85 Pleasant Hill interchange | 27.8% |
| 2 More complete street grid | 11.1% |
| 3 Regional transit connection | 55.6% |
| 4 Transit circulator shuttle for the area | 5.6% |
| 5 Increased walkability (sidewalk & intersection improvements) | 0.0% |
| 6 Additional biking facilities (lanes, bike storage, etc.) | 0.0% |
| 7 Other | 0.0% |
| N | 18 |



**QUESTION 6: WHICH ONE OF THE FOLLOWING FACTORS WOULD
MAKE YOU MORE LIKELY TO USE PUBLIC TRANSPORTATION
INSTEAD OF DRIVING WITHIN THE STUDY AREA?**

| | |
|--|-------|
| 1 Train or other express transit that saves time | 61.1% |
| 2 Frequent and convenient door-to-door service | 27.8% |
| 3 Cost savings | 0.0% |
| 4 Safety | 0.0% |
| 5 Other incentive (such as commuter rewards) | 0.0% |
| 6 None of the above, I will not ride transit. | 11.1% |
| N | 18 |



QUESTION 7: WHAT IS THE STUDY AREA'S GREATEST OPPORTUNITY FOR ATTRACTING NEW JOBS AND BUSINESSES?

| | |
|---|-------|
| 1 Addition of more office space | 11.1% |
| 2 New or redeveloped shopping centers | 22.2% |
| 3 More housing opportunities | 0.0% |
| 4 Additional facilities/activities for families | 33.3% |
| 5 Public/private partnerships | 22.2% |
| 6 Positive publicity | 11.1% |
| N | 18 |



QUESTION 8: WHICH ONE OF THE FOLLOWING ESTABLISHMENTS DO YOU MOST WANT TO SEE MORE OF IN THE STUDY AREA?

| | |
|--|-------|
| 1 Family Entertainment (Movies, Bowling) | 16.7% |
| 2 Night Life (Bars, Clubs) | 0.0% |
| 3 National Brand Stores | 11.1% |
| 4 Local Stores & Boutiques | 11.1% |
| 5 Office Buildings | 16.7% |
| 6 Hotels | 0.0% |
| 7 Casual Restaurants | 5.6% |
| 8 Formal Restaurants | 0.0% |
| 9 Venues for concerts, plays, etc. | 38.9% |
| 10 Other | 0.0% |
| N | 18 |



QUESTION 9: WHAT ECONOMIC DEVELOPMENT STRATEGY WOULD BEST ATTRACT NEW JOBS TO THE GWINNETT PLACE AREA?

| | |
|--|-------|
| Strong Workforce (excellent public schools, 1 workforce training opportunities, etc.) | 16.7% |
| 2 Public investments | 5.6% |
| Financial incentives & streamlining the 3 development process for desired development | 50.0% |
| 4 Safety measures | 0.0% |
| Transportation improvements, including transit, 5 bicycle and pedestrian facilities | 27.8% |
| N | 18 |



MIXED USE DEVELOPMENT – OPTION 1



| | |
|---------------------------|-------|
| 1 Not appropriate | 0.0% |
| 2 Limited appropriateness | 5.6% |
| 3 Neutral | 5.6% |
| 4 Appropriate | 50.0% |
| 5 Very Appropriate | 38.9% |
| N | 18 |



MIXED USE DEVELOPMENT – OPTION 2



| | |
|---------------------------|-------|
| 1 Not appropriate | 0.0% |
| 2 Limited appropriateness | 0.0% |
| 3 Neutral | 11.1% |
| 4 Appropriate | 55.6% |
| 5 Very Appropriate | 33.3% |
| N | 18 |



MIXED USE DEVELOPMENT – OPTION 3



| | |
|---------------------------|-------|
| 1 Not appropriate | 11.1% |
| 2 Limited appropriateness | 33.3% |
| 3 Neutral | 5.6% |
| 4 Appropriate | 27.8% |
| 5 Very Appropriate | 22.2% |
| N | 18 |



MIXED USE DEVELOPMENT – OPTION 4



| | |
|---------------------------|-------|
| 1 Not appropriate | 0.0% |
| 2 Limited appropriateness | 11.1% |
| 3 Neutral | 33.3% |
| 4 Appropriate | 38.9% |
| 5 Very Appropriate | 16.7% |
| N | 18 |



MULTI-FAMILY HOUSING – OPTION 1



| | |
|---------------------------|-------|
| 1 Not appropriate | 11.1% |
| 2 Limited appropriateness | 22.2% |
| 3 Neutral | 16.7% |
| 4 Appropriate | 27.8% |
| 5 Very Appropriate | 22.2% |
| N | 18 |



MULTI-FAMILY HOUSING – OPTION 2



| | |
|---------------------------|-------|
| 1 Not appropriate | 11.1% |
| 2 Limited appropriateness | 22.2% |
| 3 Neutral | 16.7% |
| 4 Appropriate | 33.3% |
| 5 Very Appropriate | 16.7% |
| N | 18 |



MULTI-FAMILY HOUSING – OPTION 3



| | |
|---------------------------|-------|
| 1 Not appropriate | 16.7% |
| 2 Limited appropriateness | 22.2% |
| 3 Neutral | 16.7% |
| 4 Appropriate | 22.2% |
| 5 Very Appropriate | 22.2% |
| N | 18 |



MULTI-FAMILY HOUSING – OPTION 4



| | |
|---------------------------|-------|
| 1 Not appropriate | 44.4% |
| 2 Limited appropriateness | 11.1% |
| 3 Neutral | 0.0% |
| 4 Appropriate | 27.8% |
| 5 Very Appropriate | 16.7% |
| N | 18 |



RETAIL – INDOOR SHOPPING MALL – OPTION 1



| | |
|---------------------------|-------|
| 1 Not appropriate | 5.6% |
| 2 Limited appropriateness | 11.1% |
| 3 Neutral | 16.7% |
| 4 Appropriate | 27.8% |
| 5 Very Appropriate | 38.9% |
| N | 18 |



RETAIL – OUTDOOR SHOPPING STREET – OPTION 2



| | |
|---------------------------|-------|
| 1 Not appropriate | 11.1% |
| 2 Limited appropriateness | 5.6% |
| 3 Neutral | 0.0% |
| 4 Appropriate | 44.4% |
| 5 Very Appropriate | 38.9% |
| N | 18 |



RETAIL – OUTDOOR SHOPPING STREET – OPTION 3



| | |
|---------------------------|-------|
| 1 Not appropriate | 11.1% |
| 2 Limited appropriateness | 22.2% |
| 3 Neutral | 33.3% |
| 4 Appropriate | 27.8% |
| 5 Very Appropriate | 5.6% |
| N | 18 |



RETAIL – OUTDOOR SHOPPING STREET – OPTION 4



| | |
|---------------------------|-------|
| 1 Not appropriate | 5.6% |
| 2 Limited appropriateness | 5.6% |
| 3 Neutral | 22.2% |
| 4 Appropriate | 22.2% |
| 5 Very Appropriate | 44.4% |
| N | 18 |



OUTDOOR PLAZA – OPTION 1



| | |
|---------------------------|-------|
| 1 Not appropriate | 0.0% |
| 2 Limited appropriateness | 11.1% |
| 3 Neutral | 11.1% |
| 4 Appropriate | 33.3% |
| 5 Very Appropriate | 44.4% |
| N | 18 |



OUTDOOR PLAZA – OPTION 2



| | |
|---------------------------|-------|
| 1 Not appropriate | 5.6% |
| 2 Limited appropriateness | 16.7% |
| 3 Neutral | 27.8% |
| 4 Appropriate | 27.8% |
| 5 Very Appropriate | 22.2% |
| N | 18 |



OUTDOOR PARK – OPTION 1



| | |
|---------------------------|-------|
| 1 Not appropriate | 16.7% |
| 2 Limited appropriateness | 5.6% |
| 3 Neutral | 0.0% |
| 4 Appropriate | 55.6% |
| 5 Very Appropriate | 22.2% |
| N | 18 |



SIDEWALK – OPTION 1



| | |
|---------------------------|-------|
| 1 Not appropriate | 11.1% |
| 2 Limited appropriateness | 5.6% |
| 3 Neutral | 11.1% |
| 4 Appropriate | 44.4% |
| 5 Very Appropriate | 27.8% |
| N | 18 |



SIDEWALK – OPTION 2



| | |
|---------------------------|-------|
| 1 Not appropriate | 0.0% |
| 2 Limited appropriateness | 22.2% |
| 3 Neutral | 5.6% |
| 4 Appropriate | 38.9% |
| 5 Very Appropriate | 33.3% |
| N | 18 |



SIDEWALK – OPTION 3



| | |
|---------------------------|-------|
| 1 Not appropriate | 0.0% |
| 2 Limited appropriateness | 5.6% |
| 3 Neutral | 11.1% |
| 4 Appropriate | 27.8% |
| 5 Very Appropriate | 55.6% |
| N | 18 |



STREETSCAPE – OPTION 1



| | |
|---------------------------|-------|
| 1 Not appropriate | 22.2% |
| 2 Limited appropriateness | 22.2% |
| 3 Neutral | 38.9% |
| 4 Appropriate | 5.6% |
| 5 Very Appropriate | 11.1% |
| N | 18 |



STREETSCAPE – OPTION 2



| | |
|---------------------------|-------|
| 1 Not appropriate | 0.0% |
| 2 Limited appropriateness | 5.6% |
| 3 Neutral | 33.3% |
| 4 Appropriate | 33.3% |
| 5 Very Appropriate | 27.8% |
| N | 18 |



STREETSCAPE – OPTION 3



| | |
|---------------------------|-------|
| 1 Not appropriate | 0.0% |
| 2 Limited appropriateness | 0.0% |
| 3 Neutral | 22.2% |
| 4 Appropriate | 55.6% |
| 5 Very Appropriate | 22.2% |
| N | 18 |

TRANSIT – LIGHT RAIL



| | |
|---------------------------|-------|
| 1 Not appropriate | 5.6% |
| 2 Limited appropriateness | 0.0% |
| 3 Neutral | 16.7% |
| 4 Appropriate | 44.4% |
| 5 Very Appropriate | 33.3% |
| N | 18 |

TRANSIT – MARTA RAIL



| | |
|---------------------------|-------|
| 1 Not appropriate | 11.1% |
| 2 Limited appropriateness | 33.3% |
| 3 Neutral | 11.1% |
| 4 Appropriate | 27.8% |
| 5 Very Appropriate | 16.7% |
| N | 18 |



TRANSIT – BUS RAPID TRANSIT



| | |
|---------------------------|-------|
| 1 Not appropriate | 0.0% |
| 2 Limited appropriateness | 11.1% |
| 3 Neutral | 33.3% |
| 4 Appropriate | 16.7% |
| 5 Very Appropriate | 38.9% |
| N | 18 |



TRANSIT - BUS



| | |
|---------------------------|-------|
| 1 Not appropriate | 5.6% |
| 2 Limited appropriateness | 22.2% |
| 3 Neutral | 22.2% |
| 4 Appropriate | 33.3% |
| 5 Very Appropriate | 16.7% |
| N | 18 |



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Mobility Survey

Results Snapshot

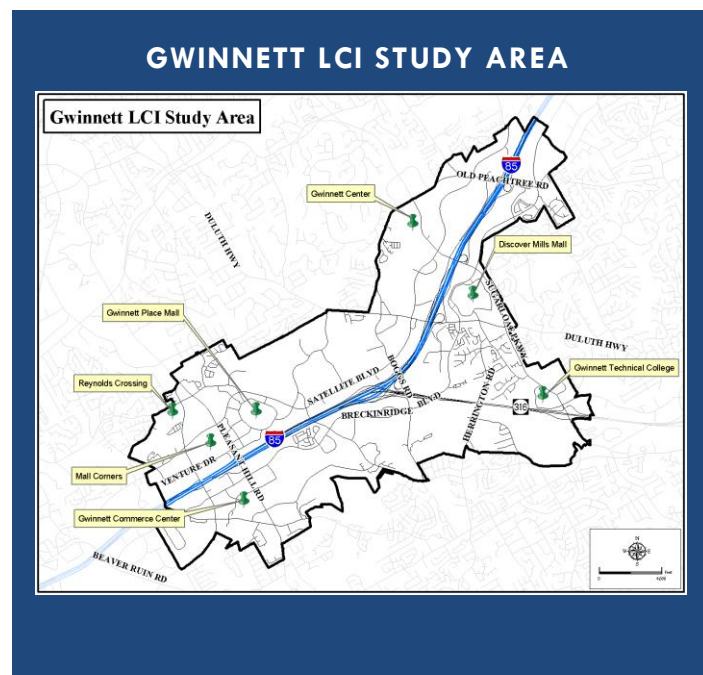
The Gwinnett Livable Centers Initiative (LCI) Mobility Survey was undertaken to support the 10-year update to the Gwinnett LCI Study. The survey's principal objective was to gauge the community's opinion on using alternative modes of travel, such as biking, walking, and riding transit within the study area. Because of this, the majority of questions purposely focused on alternative transportation modes rather than travel by car.

The survey effort is just a small piece of a much bigger planning effort to identify and layout a strategy to tackle transportation, land use, and urban design needs within the study area.

This summary document provides an overview of chief findings from the Mobility Survey. Full results are provided at the end of the summary.

Survey Participation, Methodology & Limitations

Participation in the survey was optional. The Mobility Survey was available on the Internet at SurveyMonkey.com and open to all interested parties between October 7, 2011 and November 7, 2011. The Mobility Survey commenced immediately following a two-day Community Design Workshop for the LCI project.



The survey included a mix of close-ended and open-ended questions about general travel behavior as well as perspectives on different modes of travel within the study area. The introductory text to the survey clarified that the survey was not asking about leisure travel for the sole purpose of exercise or entertainment.

Information about the survey was sent to the LCI Core Team, the Gwinnett Place Community Improvement District stakeholder list, and Community Design Workshop participants, advertised on the LCI project website and Gwinnett County Planning and Development website, and advertized in local publications. Members of the project's advisory group of local leaders, representing the diverse interests of the study area, also help spread the word about the survey



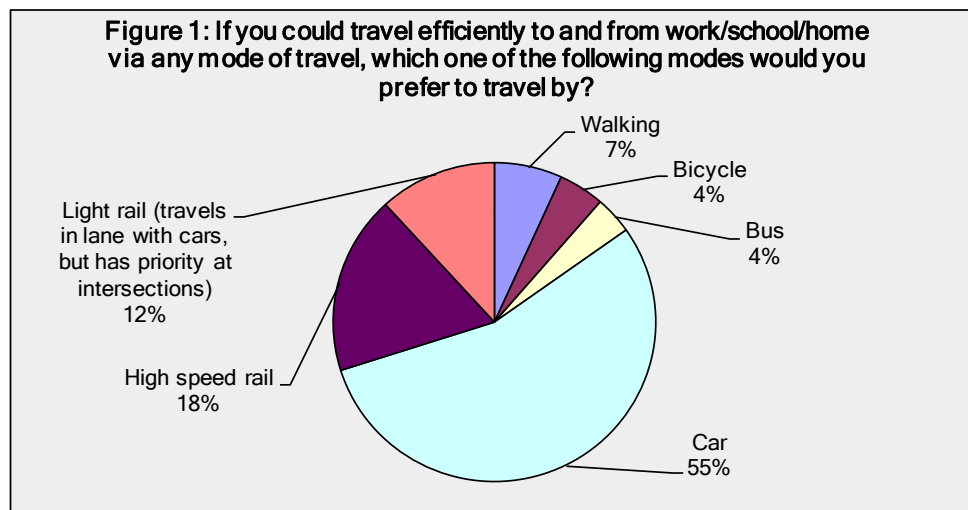
to their respective networks. Questions included in the survey were approved by the advisory committee to the Gwinnett LCI 10-year update, the consultant project team, the Gwinnett Place CID, and Gwinnett County prior to its initiation.

Because this survey was optional and open to all interested parties, the results shown herein should not be construed as representative of all study area stakeholders, but rather, should provide general guidance on future mobility needs for the area as identified by a voluntary group of interested citizens.

Participant Characteristics

Survey participants tended to be older in age; 76% were aged 40 years or older. All participant households had at least one car, and over 70% have been traveling to or through the study area for over 10 years. The demographic data collected suggests that the survey results provide limited insight from transit-dependent community members (those that do not have access to a car) and younger individuals.

- **Total participants:** 238 (221 completed entire survey)
- **Age:** 58% are 41-60 years old, 19% are 31-40 years old, 18% over age 60, 6% 30 years old or younger
- **Cars/household:** All households have at least one car (55% have 2 cars, 25% have 3 cars, 13% have 1 car, 8% have more than 3 cars)
- **Residential location within study area:** 15% within study area, 26% live less than 5 miles from the study area, 29% live 5-10 miles from study area, 31% live more than 10 miles from study area
- **Association with study area:** 71% have been living or traveling to/through the study area for over 10 years (25% for 4-10 years)



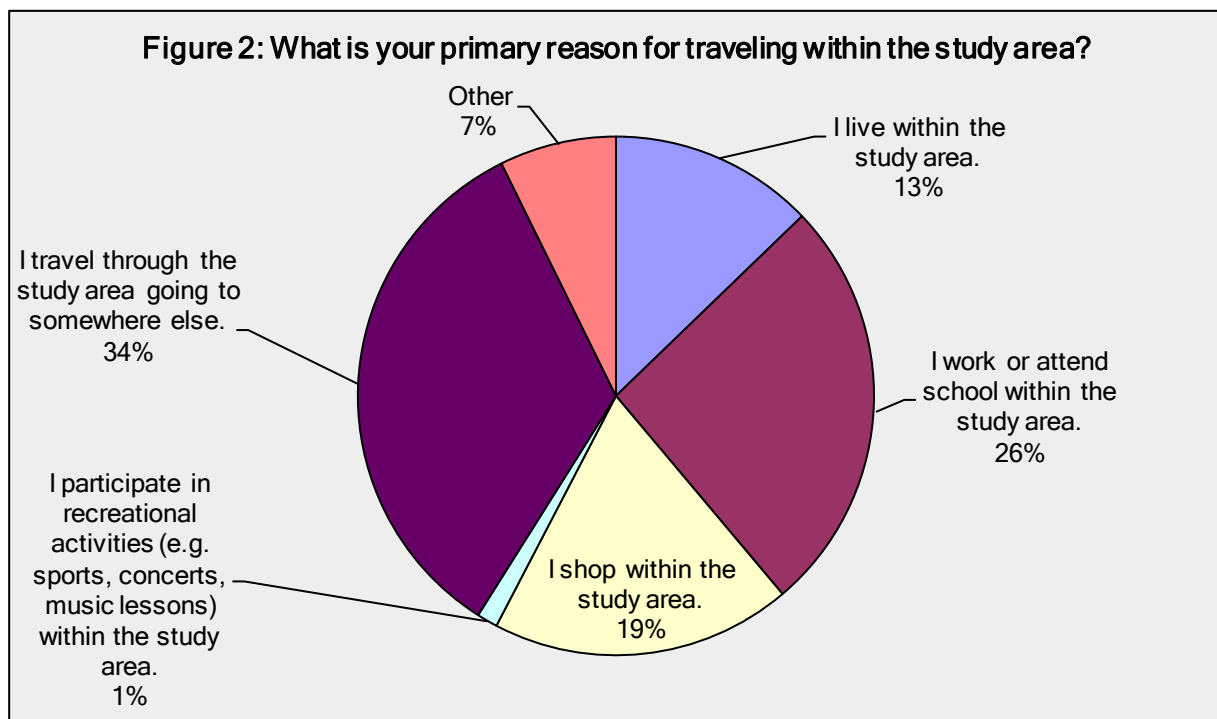
Traveling Within the Study Area

Not surprisingly, the most common form of travel in the study area is by car. Nearly all participants indicated that they are very likely to travel in the study area via car during a given month (96%). Alternatively, when asked the same question about biking and riding a bus, 93% and 92%, respectively, said they would be unlikely or very unlikely to travel via these modes. The likelihood of walking in a given month was slightly higher, with those responding somewhat likely to very likely at 25%.

Interesting findings about travel within the study included the following:

- **Weekly travel:** 60% travel to or within study area at least 4 days per week
- **Primary reason for traveling in study area:** 34% travel through to go elsewhere, 26% to work or attend school
- **If conditions for doing so were favorable:** 50% would be likely to walk, 38% likely to take bus, 19% likely to bike within the study area

A significant 34% of participants stated that they primarily travel within the study area simply to go somewhere else. To better understand what might cause changes in these respondents' behavior, a secondary question was asked to these participants regarding what would make them more likely to stop versus just pass through. Responses included destination shopping, desirable restaurants, parks, client meetings, and more fun things to do. Please see the Appendix for a full list of responses.



Top Obstacles to Using Alternative Travel Modes

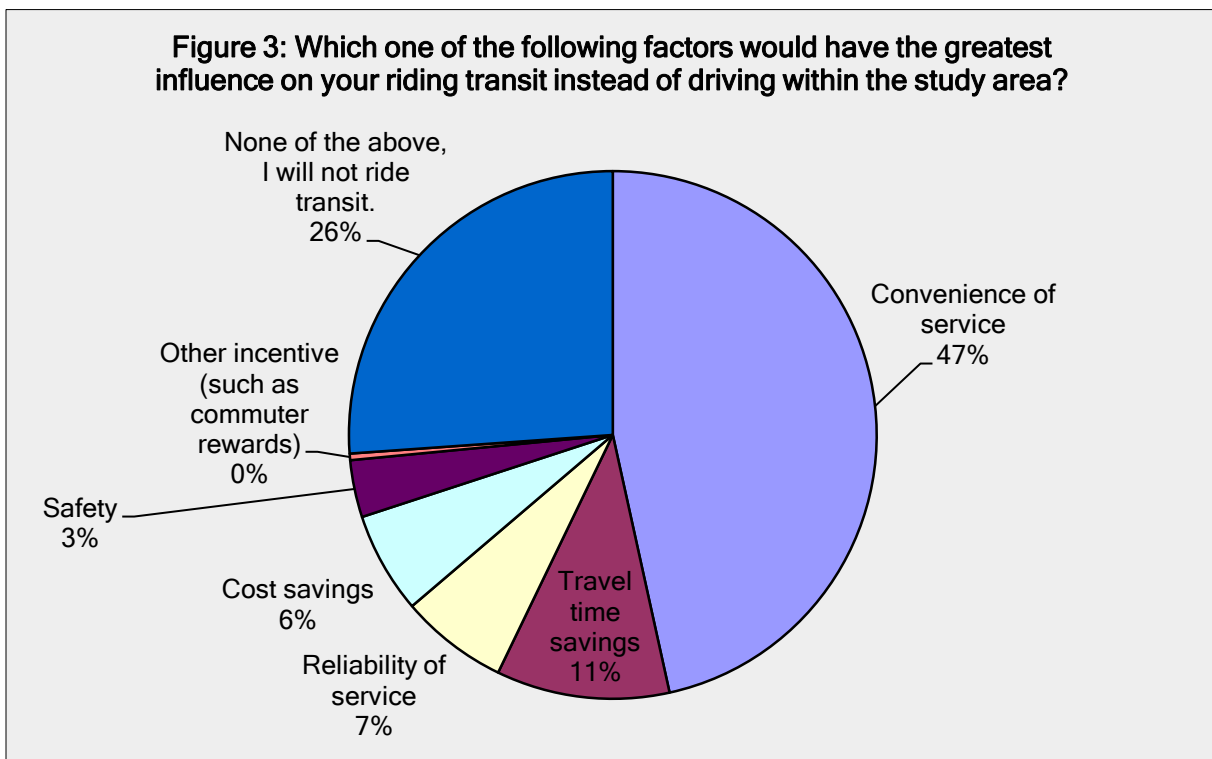
The study team was interested in finding out what the top barriers are to people using alternative travel modes in the study area. For example, do community members have no intention of ever taking transit or biking in the study area, or are there other barriers such as unsafe stops or undesirable land uses that can be addressed by good planning and encouraging these alternative modes? A core LCI program objective is to increase multi-modal opportunities within the Atlanta region.

The following are the top obstacles identified by survey participants:

- **Obstacles to walking:** distance from home to where going (68%), unsafe walking environment (43%), time required to walk is too long (43%)
- **Obstacles to biking:** lack of bike lanes (37%), speed of cars (33%)
- **Obstacles to riding transit:** lack of options (51%), does not go where I need to go (50%)

Transit Use& Needs

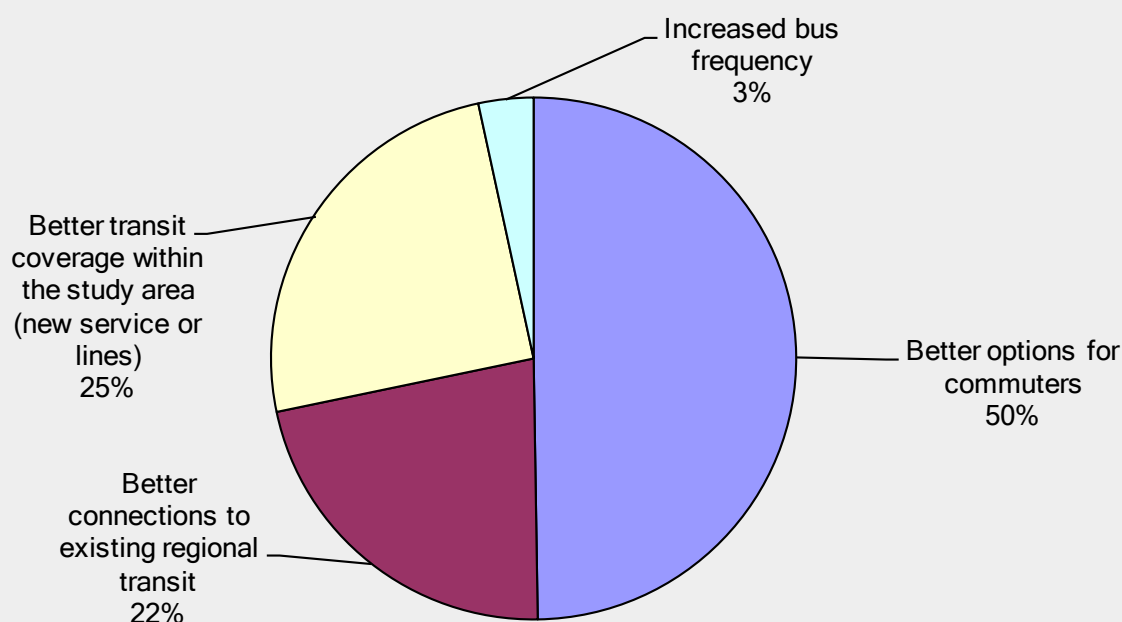
Participants were asked a few pointed questions about possible changes to the area's transit system in the future. Figure 3 shows responses to a question about improving the transit system in the study area. The greatest percentage of participants (47%) identified convenience of service as having the greatest potential influence on their riding transit in the future within the study area.



Participants were also asked what they believed to be the greatest transit need in the study area. The majority (50%) stated better options for commuting, which reflects a broader transportation need within the metropolitan Atlanta area. This issue crosses jurisdictional boundaries. Better transit coverage and better connections to regional transit also received notable responses, 25% and 22% respectively.



Figure 4: What is the greatest transit need in the study area?

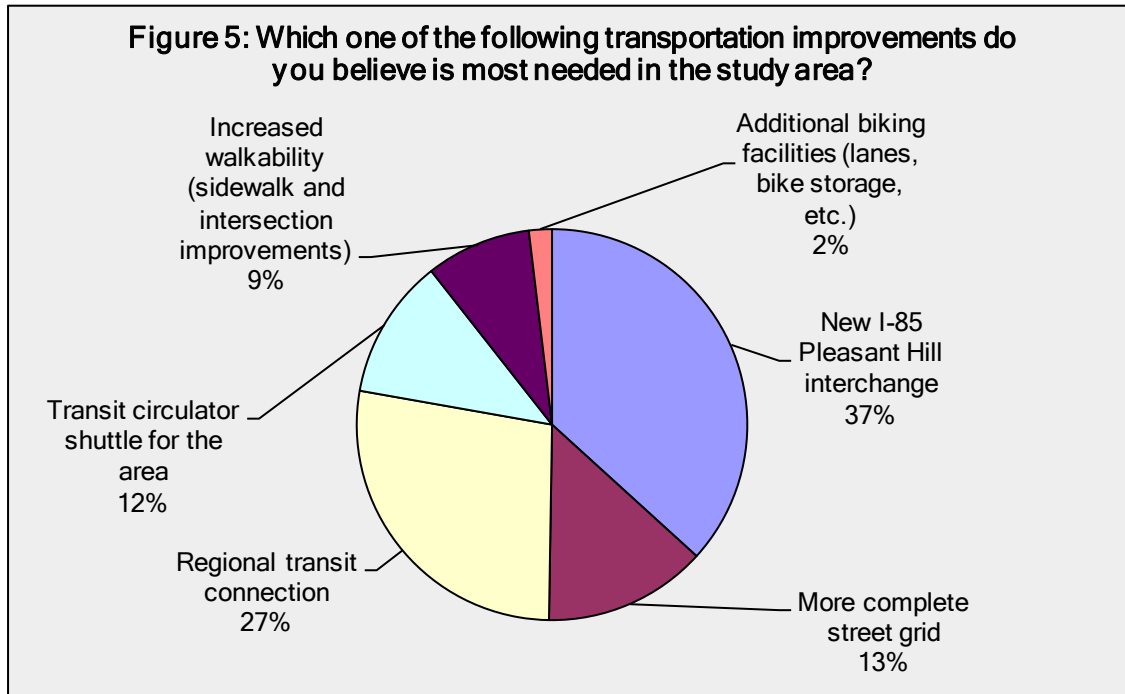


General Transportation Needs

While the majority of the survey focused on collecting information on perspectives on mobility needs related to modes other than the car, the survey provided a few questions asking more generally about all transportation needs. Key findings include the following.

- Corridor most in need of transportation improvements:** 63% Pleasant Hill Rd, 11% Sugarloaf Pkwy, 9% Satellite Blvd

- **Most needed transportation improvement in study area:** 37% new I-85 Pleasant Hill Interchange, 28% regional transit connection



Participants were also asked to respond to an open-ended question (no pre-defined responses) about what they believed to be the most critical transportation problems in the study area. Responses included congestion, lack of transportation options, large blocks, traffic signal timing, and the pedestrian system to name a few. Please see pages A-10 through A-15 of the Appendix for an extensive list of responses regarding the most critical transportation problems in the study area. This list provides an important reflection of those broader transportation concerns voiced about transportation problems not only in the study area but in the greater Gwinnett area. Additionally, Question 16 asked for additional comments regarding mobility and alternative transportation. This question also produced a wealth of responses, provided on pages A-16 through A-20.

The Appendix to this summary should be reviewed in detail to have a more comprehensive understanding of responses received.





Full Results

1. For each of the following travel modes, please indicate how likely you are to use each in a given month.

| Answer Options | Very Likely | Likely | Somewhat Likely | Unlikely | Very Unlikely | Rating* Average | Response Count |
|--------------------------|-------------|--------|-----------------|----------|---------------|-----------------|----------------|
| Walking | 25 | 25 | 39 | 44 | 82 | 2.38 | 215 |
| Biking | 7 | 8 | 21 | 39 | 138 | 1.62 | 213 |
| Travel by Bus | 8 | 5 | 13 | 36 | 154 | 1.50 | 216 |
| Travel by Car | 231 | 4 | 1 | 1 | 0 | 4.96 | 237 |
| <i>answered question</i> | | | | | | | 237 |
| <i>skipped question</i> | | | | | | | 1 |

*Rating scale: very likely=5 points, likely=4 points, somewhat likely=3 points, very likely=2 points, very unlikely=1 point

2. If you could travel efficiently to and from work/school/home via any mode of travel, which one of the following modes would you prefer to travel by? Please select just one response.

| Answer Options | Response Percent | Response Count |
|---|------------------|----------------|
| Walking | 6.8% | 16 |
| Bicycle | 4.6% | 11 |
| Bus | 3.8% | 9 |
| Car | 54.9% | 130 |
| High speed rail | 18.1% | 43 |
| Light rail (travels in lane with cars, but has priority at intersections) | 11.8% | 28 |
| <i>answered question</i> | | 237 |
| <i>skipped question</i> | | 1 |

3. Considering a typical month, how often do you travel to or within the study area? Please choose the answer the best applies.

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Every Day | 32.1% | 75 |
| 4-6 Days per Week | 27.4% | 64 |
| 2-3 Days per Week | 15.0% | 35 |
| 1 Day per Week | 15.0% | 35 |
| 1 Day per Month | 10.7% | 25 |
| <i>answered question</i> | | 234 |
| <i>skipped question</i> | | 4 |



4.a. What is your primary reason for traveling within the study area? If you are a parent or caretaker transporting someone else, please consider "I" to be inclusive of you and that person(s).

| Answer Options | Response Percent | Response Count |
|--|------------------|----------------|
| I live within the study area. | 12.8% | 30 |
| I work or attend school within the study area. | 26.1% | 61 |
| I shop within the study area. | 18.8% | 44 |
| I participate in recreational activities (e.g. sports, concerts, music lessons) within the study area. | 1.3% | 3 |
| I travel through the study area going to somewhere else. | 33.8% | 79 |
| Other | 7.3% | 17 |
| If you selected other, please specify: | | 19 |
| <i>answered question</i> | | 234 |
| <i>skipped question</i> | | 4 |

If you selected other, please specify:

1. Shop and work within the area
2. Realtor
3. Travel through and attend meeting within the study area.
4. Work related travel
5. Banking, shopping, animal care & dining
6. None of your business.
7. Conduct business in the study area
8. Attend business meetings in the study area.
9. Business Meetings
10. Attend business meetings in the study area
11. Shopping
12. Work in Norcross just outside the study area
13. I live within the area and travel through the entire area as a commuter
14. Kaiser facility is there - Dr visit / AND/OR / Traveling thru the study area
15. I attend meetings in that area
16. Attend meetings within the area, or call on customers
17. Meetings in the area
18. Lived in study area for 15 years, now right outside of it and still active in that area.
19. work and shopping



4.b. Participants that responded “I travel through the study area going somewhere else,” to Question 4 received the following follow-up question:

Please describe what reasons would make you stop and spend time in the study area versus just passing through to go somewhere else.

4.b. Response Text

1. If I need something at Sears
2. A good steak place to eat. Everyone that goes in is out of business in no time and an ethic place goes in instead.
3. More interesting restaurants and shops.
4. Shop
5. Shopping needs - Costco, Sports Authority, Bass Pro, Sun & Ski. - that are not available where I work or live.
6. Craft stores or pet food
7. I only stop to visit Gwinnett Place Mall, or if I'm specifically shopping in the area.
8. Shops, car dealerships
9. Social, arts, entertainment and restaurant opportunities.
10. More available food/entertainment choices
11. Destination shopping or unique ethnic food.
12. Shopping, entertainment, dining, recreation. I live just outside the study area off Sever Rd.
13. If I needed a meal or gas station, etc. I pass through here on my way to work. I live in DeKalb County and work in Downtown Lawrenceville.
14. A greater sense of security would encourage spending more time in the area.
15. Food, meetings with clients
16. There would be no reasons which would make me stop.
17. No Opinion.
18. Used to shop in the area quite a bit, but unfortunately the place has turned into a ghetto like setting where most signage is not even in English, and it really has a very unsafe feel. If the area was to be brought back to what it once was, I am sure I would be back to spend time there.
19. If there was a need
20. Eating & shopping
21. Shopping & eating.
22. None
23. None.
24. Nothing. Gwinnett Place Mall is the pits.
25. Only a job or major employer. This is a blighted area
26. Nothing in the study area is conducive to my stopping there.
27. Shop or eat.
28. Work, shopping.
29. Bypassing I-85 due to overly congested traffic as a result of the ill conceived experiment entitled "HOT Lanes"
30. If I knew someone there or was taking a class at Gwinnett Tech
31. Forum or Avenues type environment.
32. Shopping or eating location
33. Less traffic



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34. Shopping
35. Restaurants or shopping
36. My office is just south of the study area on Beaver Ruin Road. I often have lunch, run errands or travel through the study area to see clients.
37. Less traffic congestion.
38. Shopping, eating, leisure time
39. Shopping
40. I live 5 miles north of the Mall of Georgia and I have everything there so I have no reason what so ever to stop in this area.
41. Opportunity to get to I85 easily
42. Work
43. I will stop for shopping, gas, restaurants, etc.
44. Better retail/restaurant options
45. More parks or open space. A relaxing destination such as a more urban park with outdoor seating. Could be located near places to eat to get lunch and eat outside under a tree. I'd stop in more also if there were more "kid friendly" environments outdoors.
46. Shopping
47. Shopping/Entertainment within the study area second only to traveling through. I live adjacent to the zone, travel through every day and shop/entertain most days.
48. Client meetings; other meetings
49. Traffic
50. It's difficult to give reasons since I travel through on my morning work commute, but not in the evening.
51. Shopping
52. Traffic is just a way of life, but if it could move a little smoother on Pleasant Hill I'd be more likely to exit there and take care of business or errands.
53. More inviting entrances to shopping. I do shop in this area. A better signage plan that makes it easier to find what I need.
54. Restaurants, shopping, entertainment, easily accessible without big traffic back-ups.
55. If they had better shopping and parks.
56. Go this way to/from work easier to get to -less traffic time
57. Improved selection of retail, restaurants and entertainment.
58. I'd stop if there were possible restaurants in which to eat that were accessible, or if there were retail shops from which I currently make purchases.
59. Nothing on earth.
60. More desirable shopping and perceived safety in the area. Also, better streetscapes to impart a better feeling and encourage walkability.
61. More fun things to do.

5. For each of the following travel modes, please indicate how likely you are to use each to travel within the study area in a given month.

| Answer Options | Very Likely | Likely | Somewhat Likely | Unlikely | Very Unlikely | Rating Average | Response Count |
|--------------------------|-------------|--------|-----------------|----------|---------------|----------------|----------------|
| Walking | 8 | 12 | 33 | 26 | 136 | 1.74 | 215 |
| Bike | 1 | 4 | 9 | 26 | 173 | 1.28 | 213 |
| Bus | 4 | 5 | 9 | 32 | 165 | 1.38 | 215 |
| Car | 219 | 7 | 2 | 0 | 0 | 4.95 | 228 |
| <i>answered question</i> | | | | | | | 229 |
| <i>skipped question</i> | | | | | | | 9 |

*Rating scale: very likely=5 points, Likely=4 points, Somewhat likely=3 points, Very likely=2 points, Very unlikely=1 point

6. For each of the following travel modes, how likely would you be to use each to travel within the study area if conditions for doing so were favorable?

| Answer Options | Very Likely | Likely | Somewhat Likely | Unlikely | Very Unlikely | Rating Average | Response Count |
|--------------------------|-------------|--------|-----------------|----------|---------------|----------------|----------------|
| Walking | 39 | 31 | 37 | 17 | 90 | 2.59 | 214 |
| Bike | 11 | 11 | 18 | 29 | 140 | 1.68 | 209 |
| Bus | 21 | 31 | 29 | 26 | 109 | 2.21 | 216 |
| Car | 202 | 21 | 3 | 1 | 1 | 4.85 | 228 |
| <i>answered question</i> | | | | | | | 229 |
| <i>skipped question</i> | | | | | | | 9 |

*Rating scale: very likely=5 points, likely=4 points, somewhat likely=3 points, very likely=2 points, very unlikely=1 point

7. Which of the following are the top obstacles to your walking within the study area? Please select all that apply.

| Answer Options | Response Percent | Response Count |
|---|------------------|----------------|
| Distance from my home to where I need to go | 68.4% | 156 |
| Distance between stops | 23.2% | 53 |
| Lack of sidewalks | 35.5% | 81 |
| Intersections difficult to cross | 36.8% | 84 |
| Unsafe walking environment | 43.4% | 99 |
| Time required to walk is too long | 43.4% | 99 |
| Personal health reasons | 5.3% | 12 |
| Too much to carry | 13.2% | 30 |
| I usually do not walk to places | 21.1% | 48 |
| Other, please specify: | | 7 |
| <i>answered question</i> | | 228 |
| <i>skipped question</i> | | 10 |

Other, please specify:

1. Walking comfort is greatly affected by weather; rain, heat, and cold. Also walking adjacent to a busy street does not feel safe.



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2. Walking along a busy street is not a pleasant experience. Walking in a park after driving there is pleasant. Too hot in the summer.
3. I live in Norcross near Medlock Bridge
4. It's not really a walking area
5. Too hot too often.
6. Handicapped
7. No trees along routes - too HOT

8. Which of the following are the top obstacles to your biking within the study area? Please select all that apply.

| Answer Options | Response Percent | Response Count |
|---|------------------|----------------|
| Speed of cars | 32.7% | 70 |
| Lack of bike lanes | 36.9% | 79 |
| Limited driver acknowledgement of bikes | 25.2% | 54 |
| Personal health reasons | 3.3% | 7 |
| Dangerous intersections | 31.3% | 67 |
| Lack of secure bicycle parking facilities | 19.6% | 42 |
| None (do not bike) | 51.4% | 110 |
| Other, please specify: | | 21 |
| <i>answered question</i> | | 214 |
| <i>skipped question</i> | | 24 |

Other, please specify:

1. Too much traffic
2. Dangerous altogether
3. I do not live in the area.
4. Too far from my home
5. Bikes mixed with cars is not safe at any speed, but as vehicle speed increases the danger increases exponentially.
6. Travel through the area
7. Distance I need to go
8. Too far to bike, weather conditions, suit attire
9. Don't own a bike
10. Biking in or adjacent to vehicle traffic is never safe. We cannot afford to construct bike paths separated from our streets.
11. Might consider recreational biking if it becomes available (safely)
12. lack of side paths- I will not use bike lanes
13. Live too far away
14. Severe topography - too hilly for me
15. I think we are too spread out, therefore biking would be more appealing, just needs to be safe and auto drivers need to exercise caution. If gas keeps going up, something has to be done
16. Handicapped
17. Too far from my home where my bike lives
18. Don't have a bike
19. Too far to bike from where I live



20. Bikes do not belong in traffic areas; encouraging them is insane.

21. Distance from home to where I need to go

**9. Which of the following are the top obstacles to your riding transit in the study area?
Please select all that apply.**

| Answer Options | Response Percent | Response Count |
|--------------------------------------|------------------|----------------|
| Lack of options | 51.1% | 114 |
| Limited frequency of stops | 19.3% | 43 |
| Route does not go where I need to go | 49.8% | 111 |
| Feels unsafe | 11.2% | 25 |
| Takes too long to get to destination | 30.9% | 69 |
| None (do not plan to ride transit) | 27.8% | 62 |
| Other, please specify: | | 17 |
| <i>answered question</i> | | 223 |
| <i>skipped question</i> | | 15 |

Other, please specify:

1. Lack of flexibility in time and routes where I need to go
2. Costs more than driving
3. Need my car once I get to work; wouldn't want to shop and haul bags on a bus
4. Very few stops in study area
5. Public transit is never faster or more convenient than the automobile unless there is absolutely no place to park the car. Convenience is the key.
6. Public transit does not go to where you need to
7. Transit would never be available from my home to my work location in Norcross
8. Cost of maintenance of transit, cost of building infrastructure for transit, unsafe many others
9. Other options more direct and speedy.
10. If one measures trip time from the moment they leave their home until the moment they arrive actually at their destination, the transit trip will require 2 to 5 times the time of a drive.
11. I'm using transit now
12. I do not feel safe anywhere in Gwinnett County.
13. Live too far outside of area
14. Time to wait for a is too long
15. Would use transit for longer destinations, say to downtown, but would need to be rail.
16. Limited transit in area.
17. Bus doesn't pick up near my home anymore. Live in northern Gwinnett County near Mall of Ga.



10. Which one of the following factors would have the greatest influence on your riding transit instead of driving within the study area?

| Answer Options | Response Percent | Response Count |
|---|------------------|----------------|
| Convenience of service | 46.5% | 105 |
| Travel time savings | 10.6% | 24 |
| Reliability of service | 6.6% | 15 |
| Cost savings | 6.2% | 14 |
| Safety | 3.5% | 8 |
| Other incentive (such as commuter rewards) | 0.4% | 1 |
| None of the above, I will not ride transit. | 26.1% | 59 |
| <i>answered question</i> | | 226 |
| <i>skipped question</i> | | 12 |

11. What is the greatest transit need in the study area?

| Answer Options | Response Percent | Response Count |
|--|------------------|----------------|
| Better options for commuters | 49.8% | 102 |
| Better connections to existing regional transit | 22.0% | 45 |
| Better transit coverage within the study area (new service or lines) | 24.9% | 51 |
| Increased bus frequency | 3.4% | 7 |
| <i>answered question</i> | | 205 |
| <i>skipped question</i> | | 33 |

12. If a system were established where you could park your car in one location in the study area, then travel on an inter-area bus (circulator) to various sites you need to visit then return to your car, how likely, on a scale of 1 to 10, would you be to support such system?

| Answer Options | Response Percent | Response Count |
|-------------------------------------|------------------|----------------|
| 1 - definitely would not support it | 21.9% | 50 |
| 2 | 6.1% | 14 |
| 3 | 10.1% | 23 |
| 4 | 2.6% | 6 |
| 5 | 11.8% | 27 |
| 6 | 7.9% | 18 |
| 7 | 7.5% | 17 |
| 8 | 8.3% | 19 |
| 9 | 5.7% | 13 |
| 10 - very likely to support it | 18.0% | 41 |
| <i>answered question</i> | | 228 |
| <i>skipped question</i> | | 10 |



13. Which one of the following corridors do you feel is most in need of transportation improvements that facilitate your ability to travel freely and easily?

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Pleasant Hill Road | 62.8% | 125 |
| Steve Reynolds Boulevard | 3.5% | 7 |
| Old Norcross Road | 2.5% | 5 |
| Boggs Road | 0.5% | 1 |
| Duluth Highway | 6.5% | 13 |
| Sugarloaf Parkway | 10.6% | 21 |
| Old Peachtree Road | 3.0% | 6 |
| Satellite Boulevard | 9.0% | 18 |
| Club Drive | 1.5% | 3 |
| Other, please specify: | | 19 |
| <i>answered question</i> | | 199 |
| <i>skipped question</i> | | 39 |

Other, please specify:

1. I-85
2. Unsure
3. I do not know.
4. Transportation to the airport
5. The biggest traffic delay in this area is vehicles entering and leaving I-85.
6. 85 & 316
7. Hwy 316
8. Timed traffic lights, get rid of stop and go light onto freeway, get rid of new tolls on I-85
9. Hwy 29
10. I-85 between Old Peachtree and I-285 needs more lanes and better merging options.
11. I-85 Peach Pass is the worst idea ever. Why pay anything for a road you have already paid for. We need an outer perimeter and until Gwinnett County understands that concept we will always have traffic problems. We are not like your other large cities in the US. We also need another airport north of Hamilton Mill to stop people driving to the airport.
12. 316 as a whole
13. This is for east west traffic; most of mine is north south (Norcross to Duluth or Lawrenceville
14. I-85
15. I-85!!
16. And Club Drive.
17. Lawrenceville Suwanee Rd.
18. Completion of Ronald Reagan Pkwy to I-85
19. All of the above!!



14. Which one of the following transportation improvements do you believe is most needed in the study area?

| Answer Options | Response Percent | Response Count |
|--|------------------|----------------|
| New I-85 Pleasant Hill interchange | 36.7% | 76 |
| More complete street grid | 13.5% | 28 |
| Regional transit connection | 27.5% | 57 |
| Transit circulator shuttle for the area | 11.6% | 24 |
| Increased walkability (sidewalk and intersection improvements) | 8.7% | 18 |
| Additional biking facilities (lanes, bike storage, etc.) | 1.9% | 4 |
| Other, please specify: | | 11 |
| <i>answered question</i> | | 207 |
| <i>skipped question</i> | | 31 |

Other, please specify:

1. Get rid of HOT+3 lane, convert to HOT+2
2. Interconnectivity of businesses without needing access to any highway
3. More efficient surface street travel.
4. Light Rail and bus routes with nice bus stops
5. Hwy 316 and GA 20 needs attention!!!!
6. Also the shuttle.
7. Improvement on 85 & route 316
8. I do not want rail transportation
9. I believe the leadership of this area believes a Regional Connection is critical. I believe the cost per rider to construct followed by the cost per rider to operate is far too high. I would push for the more complete grid and the transit circulator (low cost bus) would be best.
10. Gravel Springs Road-I85 should have entrance and exit ramps.
11. Completion of Ronald Reagan Pkwy to I-85

15. In your opinion, what are the most critical transportation problems in the study area?

| | |
|--------------------------|------------|
| <i>answered question</i> | 144 |
| <i>skipped question</i> | 94 |

15. Response Text

1. HOT+3 conversion to HOT+2 and adding additional lanes to I-85
2. Bus to rail connections
3. Inability to connect to terminal.
4. Handling the volume of traffic quickly and efficiently.
5. Lack of adequately designed surface transportation for private vehicles and lack of adequate public transportation modes designed with flexible schedules, routes, regional connection, and safety.
6. Transit is not available on a regular basis that would allow me to use it - not enough transit at times needed - too sparse
7. Congestion on Pleasant Hill Road
8. Congestion



9. Congestion around GP Mall and the HOT lanes along I-85 to be removed
10. I-85 access.
11. Lack of alternative options
12. Too many cars on the road and no mass transportation; Bus routes need to be updated.
13. Peak hour traffic volumes are high and the cars have no place to go. It takes a long time to get through the I-85 interchange area on Pleasant Hill Road whether you are getting on I-85 or not.
14. The volume of traffic that flows through this area makes it unsafe to travel by any other method than car.
15. Lack of public transportation. No one knows where the current bus routes go or where they are. I didn't even know there were bus routes in Gwinnett till I looked it up to do this survey
16. With aging population we need more buses accessible throughout county
17. 316/85/Boggs Rd interchange; traffic backups on Sugarloaf Parkway between Old Norcross and 124; lack of bike lanes; inefficient bus system
18. Not connected to regional trains
19. The I-85, Pleasant Hill interchange, and backup on Pleasant Hill
20. Gridlock to entrances and exits off freeways. Alternative routes when there is freeway gridlock.
21. Lack of options/ need more studies done
22. Overall volume of traffic and few alternate routes other than the interstate when driving into the city.
23. Large blocks make pedestrian activity difficult. Matching re-development plans with transportation investments in a scale that encourages pedestrian and biking activities would make the area more appealing.
24. The intersection at Venture Drive and Pleasant Hill.
25. Hwy 316 & GA 20 intersection, 316 around Gwinnett College, 78 & 124 intersection and repeal of the HOV lane idea on us 85.
26. The new HOV lanes
27. Rush hour traffic on I-85; Limited number of I-85 crossings back up traffic on Pleasant Hill, Jimmy Carter Blvd, SR 120, Old Peachtree, Sugarloaf and L'ville Suwanee; Proper light signalization; SR 316 at Collins Hill, SR 20 and further east.
28. Buses don't go where the people who need them the most are to the places they need to go.
29. Congestion not enough outlets or public transportation.
30. More crossings are needed over I-85.
31. Better promotion of existing van pools would solve most of the transportation problems. Eliminating teen driving would eliminate most of the remaining problems. Driver training for those unfamiliar with our laws combined with better driver's license examination would eliminate much of the remaining problem.
32. Congestion - Traffic just does not flow at the choke points.
33. The traffic backups on Pleasant Hill Road making all intersections dangerous. If we could improve the I-85 intersection with some kind of flyover to get people from one side to the other more easily that might help.
34. Flow issues need to be improved. Pleasant Hill Road backs up all the time and the interchange needs to be reworked to function better (may want to consider what they are doing at Jimmy Carter Blvd.)
35. Too much traffic
36. Need for Light Rail
37. Need direct transportation to the airport
38. Traffic flow on Pleasant Hill. The I-85 Pleasant Hill interchange which the CID is already addressing. Lack of a rail connection to the Doraville MARTA station and to the Perimeter Center area.
39. Roads, bridges, and interchanges.



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40. I suppose improve the overall street grid to relieve traffic congestion so as to allow me greater flexibility with my personal vehicle in driving through and within the study area.
41. I know there is a big push to have a rail connection to downtown but I do not believe that there is enough movement between Atlanta, DeKalb and Central Fulton to justify the cost. Most movement from the study area leaves I-85 at I-285 or is local within the study area.
42. Personal safety from criminals.
43. We need both rail and bike lanes, its time this city gets more up to speed with others in the country.
44. Politicians self serving them selves
45. Traffic lights not synchronized, poor exits and entrances on 85, too many traffic lights in Gwinnett Place area
46. Better enforcement of current laws. Speeding, cutting off other drivers.
47. Because Gwinnett's population is so spread out bus and rail will not work. The cost of bus and rail compared to benefits can't be justified The DOT should study clover-leafing exits of I-85 & 316 and extending off ramps to keep traffic from backing up. Redo the disaster HOT lanes.
48. Unenforced traffic laws. Speeding, tailgating and reckless driving cause accidents which lead to immense slowdowns. Even a minor fender bender will slow traffic for hours.
49. Better roads and traffic signal timing.
50. The need for improving traffic congestion on our existing roads, bridges, and interchanges.
51. Poor traffic flow.
52. Poorly timed lights and a lack of acceleration/deceleration lanes.
53. HOV conversion to HOT+3 lane
54. Total lack of options
55. Tolls on 400, tolls on I85, untimed traffic lights, stop and go traffic lights onto freeway, lack of efficient and effective buses!
56. Frequency of buses. Limited routes.
57. Relieve traffic congestion to facilitate better use of the most flexible transit option available which is my personal vehicle.
58. Traffic around Gwinnett Center during events.
59. The biggest problem is politicians who are intent on cramming through their idea of transportation improvements instead of listening to their constituents and professional traffic engineers.
60. Side walks
61. Provide more high speed rail options. More park and ride locations.
62. High traffic congestion, limited roads and no options for mass transit.
63. Traffic Congestion
64. Too few roads for the amount of cars
65. We need high speed rail to MARTA from the study area. Absolutely critical!! We need a stop at Discover Mills and Gwinnett Place Mall (and Mall of Georgia)
66. Need rail transit
67. Too much traffic so tend to avoid district
68. I think transportation problem for the Entire Metro Area as well as the Study Area are exaggerated. A loss of 60 hours per year for a 48 week work year is 15 minutes per day or 7.5 minutes each way. Plus we recently learned that someone has been in error or lying about the 60 hour per year since it was first reported. The fact is that the 20+ times per year that I drive from Lawrenceville to the Capital to arrive at 8:00 (35 miles) I allow an hour. I run less than twice a year. But I understand traffic is always a good excuse for being late to work or late to arrive home.
69. Congested traffic, need multiple routes to get to your destination.
70. A comprehensive plan
71. Regional transit connection; light rail and - local area rail
72. I-85 & Pleasant Hill



73. Lack of connectivity with the rest of the region, Ronald Reagan dumping on to P. Hill instead of connecting directly with I85. ,
74. Lack of routes and security.
75. The I85/Pleasant Hill interchange causes back-logs. Outside of Pleasant Hill, the other surface streets are not used much at all. There needs to be more in the area before investing in a transit system outside of relieving traffic on the Interstate.
76. If I were to Bike. It would be the lack of driver knowledge of road use to the bicyclist "right of way" on roadways.
77. Congestion and the ability to move traffic more quickly
78. Low-density, automobile-oriented developments that lack the density and connectivity needed to support alternative transportation modes. Lack of residential development within the district requires workers to drive to employment.
79. Too much time for cars to be stopped at traffic lights.
80. Too many cars.
81. Too many cars
82. Too much traffic.
83. Congestion. Lack of options for pedestrians. Limited transit and frequency of buses. Oceans of paved space which do not translate to either efficient traffic circulation or pedestrians. Inability to cross Pleasant Hill by car or foot.
84. Red lights not timed correctly for the amount of cars at certain times of the days, i.e., morning traffic runs one direction and evening traffic runs another. Turning lights need to last longer at the correct times.
85. Roads can't handle the number of cars.
86. No sidewalks, pedestrians crossing the road anywhere they feel like it.
87. Congestion on I-85 in rush hour in the mornings.
88. Gwinnett connection by rail to MARTA, to downtown, to Buckhead and Cobb, and to airport.
89. Travel time
90. Too much car traffic/delays
91. Excess from and to I-85 from and to Old Norcross and Steve Reynolds
92. Georgia Peach Pass Lane!!!
93. North and south bound exit ramps at Pleasant Hill Rd!
94. If you're driving then it is congestion. Walking: there needs to be safe walkways to cross the intersections and a more inviting atmosphere to walkers. Bicycles need a path and safe places to secure bikes with lights in the area for safety at night.
95. I-85 itself
96. Lack of fast transit to downtown Atlanta
97. Buses don't pass large apartment complexes where there are large numbers of non-drivers. New GA-pass is for the rich and is making I-85 traffic worse.
98. Connectivity - transit connections and a more complete street grid. Also, enhanced sidewalks/streetscaping to improve walkability.
99. Availability of service at a reasonable cost
100. Not enough bus routes and buses
101. People won't use what's available
102. Not enough options.
103. Traffic signal timing is not optimized, which just adds to the gridlock
104. Need to widen more of the roadway system to account for the vehicles that are using them.



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105. I-85 has reached critical mass. Mass transit is absolutely necessary to try and keep pace (more like catch up) with the GA400 and I75 Corridors. We need to be able to attract new businesses that find it necessary to have greater transportation options that go along with our diverse population. Seize the moment. While others are struggling with the decision to modernize, Gwinnett should invest heavily in transportation and lead the region.
 106. More bus availability more often
 107. Lack of a grid network, capacity on I-85, too many stoplights
 108. Congestion. A way to move people around more effectively.
 109. Congestion
 110. Traffic on Pleasant Hill Rd
 111. It is a mall area and will always have traffic. There is no need for any new Transportation needs until the area is made more of a people friendly place by putting 12 foot wide sidewalks with new landscaping. People are not coming into the area because the Transportation is bad. People are spoiled and like new things. Sidewalks, landscape and landscape would be the way to go. Love to see a big road race running down the 12 ft wide sidewalks someday
 112. Pleasant Hill Road congestion around I-85.
 113. Untimed traffic lights along Pleasant Hill Road.
 114. No alternate transportation available other than cars creating grid-lock traffic situation on the main streets.
 115. Lack of convenient and comprehensive pedestrian systems within the shopping precinct not in conflict with vehicular traffic.
Lack of convenient and comprehensive pedestrian systems linking adjacent residential zones to the shopping precinct.
A mistaken notion that the economic future of the zone is linked to residents very remote to the zone instead of proximate to the zone, thus skewing imagined transportation solutions to economic malaise.
 116. I-85 interchange.
 117. I-85 congestion
 118. Traffic light signalization along Steve Reynolds, Breckinridge/Shackleford roads and Duluth highway.
 119. Traffic congestion on 85 during peak hours
 120. Too much traffic; Unsafe driving
 121. Lights need synchronicity; more sidewalks, Pleasant Hill Bridge is always congested. From Club Drive to Satellite on Pleasant Hill on a weekend or in evenings, it takes forever to get through all the traffic.
 122. HOT Lane, go back to HOV or just open the lane up to anyone.
 123. Lack of rail service outside of the perimeter
 124. Heavy Traffic area.
 125. Poor circulation of cars
 126. Traffic lights aren't timed properly given the volume of traffic as it changes. Too many lights that are too close together.
 127. Traffic (duh). The most critical problems begin and end with the drivers themselves. Driving too fast, cutting in and out of traffic, tailgating. Patience goes a long way in making safe environments! If walking & biking is going to be encouraged, then safety for those folks would be paramount. Personally I think those two options would be great! Of course distance from one area to another via walking would not be ideal. The circular movement of public transport would certainly help there - with plenty of buses on a regular, dependable schedule.
 128. Traffic congestion on Pleasant Hill Road
 129. Speed limits.
-



-
130. The area has several streets that are hard to manage. GP Mall has too many entrances. There needs to be clearer signage to make sure not to frustrate traveler. Ventura drive is also confusing and troublesome. The flow on Pleasant Hill has improved over the past few years.
-
131. I work in the study area and live elsewhere. Around my home, I conduct almost all of my errands by walking and I would like to do the same around work. However, I feel that it is generally unsafe to walk in the study area. Pedestrian facilities such as sidewalks and crossings are poor, intersections are too wide, and the speed of traffic is typically very high. I believe that these things coupled with a general lack of awareness on the part of many drivers make the area dangerous for pedestrians. To put that in more concrete terms, I work within a half-mile of several restaurants and I would probably walk when I go out for lunch but for these safety issues. Additionally, I work within one mile of a regional transportation stop. I would probably opt to take a bus to work at least once a week in good weather if the walk from the stop to my office was a safe one. (More frequent regional bus service in the "reverse commute" direction would also help here.)
-
132. Lack of transportation options. Basically you have to come by car, unless you live close by, and you do have a bus option provided you live near a stop on the line.
-
133. We need a mass transit option for commuters, such as a MARTA extension or commuter rail. Of course, having a MARTA stop at Gwinnett Place Mall would be great too.
-
134. There needs to be a MARTA connection. So many drives all the way to Doraville and it doesn't make sense because the traffic is horrible and the new lanes have made it worse.
-
135. Need to reduce traffic congestion between exit 104/Pleasant Hill Rd. and exit 99/Jimmy Carter Blvd
-
136. Buses need to go to more places and I am in support of a commuter rail in Duluth. The tracks that run along Buford Highway could be cleaned up and used as commuter rail. I do think we need either heavy rail (MARTA) with a Gwinnett Place MARTA station to run south along I-85 or a light rail going down from Gwinnett Place to Doraville MARTA Station. I think a light rail should run east to west from Gwinnett Place to Alpharetta's Old Milton Parkway
-
137. Too much congestion due to coke bottling lanes. Difficult to go from 3 lanes on Pleasant Hill down to 2 lanes when crossing over I-85. Causes too much congestion and accidents. Similar problems all over local high trafficked Gwinnett streets.
-
138. Getting across 85--it's almost impossible--especially during the holidays.
-
139. Lack of Options. Not being connected to MARTA rail line either by extending MARTA or light rail connection.
-
140. Traffic light backups
-
141. Traffic congestion on Pleasant Hill Road and I 85
-
142. The most critical problem is not having a transportation system that will make Gwinnett and Atlanta a productive AND attractive community to business and people who already live in well provided transportation systems, i.e., extending MARTA to Gwinnett or the light rail system connection to MARTA. Not having these transportation options is like going backwards and that can only mean economic ruin.
-
143. Traffic congestion
-
144. Completely auto-centric. Lack of regional transit connection.
-



16. Please provide any additional comments regarding mobility and alternative transportation.

| Answer Options | Response Count |
|--------------------------|----------------|
| | 80 |
| <i>answered question</i> | 80 |
| <i>skipped question</i> | 158 |

16. Response Text

1. Forget about light-rail, focus on express bus service to work nodes - downtown, perimeter, buckhead, midtown
2. See Boston, MA transit
3. Connect the parking lots and have better control over the traffic signals.
4. We need better transit options from this area to Marta, downtown
5. No Rail, more street grids and removing HOT lanes
6. The area is still driven by the automobile (pun intended). Until residential densities are dramatically increased, no need for regional transit connection. Far too much traffic for safe bicycle travel. Bikeways have to be separated from automobile lanes, either physically or by some sort of barrier.
7. Continuous bike paths would be a great enhancement to connect existing ones a way to provide a comprehensive option to public transportation within the area. Specifically Suwanee.
8. Use the rail for transportation to Emory.
9. Getting MARTA to extend past 285 would be a welcomed addition.
10. 1) Need nice bus stops to help identify where they are. Something with a seat and protect from weather; 2) Need more routes, more stops and cover more streets. It needs to be convenient. People like to hop on and hop off. Light Rail would be great! And it could tie into bus routes easily; 3) Trails and large sidewalks on both side of the streets that connects neighbor hoods to parks and shopping area.
11. Wider lanes are of course a great help on city streets. A better bus system is much needed to decrease traffic for short runs to shopping places and supermarkets.
12. Research how it can be done cost effectively
13. I like the idea of HOT lanes because it provides a reliable trip and allows transit to benefit as well.
14. If it is transportation to and from Atlanta then I suggest you study the effects of parking along 85 with bus lanes HOV going to Atlanta. Also how to mitigate the truck traffic.
15. Pleasant Hill and Jimmy Carter interchanges will be improved due to the DDI improvements. DDI is also needed at Old Peachtree and Lawrenceville Suwanee I285 interchanges. Light rail express from Gwinnett Center to Doraville.
16. As I said, I live in DeKalb and work in Gwinnett. I'd love to take a bus or rail to work, but as it is now, what takes me 40-45 minutes to drive would take me 2-2.5 hours and several stops/change-overs/connections to get to my office. I'd love more options...but they have to be convenient and realistic as well as affordable and reliable.
17. Hopefully, the people most in need of transit will be asked these questions. To base decisions on my opinion (as someone not in need of transit options) would skew the focus of the study.
18. Public transportation.
19. A transportation service needs to be developed that appeals to urban professionals. It needs to be modern, upscale, and marketed to businesspeople.



20. Alternative transportation is being used to remove our freedom of choice. Gradually more of the high fees and tolls will be placed on the free modes of transportation until we have none. This is evidenced currently by the I-85 toll lane. Interference with personal choice will get worse as time progresses. Government bureaucrats always think they are wiser than the general public and that we must be forced to comply with their plans for us.
21. The problem I have with any alternative transportation is not the transportation itself but the final mile (or 2-3 miles). What good does it do me to get almost somewhere? I am sure it works for some but not me, or frankly most, which is why it is not used that much.
22. If there was some way to positively affect traffic like a local bus just for even the holidays moving between shopping centers would be a great test.
23. The more options created to increase mobility the more people will use it and travel to the area. We are tired of sitting in the cars moving at 5-10 miles an hour. Connecting to regional transport (MARTA) so that can go down to airport and back without taking car would greatly assist the community, while increasing ridership for MARTA (a win-win).
24. Has to be cost pliable as well. Not like the pricey new I-85 HOV.
25. The circulator shuttle will work if it has a way to bypass traffic congestion.
26. I recommend a NO vote July 31, 2012, on TSPLOST.
27. I do not plan to vote for TSPLOST in 2012.
28. We are not as immobile as is advertised. Some people like to complain and others like an excuse for tardiness. Each of these inflates the problem. Would we benefit from someone actually stating that our problems are not that bad?
29. Stop studying what is needed and listen to the people. You keep studying so you will get the results that you want in spite of what the people want.
30. DOT is not competent to do any improvements look at HOT lanes! The above questionnaire is poorly done; it is biased towards public transportation. Poor job on this survey!!!
31. Rapid transit will not work in our area due to the varied driving habits of folks working in different directions. I-85 traffic reduction should be main focus.
32. There is a general consensus that the DOT does not have the competency to make good transportation decisions. HOT lanes are a good example. Most cities where public transit worked have concentrated population centers. Gwinnett and all Atlanta are to spread out to make public transit work. MARTA is a prime example, that can't pay for itself. So quit jamming public transit down our throats. Improve the existing expressways and limit tractor trailers on expressways during rush hour, like other cities do.
33. I am opposed to TSPLOST
34. Will vote no to TSPLOST in 2012.
35. None. Only need to improve on the ability to move about in the best transportation option on them all which is my personal vehicle.
36. Please redesign this poll, it makes assumptions and steers takers to predetermined conclusions on many questions. Consider adding other as a response under each and every question. The results you will obtain and advertise from this round are suspect at best.
37. Need express bus to mid-town Atlanta, Buckhead, & Perimeter area, and downtown Atlanta
38. Heavy or light rail is not the answer, I do not want to live, work and play in the same area. I do not trust security in transit locations.
39. Vote no to TSPLOST on July 31, 2012.
40. I will vote no on any additional taxes until politicians show responsibility with the tax money they already have and begin to listen to their constituents.



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41. In the best interest of Gwinnettians and noting the lack of employment opportunities in Gwinnett; the common sense approach would be to find a way to connect any localized light of heavy rail system with MARTA, established Park and Ride locations with close proximity to the Mode. This will enable Gwinnettians to work in the Perimeter and other Metro Atlanta areas. I have a Master's degree in City and Regional and would volunteer my participation in serious discussions.
42. People need to deal with traffic honestly. They know how long it really takes to get from one place to another. It would help if the media would be honest about it, but that does not sell advertising. Georgia Tech did a study some 8-10 years ago where they attempted to discover what discomfort or incentive would get people to leave their cars. The result never made the news maybe it was never published. What they found is that regardless of the financial pain or incentive in the end it was convenience that lead people to go back to driving their cars alone. We need to recognize the truth of that. People who commute to Manhattan every day would buy cars and drive them if there was a place for them to park at each end of the trip. The metro area leaders, including the people taking this survey, know that eliminating parking at the destination is the only way to get people to carpool or use public transit in any meaningful numbers.
43. Sidewalks are necessary in the study area. I have often encountered issues with pedestrians and bikers walking or riding on the streets; which affects the traffic flow.
44. Thanks for doing this survey
45. I don't see rail or expanded bus service being a solution for Government to provide. It never supports itself. I am not in favor of spending my tax dollars on mass transportation. At some point in time it may become profitable for private enterprise and at that time it can be done. Today we can't afford it!
46. I would very much like to walk/bike, but with lack of density this is not really a viable option. Given a preference I'd like to see an investment in light rail and regional connectivity.
47. I personally believe that mass-transit is not necessary at the moment except for commuters going to Perimeter Mall area. That is our biggest back-log of traffic on I-85. If I-85 would flow better, the surface streets would not be an issue at the moment. However, I believe the ground work needs to be laid for future growth.
48. Mass transit would be great if it were more readily available.
49. I would strongly support redevelopment of the district to a more transit-oriented, live-work-play, dense "town-center" that could then be connected via light rail to other similar locations in the region.
50. Need to put benches & shelters at every bus stop. The overlay district requires developers to put a bench and a trash can at a set distance, regardless of whether it is a bus stop or potential bus stop. Instead, have them enhance existing bus stops on their property, or contribute the money for them to be held & used for future bus stops. Advertising signs on shelters sometimes block drivers vision: Commerce Dr. leaving mall; trying to make right turn onto Satellite, shelter sign blocks visibility of fast moving oncoming traffic
51. Need rail service from downtown to Mall of Georgia.
52. The Buckhead BUC system is what's needed - make it free and convenient and you will have a winner
53. The Gwinnett Place area has a great concentration of unique facilities and resources. From NCR's corporate headquarters to fantastic ethnic options for dining, entertainment and shopping to unique retailers that are not located in every county of the metro area (Fry's, MicroCenter, Dave and Buster's). Gwinnett Place has excellent critical mass but also has significant traffic challenges. Road and bridge modifications, enhanced pedestrian options, increased frequency of bus transit as well as increased routes and a circulating transit option are all needed. Timing and funding are the greatest challenges.

-
54. Enough of this analysis. You have analysis paralysis. Millions and Millions have been spent on this 'research and study' in the past decade, and nothing has been done. I am tired of filling out forms and telephone surveys. The traffic is the worst single distraction of economic development for Gwinnett.
 55. Put a barrier for the Peach Pass Lane so drivers traveling to Atlanta could not enter or exit. That would make it an express lane for Atlanta travelers. Do not charge for this service. We already paid for it.
 56. It would be great to have smaller buses with open windows, they need to be clean have frequent stops and the bus stops need to be modern, well lighted and have security cameras and a police presence. I love the idea of a parking place and shuttle that could bring you around to the different areas for shopping and dining. Of course rail would be incredible but would have to go out to the cities surrounding the study area. I would not want to have to park and ride if I were shopping however I would definitely use it for work.
 57. Added taxes/costs to citizen base that would never go away. i.e. Route 400 toll & HOT lanes. I have NO trust that tolls would disappear when they were supposed to. Enough fees, tolls, and cost. There is a great deal of waste in our government and they typically do not listen to the citizens
 58. A rail of some sort is needed from the city to Gwinnett Arena with numerous stops along the way.
 59. Let's optimize the functionality of the existing infrastructure as transportation alternatives will do virtually nothing to reduce the number of cars on the road
 60. Transit simply isn't worth the cost, too few riders, and huge financial burden on the communities that build it.
 61. North Georgia must modernize with mass transit. The relative modern North Georgia region (relative to the South) coupled with the economic benefits of running a business here is what has allowed our region to prosper. We need to continue that spirit and take the next step to modern transportation system before our peers beat us to it.
 62. This survey seems slanted to walking and biking, which 95 percent of Gwinnettians do not do. I question the questions asked.
 63. It's going to be hard for people to give up their cars. But if certain areas were not accessible by cars, they may be forced to use other modes of transportation. This could be extreme, but set a good precedent, increase exercise for those who choose to walk, increase sense of community and pride for the area by forcing people to share buses/ trams, etc.
 64. Sidewalks, walking bridges, water features to soften up all the hardscapes
 65. I have always thought that a circulatory shuttle for Gwinnett Place Mall area ONLY would make sense. To include The Mall, all car dealerships, Kroger, Publix, Mall Corners, Frys, Golden Corral, Pleasant Hill Restaurants, Marriott, Home Depot, nearby office parks, etc. It might work. It would hopefully reduce shopping traffic and increase business. For instance, I plan to get my car repaired at Pep Boys. I would take a shuttle to the Mall or Frys or Steak and Shake if I could.
 66. Light Rail or Mass Transit to decrease the stress on I-85 and main streets.
 67. I prefer that Gwinnett support dedicated lanes for bus rapid transit from the study area to the Doraville MARTA station along I-85 instead of any sort of rail solutions. Our population density is not to provide the long term operational support subsidies required by rail based transit. Bus rapid transit's less capital intensive infrastructure on dedicated travel lanes will bring transit connectivity to the study area sooner and cheaper! Furthermore, the Bus Rapid Transit vehicles can freely depart the Dedicated Travel Lanes and enter the existing street network allowing supremely flexible service delivery arrangements.
 68. Biking is enjoyable, wished I didn't have to compete with auto's safety biggest factor for me. I am a bike enthusiast, so I would be eager to commute this way of only safer.
 69. I applaud you all for taking the time to try and find better alternatives. I personally would like to see a rail system to midtown and downtown Atlanta. The new "HOT" lane to me is an absolute failure. People cannot afford to pay anything more for anything right now and now we are all jammed up. (Sorry, I know you all were trying, but not a huge success).
-



Gwinnett LCI Update Report

70. Please see #16
71. Would like to see Peach Pass dropped and that lane used for 2 or more people in a vehicle.
72. Any alternative transportation will require a huge investment to be viable.
73. Any transit stops need to be near where people live and not have to commute to a central place just to park and ride somewhere else. Light rail is needed and elevated system is probably best with stations at major intersections and near subdivisions to move people from home to "play".
74. Any traffic improvements to the Gwinnett Place Mall area are going to be nullified by the increased congestion caused by the new HOT Lanes. The HOT Lanes will reverse any and all congestion-easing projects by the Gwinnet Place CID for many years to come.
75. Provide more incentives for hybrid vehicles on HOT lanes to improve the environment as Gwinnett grows
76. We need rail! We need light rail! We need more buses! Road widening has helped but that's not always the solution. If we're trying to alleviate traffic and get more people to use mass transit, then there should be better options. I would love to leave my car at a mass transit garage and ride a bus or train anywhere
77. It's fairly apparent that road extensions and widenings are not enough to improve traffic conditions or create an economic growth engine that would attract high end business activity.
78. Need more attractive pedestrian elements along sidewalks around Gwinnett Place Mall area.
79. A great majority of new business to Gwinnett County will mean providing its employees access to local transportation options and convenient transportation to reach the airport. If Gwinnett wants to become a mega hub of business and unique community development it needs to provide the infrastructure to move people in the community and around the world.
80. Bus is fine for transit dependent, but without rail you will never attract lifestyle users and the types of business that serve them.

17. Please indicate your age:

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| 0-15 years old | 0.0% | 0 |
| 16-18 years old | 0.0% | 0 |
| 19-24 years old | 1.4% | 3 |
| 25-30 years old | 4.1% | 9 |
| 31-40 years old | 18.7% | 41 |
| 41-60 years old | 58.0% | 127 |
| Over age 60 | 17.8% | 39 |
| <i>answered question</i> | | 219 |
| <i>skipped question</i> | | 19 |


18. How many cars does your household have?

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| 0 | 0.0% | 0 |
| 1 | 12.7% | 28 |
| 2 | 54.5% | 120 |
| 3 | 24.5% | 54 |
| More than 3 | 8.2% | 18 |
| <i>answered question</i> | | 220 |
| <i>skipped question</i> | | 18 |

19. How far away do you live from the study area?

| Answer Options | Response Percent | Response Count |
|---|------------------|----------------|
| Live inside the study area | 14.9% | 33 |
| Live less than 5 miles from the study area | 25.8% | 57 |
| Live 5-10 miles from the study area | 28.5% | 63 |
| Live more than 10 miles from the study area | 30.8% | 68 |
| <i>answered question</i> | | 221 |
| <i>skipped question</i> | | 17 |

20. For how many years have you been living or traveling to/through the study area?

| Answer Options | Response Percent | Response Count |
|--------------------------|------------------|----------------|
| Less than one year | 0.9% | 2 |
| 1-3 years | 3.6% | 8 |
| 4-10 years | 24.9% | 55 |
| Over 10 years | 70.6% | 156 |
| <i>answered question</i> | | 221 |
| <i>skipped question</i> | | 17 |



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Open House

Meeting Overview & Feedback

Overview

The Gwinnett Livable Centers Initiative (LCI) Open House occurred on Thursday, January 19, 2012 from 5:30 pm to 7:30 pm in the Belk Wing at Gwinnett Place mall. The purpose of the meeting was to showcase and collect feedback on the draft Conceptual Development Plan and recommendations for transportation, land use, and urban design for the Gwinnett LCI 10-Year Update. Additionally a real estate specialist from Bleakly Advisory Group was on-hand to discuss market conditions and projections and the practicalities of proposed redevelopment in the area.

The Open House was informal in nature, providing community members with an opportunity to drop in at their leisure, review project recommendations, and chat one-on-one with project leaders.



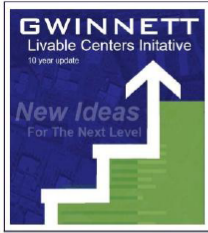
Discussion at Open House

Attendees of the Open House were greeted by one of two welcome tables upon their arrival. At each welcome table, people signed in, received a copy of the Open House layout (see next page) and comment form and were invited to browse the Open House at their leisure.

The following display areas were set-up throughout the Open House:

- ❖ **LCI Big Ideas Slideshow** – see Appendix B for a copy of the slideshow
- ❖ **LCI Plan Basics** – map of the study area and summary of study purpose
- ❖ **About the Gwinnett Place CID** – staff from the CID were on hand to discuss projects
- ❖ **Station 1: Transportation** – list of and feedback exercise on recommended transportation improvements
- ❖ **Station 2: Real Estate** – an opportunity to view benchmark developments that might do well in the area
- ❖ **Station 3: Conceptual Plan, Land Use & Design** – map of draft Conceptual Plan, recommended design improvements, and development framework for area
- ❖ **Station 4: The Big Picture, Community Visioning** – staff from Gwinnett County on hand to discuss County plans plus information on LCI public input

A total of 50 people registered their attendance at the meeting. Open House feedback is provided beginning on page A-61.



Open House Layout

Belk

mall walkway

Welcome Table

Station 3:
Conceptual Plan,
Land Use & Design

Station 2:
Real Estate

RECOMMENDATIONS

Station 4:
The Big Picture,
Community
Visioning

Station 1:
Transportation

About the
Gwinnett Place CID

LCI Plan Basics

LCI Big Ideas
Slideshow

Welcome Table

mall walkway

Feedback

Open House attendees were invited to provide feedback on the content of the draft Conceptual Plan and other recommendations via a comment form, discussion with project staff, sticky notes on displays, and the interactive feedback opportunity for the transportation station.

Below is the written feedback received from attendees; feedback on transportation projects is captured in Appendix B.

What do you like or dislike about the Conceptual Development Plan?

- I like the ideas of increased transit. As less and less people drive this will be an increasing component of what Gwinnett would like to do to make this an increasingly better place to live.
- Love the streetscapes!
- I'm overwhelmed, but I think I like.
- Would like to see redevelopment of Gwinnett Place mall and surrounding parking. This could be a good site for mixed use and a transit hub. Also, in developing the greenway, it is important to ensure that buildings are addressing the roads as well as the greenspace. Road frontages often are ignored in this type of configuration.
- Appear to be well thought out.
- Great ideas!

What specific transportation improvements are needed in the study area that are not listed on the recommendations?

- Bike/pedestrian lane or streetscape on Hwy 120.
- Let's hurry up with the Liddell TIA & diverging diamond.



Displays at Open House

- In the late night hours I think flashing yellow lights along Pleasant Hill are necessary for quit night travel.
- I like the Davenport Road extension into transit center. This provides a great link to Duluth Town Center.
- Transit connections to Duluth and surrounding communities.

Have other thoughts or ideas? Please provide them here.

- Annex Cruse Road Corridor, especially if Cisco's The Range is bought by the county for future park land! (Maybe another aquatic center?)
- Gwinnett Place area could benefit from closer ties to City of Duluth – as via annexation. It would be mutually beneficial.
- Green space – more is needed. Good proposal for Gwinnett Green.
- May be outside of LCI scope but we need public transit to serve more local areas. For instance, there are no busses near my home. (Norman Downes, Duluth)
- Need sidewalks on all roads (especially Pleasant Hill)
- Need bike lanes, especially connecting transit centers
- Need to expand transit center, make it clear where to park cars



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Citizen Input on Proposed Transportation Projects



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Gwinnett Place LCI: **Draft** Transportation Projects

| ID | Name | To/From | Description | Citizen Input |
|------------------|---|--|--|---|
| Roadway Capacity | | | | |
| R-1 | Ring Road - Breckenridge Boulevard Connector | Ring Road to Breckenridge Boulevard | New 4-lane 'Complete Street' from Ring Road to Breckenridge Boulevard including a new bridge over I-85 | <i>Medium Priority - concerns for high costs and need for another crossing in addition to W. Liddell Road connector</i> |
| R-2 | Enhance Grid Network West side of Pleasant Hill | Super block located Southeast corner of intersection of Old Norcross Road and Pleasant Hill 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 | <i>Medium Priority</i> |
| R-3 | Enhance Grid Network East side of Pleasant Hill | Super block located Southwest corner of intersection of Satellite Boulevard and Pleasant Hill 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 | <i>Medium Priority</i> |
| R-4 | Steve Reynolds Boulevard - Pleasant Hill Road Connector Improvement | Steve Reynolds Boulevard to Pleasant Hill Road | Improve the existing 'connector' road with proper pavement markings and curb and gutter. | <i>Medium Priority</i> |
| R-5 | Mall Boulevard - Gwinnett Place Drive Connector | Mall Boulevard to Gwinnett Place | New 2 lane connector road from Mall Boulevard to Gwinnett Place | <i>Medium Priority</i> |
| R-6 | Satellite Boulevard - Ring Road Connector | Satellite Boulevard to Ring Road | New 2 lane connector road from Satellite Boulevard to Ring Road | <i>Medium Priority</i> |
| R-7 | Pleasant Hill Interchange Improvement | N/A | Implement Diverging Diamond Interchange (DDI) in the short-term (Construction to begin early 2012) | <i>Top Priority</i> |
| R-8 | Venture Drive Improvements | Steve Reynolds Boulevard to Pleasant Hill Road | 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) | <i>Top Priority</i> |
| R-9 | West Liddell Road - Club Drive Connector | Venture Drive to Shackleford Road | New 4-lane 'Complete Street' from Venture Drive to Shackleford Road including an overpass at I-85 (Final project list under Transportation Investment Act 2010 - TIA-GW-070) | <i>Medium Priority</i> |
| R-10 | New Entrance Road to Gwinnett Center on Meadow Church Road | Meadow Church Road to Gwinnett Center Parking Lot | Investigate the <u>need</u> for a new entrance road to Gwinnett Center on Meadow Church Road via Premier Parkway extension. Coordination with Gwinnett Center management will be required to discuss traffic control, security and/or access management concerns related to large event parking, ingress & egress. | <i>Low Priority</i> |
| R-11 | Merchants Way/Davenport Road Upgrade and Realignment | Old Norcross Road to Satellite Boulevard | Upgrade and realign Merchants Way with Davenport Road at Old Norcross Road intersection. | <i>Medium Priority</i> |

Projects identified from Mobility survey and previous citizen input

Gwinnett Place LCI: **Draft** Transportation Projects

| ID | Name | To/From | Description | Citizen Input |
|----|------|---------|-------------|---------------|
|----|------|---------|-------------|---------------|

Traffic Operation

| | | | | |
|------|--|---------------------------|--|------------------------|
| O-1 | Traffic Signal Optimization | Throughout the Study Area | Continue implementation of signal optimization and ITS measures along major thoroughfares. | <i>Top Priority</i> |
| O-2 | Pleasant Hill Road and Club Drive Intersection Improvement | N/A | Detailed traffic study to examine the need for a free flow right turn lane from Club Drive eastbound onto Pleasant Hill southbound. | <i>Medium Priority</i> |
| O-3 | Pleasant Hill Road and Mall Boulevard Intersection Improvement | N/A | Redesign intersection to prevent drivers to make illegal left turns onto Mall Boulevard from southbound Pleasant Hill Road. Possible improvements include better signage, striping, extension of center median, or closed median opening. | <i>Top Priority</i> |
| O-4 | Steve Reynolds Boulevard and Satellite Boulevard Improvement | N/A | Detailed traffic study to examine the need for double left turn lanes on eastbound Satellite Boulevard. | <i>Medium Priority</i> |
| O-5 | Satellite Boulevard and Commerce Avenue Improvement | N/A | Detailed traffic study to examine the need for a free flowing right turn lane on eastbound Commerce Avenue and extend left turn lane on westbound Commmerce Avenue. | <i>Medium Priority</i> |
| O-6 | Satellite Boulevard and Gwinnett Plantation Way Improvement | N/A | Detailed traffic study to examine the need for exclusive right turn lane on southbound Gwinnett Plantation Way and add exclusive left turn and right turn lanes on northbound Gwinnett Plantation Way. This improvement will primarily benefit bus ingress/egress at the transit center. | <i>Medium Priority</i> |
| O-7 | Shackleford Road and Club Drive Improvement | N/A | Detailed traffic study to improve operations and safety. | <i>Medium Priority</i> |
| O-8 | Duluth Highway and Sugarloaf Parkway Improvement | N/A | Detailed traffic study to examine the need for double left turn lanes eastbound and westbound Duluth Highway. | <i>Medium Priority</i> |
| O-9 | Pleasant Hill Road and Old Norcross Road Improvement | N/A | Detailed traffic study to improve operations and safety. | <i>Medium Priority</i> |
| O-10 | Steve Reynolds Boulevard and Venture Drive Improvement | N/A | Detailed traffic study to examine the 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. | <i>Medium Priority</i> |

Projects identified from Mobility survey and previous citizen input

Gwinnett Place LCI: **Draft** Transportation Projects

| ID | Name | To/From | Description | Citizen Input |
|-------------------------------------|---|--|--|--|
| Pedestrian and Bicycle Improvements | | | | |
| C-1 | Market Street Bike/Pedestrian Improvements | Gwinnett Place Drive to Satellite Boulevard | Implement ‘Complete Streets’ principle with sidewalks and bike lanes on Market Street from Gwinnett Place Drive to Satellite Boulevard. | Top Priority |
| C-3 | Mall Boulevard Bike/Pedestrian Improvements | Pleasant Hill Road to Ring Road | Implement ‘Complete Streets’ principle with sidewalks and bike lanes on Mall Boulevard from Pleasant Hill Road to Ring Road. | Top Priority |
| C-4 | Gwinnett Place Drive Bike/Pedestrian Improvements | Pleasant Hill Road to Ring Road | Implement ‘Complete Streets’ principle with sidewalks and bike lanes on Gwinnett Place Drive from Pleasant Hill Road to Ring Road. | Top Priority |
| C-5 | Ring Road Bike/Pedestrian Improvements | Entire extent | Implement ‘Complete Streets’ principle with sidewalks and bike lanes on Satellite Boulevard between two proposed transit station sites. | Top Priority |
| C-6 | Pedestrian Crossing at Pleasant Hill Road and Gwinnett Place Drive | N/A | Improve pedestrian safety by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes. | |
| C-7 | Pedestrian crossings along Ring Road | Entire extent | Improve pedestrian safety along Ring Road at Commerce Avenue, Venture Parkway, Gwinnett Place Drive, Mall Boulevard, Merchants Way, Old Norcross Road, and Tandy Key Lane, by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes. | |
| C-8 | Upgrade Pedestrian Crossings along Sugarloaf Parkway at North Brown Road and at Satellite Boulevard | N/A | Improve pedestrian safety at existing crossings by providing refuge islands and/or countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes. | |
| C-9 | Multi-use Path on McDaniel Road | Old Norcross Road to McDaniel Farm Park | Construct 10 feet multi-use path along McDaniel Road that connects to McDaniel Farm Park. | |
| C-10 | Multi-use Path on Tandy Key Lane Extension | Ring Road to McDaniel Farm Park | Construct 10 feet multi-use path on Tandy Key Lane Road from Ring Road and connects to McDaniel Farm Park. | |
| C-11 | Improved Sidewalks and Streetscapes on Pleasant Hill Road | Ph 1 - Satellite Boulevard to Venture Parkway; Ph 2 - Club Drive to Brechkinridge Boulevard | Improve pedestrian safety and environment along Pleasant Hill Road by constructing new sidewalks and new streetscape elements such as better lighting, benches, trash receptacles and brick pavers. (Current Gwinnett Place CID streetscape project using TE funds) | |
| C-12 | Improved Sidewalks and Streetscapes on Satellite Boulevard | Ph 1 - Gwinnett Transit Center to Tandy Key Lane; Ph 2 - Pleasant Hill Road to Gwinnett Transit Center | Improve pedestrian safety and environment along Satellite Boulevard by constructing new sidewalks and new streetscape elements such as better lighting, benches, trash receptacles and brick pavers. (Current Gwinnett Place CID streetscape project using TE funds) | Top Priority - consider adding bike lanes on Satellite |
| C-13 | Pedestrian Crossing at Pleasant Hill Road and Old Norcross Road | N/A | Improve pedestrian safety by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes. | Top Priority |
| C-14 | Pedestrian Crossing at Pleasant Hill Road and Venture Drive | N/A | Improve pedestrian safety by providing crossings at all approaches with countdown pedestrian signals, enhanced signage, textured crosswalks and streetscapes. | Top Priority |

Projects identified from Mobility survey and previous citizen input

Gwinnett Place LCI: **Draft** Transportation Projects

| ID | Name | To/From | Description | Citizen Input |
|----|------|---------|-------------|---------------|
|----|------|---------|-------------|---------------|

Transit

| | | | | |
|-----|--|-----|---|--|
| T-1 | GCT Gwinnett Place Mall Transit Center Upgrade | N/A | 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. | <i>Top Priority</i> |
| T-2 | Gwinnett Place Circulator | N/A | - 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. - Additional bus connection over I-85 via new multimodal bridge that connects Venture Pkwy and Breckinridge. This route would utilize the new multimodal bridge from the mall to serve the office and distribution uses along Breckinridge and multifamily housing on Sweetwater Rd. - 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. | <i>Top Priority - consider connection to downtown Duluth</i> |
| T-3 | Gwinnett Place Transit Station | N/A | - New transit station that takes advantage of the existing Gwinnett County transit bus hub on Satellite Boulevard and Gwinnett Plantation Way - Major park-and-ride and regional in scale | <i>Top Priority</i> |
| T-4 | Pleasant Hill Road Transit Station | N/A | New transit station near Pleasant Hill Road and Satellite Boulevard | <i>Top Priority</i> |

Projects identified from Mobility survey and previous citizen input



Appendix C: Comparison of Gwinnett Place Mall to Benchmark Sites

Examples of Successful Mall Revitalization

Across the United States, malls similar to the Gwinnett Place Mall have been re-invented as town centers and into newer retail formats. The 2000- 2006 period was the peak of this trend due to a favorable alignment of new urbanist sentiment, a strong economy and favorable financing conditions. In most of these cases, enclosed malls, typically dating back to the 1970s or early 1980s, were partially demolished, with enclosed corridors opened up into outdoor promenades, while preserving anchor buildings and a portion of the existing retailing. Many of these malls have been rebranded as “town centers” with public amenities such as ice rinks, plazas, landscaping, and outdoor dining. A major element to most of these re-designs has been the addition of entertainment options, and the addition of other uses beyond retail, such as offices, townhomes, condominiums and apartments. Often additional development land is opened up by replacing surface parking lots with multi-story parking decks.

The redevelopment of major malls nationwide typically follows one of three basic approaches:

- **Relocation and re-tenanting of the existing facility** — This occurs when the mall ownership is convinced of the

long term viability of the retail market and re-invests and repositions the Mall to better compete in the marketplace. Examples of this strategy in the Atlanta market would include Perimeter Mall and Lenox Mall.

- **Redevelopment of the mall into a more urban shopping district** — This typically involves removing some or all of the enclosed space of the mall and creating a new street-grid on the property and re-aligning the anchor stores and new infill shops along the street grid with new outdoor amenities, parking and walkways for shoppers to stroll the area. In this approach the property remains a major retail facility, but is dramatically physically changed into a new retail format to meet changing market conditions. The Winter Park Mall in Winter Park, Florida is an example of this type of transition.
- **Redevelopment of the mall into a town center or mixed use center** — In this approach the mall changes character from a strictly retail center into a mix of land uses, typically including office and residential, and the amount of total retail space on the site is often reduced. In this approach the mall is transformed into a mixed use district. Downtown Reston,



Virginia is a leading example of this approach.

The Urban Land Institute estimates that, estimates over 50 mall properties nationwide have been redeveloped over the past several decades. Thus, this is not a new phenomenon but is part of the nature evolutionary cycle of changes in the retail marketplace and the demographics of an area. In addition, virtual retailing has had a major impact on the demand for physical retail outlets which is changing the pattern of retailing nationwide.

In this portion of the analysis we have focused on the redevelopment options as the most likely future outcome for Gwinnett Place Mall, and both of these options would be in-line with plans for the redevelopment of the Gwinnett Mall area as developed in this LCI study and in earlier analyses. Two examples of successful mall redevelopment using the two major approaches include:

Hunt Valley Towne Centre, in suburban Baltimore, a re-positioning and remodeling of the poorly performing Hunt Valley Mall, built in 1981. This is a good example of a new, redeveloped outdoor retail center created out of the footprint of the older mall.

Belmar Retail District, in Lakewood Colorado. The former poorly performing Villa Italia Mall, built in 1966, was partially demolished in 2002 and re-interpreted as a new urbanist town center for the community, while maintaining a much of the original retail fabric, and thus is an example of the Town Center redevelopment approach.

Both of these examples provide two models for consideration in the future of Gwinnett Place Mall, including their design, layout, context and demographics.

Hunt Valley Towne Centre, MD

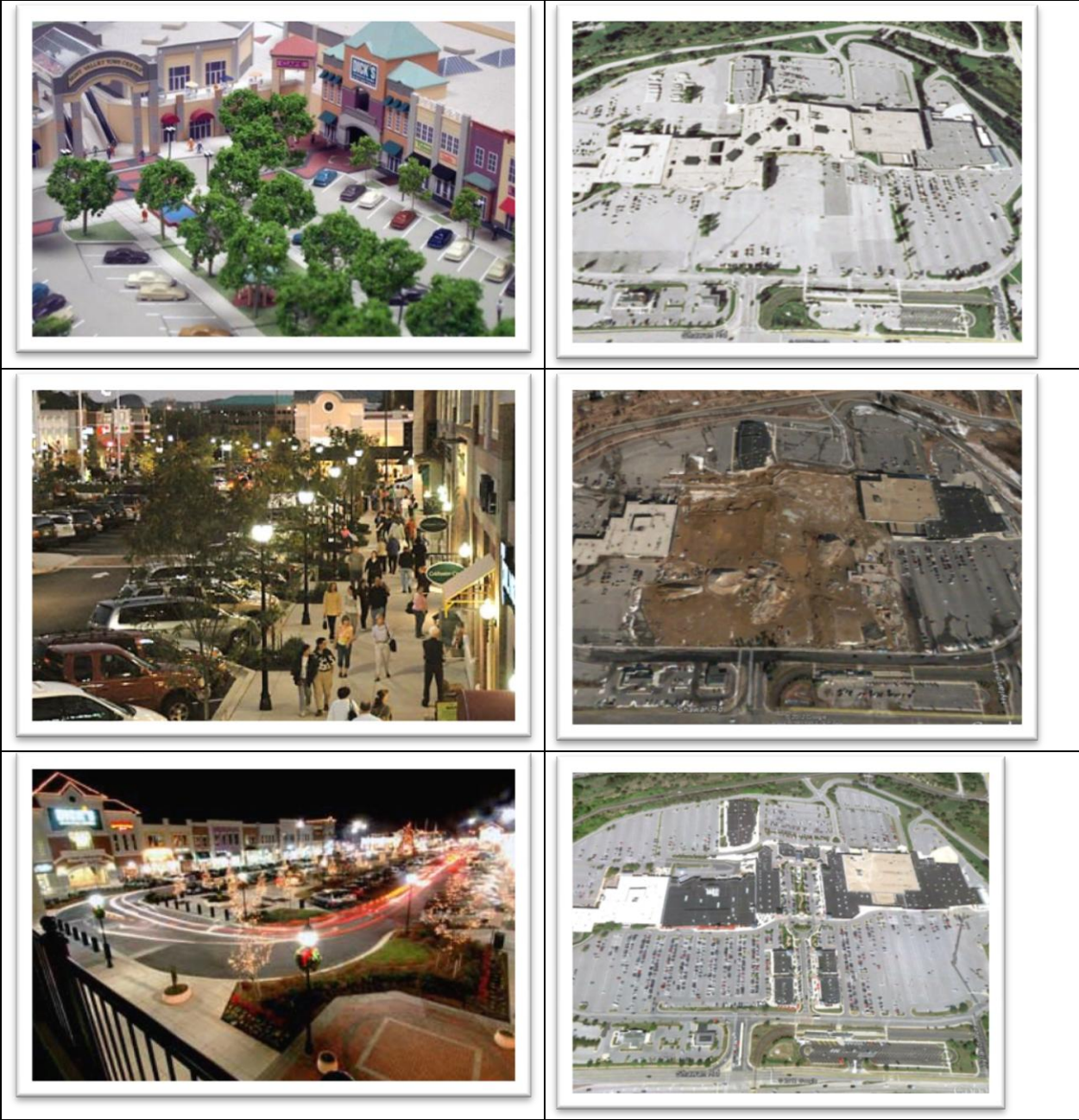
Hunt Valley Towne Centre represents a great example of an existing declining, enclosed mall property that was totally transformed into a new, vibrant outdoor retail district, allowing it to recapture much of the market it had lost to newer, competitive facilities in the area. The original Hunt Valley Mall was constructed in 1981 at the intersection of two arterials, Shawan Road and York Road in the affluent suburb Hunt Valley in the northern suburbs of Baltimore, Maryland. Immediately the mall faced stiff competition from malls in several of the surrounding communities and was viewed as in an inferior location and competitive position verses the other mall properties. After many attempts by its owners to reposition the mall, it was closed in 2002. The Mall's anchor stores remained open, while the main portion of mall was remodeled and the property reconfigured to emerge rebranded as Hunt Valley Towne Centre.

As shown in the following photos, the redevelopment involved removing the interior spaces of the mall, creating an urban street pattern in the property and reorienting the stores around an outdoor plaza, fountain and extensive new architecture and public spaces. There are over 50 retail stores restaurants and a movie complex as part of the redevelopment. A central plaza with store-front parking is a main pedestrian amenity and draws strong traffic throughout the day due to the new

mix of shops, entertainment uses and restaurants that appeal to a broad demographic. This has expanded the appeal of the property from strictly a shopping experience to a place people want to come and eat, visit and enjoy a walk along the storefronts.

Unlike Belmar, it has not integrated other mixed use elements like housing and office uses into the redevelopment.

Hunt Valley Towne Centre, MD





Belmar, Lakewood, CO

Belmar resulted from a reconfiguration of the former Villa Italia Mall into a 22-block town center for the City of Lakewood, Colorado. Belmar is located at the intersection to two major arterials, Wadsworth Boulevard and Alameda Avenue.

The Belmar development consists of a one-acre central plaza with walkable shopping in the immediate surrounding blocks, galleries, A Whole Foods grocery store, and several blocks of integrated residential development including stacked condominium and rental apartment units and for-sale townhomes. With over 60 retail shops and dozens of restaurants, has become a true urban center with activity throughout the day and evenings and on weekends.

Belmar is also developed into a community focal point for the surrounding established suburban community of Lakewood with a series of festivals and special events programmed throughout the year for its residents and to appeal to the broader Lakewood/West Denver metro market area, most notably its Festival Italiano and with the outdoor market at Belmar on Sundays in the summer. Belmar has repositioned the former Villa Italia mall to appeal to a broad demographic with particular appeal to Generation X and Y households interested in living closer to the mountains on the Westside of the Denver metro area.

Belmar, Lakewood CO





Comparability of the Characteristics of Gwinnett Place Mall with Belmar and Hunt Valley

Shown in Table C.1 is a comparison of the characteristics of the Gwinnett Place Mall market area with the market area around both the Belmar Shopping District in Lakewood, Colorado and the Hunt Valley Towne Centre in Hunt Valley, Maryland. The data shows that there are important parallels between the Gwinnett Place Mall and the other redeveloped malls.

Gwinnett Place has approximately 225,000 residents which is a population roughly four times larger than in the 5 mile radius around Villa Italia and about 64% of the market area population at Hunt Valley. Gwinnett Place has been experiencing significant more population growth than either of the two other mall market areas, growing 19% since 2000 versus 9% in Belmar and a loss of 1% in Hunt Valley. Racially, the Gwinnett Place market area is much more diverse than the other two markets with 42% of its market area population White, versus more than three quarters or more of the population in the other two market areas.

There are a substantial proportion of small households in all three market areas, over 51% in all three areas, indicating these are largely non-family residential areas with lots of singles and “mingles” households. In addition, homeownership predominates in all market areas, exceeding 56%.

In terms of educational attainment, Gwinnett Place is most comparable with Hunt Valley with roughly a third of its

resident’s college graduates, versus more than half in the Belmar market area.

The three market areas also contain a significant employment base. There are over 110,000 persons employed in the Gwinnett Place market area for a ratio of roughly two residents for each job in the area. By comparison, in the Belmar market there is an equal balance with roughly one resident per job in the area. Hunt Valley is also a major employment center but more like Gwinnett Place with slightly more than two residents per job.

Median incomes in the Gwinnett Place market area fall between the two other areas. At \$55,000, Gwinnett Place’s median income is slightly higher than in Hunt Valley at \$47,000, and significantly less than Belmar at \$74,000.

In terms of household retail expenditures, the residents of the Gwinnett Place market area spend approximately \$3 billion annually on retail purchases, which is significantly higher than the \$1.3 billion in the Belmar market area and about 60% of the retail spending by households in the Hunt Valley market area. In terms of actual retail purchases, all three areas experience a level of actual retail sales which is significantly greater than the level of resident retail purchases indicating they are major regional retail centers that are attracting a significant level of retail purchases from shoppers from outside the immediate market area. For example, Gwinnett Place market area has \$4.5 billion in total retail purchases which is approximately 1.5time the level of retail purchases by residents. Belmar enjoys a similar ratio of total spending to resident expenditures. Hunt Valley, due the great



level of competitive retail in the region, experiences retail sales 1.1 times total resident retail expenditures.

Thus, the Gwinnett Place Mall market area demonstrates both compatibility and contrasts with the other two market areas. In terms of compatibility, it has a substantial population base, the majority of households are homeowners; it is a major employment area, which creates daytime demand for retail services; and it has solid median incomes and attracts significant retail

spending from outside its immediate market area. In terms of contrast, Gwinnett Place is growing more quickly, has a more diverse population proportionately has somewhat fewer smaller households and a lower level of educational attainment that is reflected in more modest incomes than in the Belmar area.

In short, it appears Gwinnett Place shares more in common with the Hunt Valley market area than Belmar, though there are points of convergence with both.

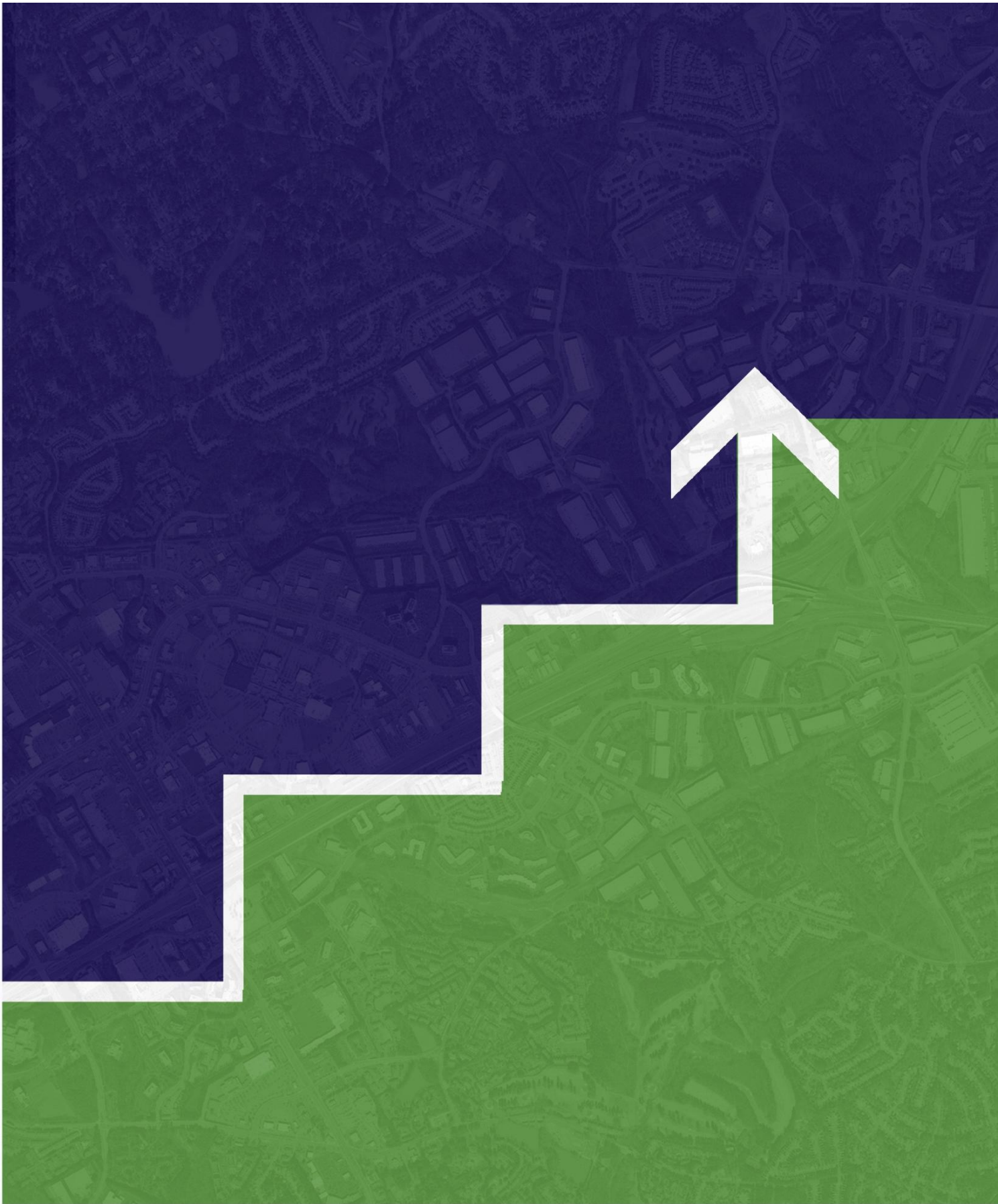
Table C.1. Comparable Mall Redevelopment Summary

| Mall Name | Gwinnett Place Mall | Belmar | Hunt Valley Towne Centre |
|--------------------------------------|---------------------|--------------|--------------------------|
| Previous Name | | Villa Italia | Hunt Valley Mall |
| Location | Gwinnett GA. | Lakewood, CO | Suburban Baltimore |
| Year Built | 1984 | 1966 | 1981 |
| Year Redeveloped | TBD | 2002-2004 | 2003-2004 |
| Demographics (5-mile radius) | | | |
| Population 2011 (est.) | 225,585 | 64,194 | 351,002 |
| Population Change 2000-2011 | 42,317 | 5,926 | (4,164) |
| % Change 2000-2011 | 19% | 9% | -1% |
| Households 2011 | 78,452 | 27,341 | 143,985 |
| Percent White | 41.9% | 81.0% | 74.3% |
| Percent 1-2 person HHs | 51% | 66% | 65% |
| % College Graduates | 35% | 57% | 28% |
| % Homeowners | 57% | 66% | 56% |
| Jobs (2010) | 110,779 | 61,069 | 163,239 |
| HH Median Income 2011 | \$55,179 | \$74,205 | \$46,419 |
| Total Expenditures (Demand, Mil. \$) | \$3,049 | \$1,260 | \$5,040. |
| Expenditures per HH | \$38,867 | \$46,101. | \$35,010 |
| Total Sales (Supply, Mil. \$) | \$4,582 | \$2,078 | \$5,644 |
| Sales Per HH | \$58,4107 | \$76,018 | \$39,201 |
| Ratio of Supply: Demand | 1.5 | 1.6 | 1.1 |

Source: BAG, Nielsen Claritas Inc., US Census.



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