

ACTivate

gwinnett place

MULTI-MODAL GREEN CORRIDOR MASTER PLAN



PREPARED BY:

POND & COMPANY
July 2015

In association with:
Southeastern Engineering Inc.,
Winter Construction, and
Ellen Dunham-Jones

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MULTI-MODAL GREEN CORRIDOR MASTER PLAN

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Venue Hosts

Sonesta Gwinnett Place Atlanta
Gwinnett Place Mall (Gwinnett County Multi-Cultural Festival)



RESOLUTION
OF THE BOARD OF DIRECTORS OF THE
GWINNETT PLACE COMMUNITY IMPROVEMENT DISTRICT

WHEREAS, by Act of the Legislature, 2001 H.B. 654, the Georgia General Assembly enacted the Gwinnett County Community Improvement Districts Act; and

WHEREAS, pursuant to said Act, the Gwinnett Place Community Improvement District (hereinafter "CID") was created by Resolution of the Gwinnett County Commission on March 15, 2005; and

WHEREAS, the purpose for which the CID was created is the provision and support of governmental services and facilities, which in turn improves and enhances the economic viability and value of Gwinnett County and its taxpayers' property interests; and

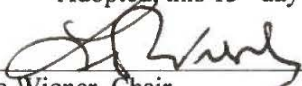
WHEREAS, the CID, in cooperation with the Gwinnett County Board of Commissioners, the Atlanta Regional Commission and the National Association of Realtors, has completed the Livable Centers Initiative (hereinafter "LCI") Activate Gwinnett Place: Multi-Modal Green Corridor Master Plan; and

WHEREAS, implementation of the LCI Activate Gwinnett Place: Multi-Modal Green Corridor Master Plan will likewise protect and enhance the economic viability of the CID and Gwinnett County as a whole, and would be in the best interest of the citizens of Gwinnett County; and

WHEREAS, implementation of the LCI Activate Gwinnett Place: Multi-Modal Green Corridor Master Plan is foundational to the CID and Gwinnett County for the purpose of being able to access transportation infrastructure funding in the Gwinnett Place area.

NOW, THEREFORE, BE IT RESOLVED by the Gwinnett Place Community Improvement District Board of Directors that it hereby declares its support for the LCI Activate Gwinnett Place: Multi-Modal Green Corridor Master Plan and urges the Gwinnett County Board of Commissioners to work with the Gwinnett Place Community Improvement District Board of Directors to implement the Plan.


Adopted, this 13th day of May, 2015.


Leo Wiener, Chair

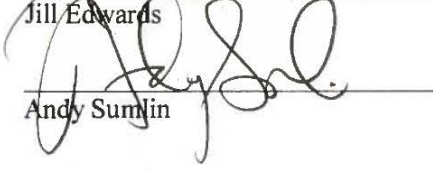

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Through the Livable Centers Initiative (LCI) program, the Atlanta Regional Commission (ARC) partners with the region's local cities and counties to implement development strategies that improve connectivity, livability, and options for mobility. In 2012, the Gwinnett County Board of Commissioners and the GP CID Board of Directors approved the Gwinnett LCI, which updated previous planning work. Some highlights from the 2012 LCI study were to explore connections with proposed transportation options, incentivize redevelopment, change the current development pattern, and increase walkability between new large greenspaces and proposed development. That plan's implementation program lays out general strategies for economic development and regional transportation recommendations.

Who is Gwinnett Place CID?

The Gwinnett Place CID is a self-taxing district that invests in improving the infrastructure of the Gwinnett Place area, enhancing the "world of places in one place."

The Gwinnett Place Multimodal Green Corridor - dubbed **ACTivate** Gwinnett Place - helps further implement the vision of the 2012 LCI. Sponsored by Gwinnett County and the Gwinnett Place CID, the 2012 LCI calls for an international urban area for all ages, with:

- A grand public space
- Safe, fun walkable connections, and
- A vibrant mix of uses.

The 2012 LCI study further specified redevelopment goals, including to:

- Create new major public amenities as an investment to attract private development.
- Create catalyst concepts that allow development to respond to opportunities for transit and changes over time.

This master plan works to achieve these goals. For this project, a Core Committee comprised of property owners, civic leaders, Gwinnett County division managers and GP CID board members met several times to refine the original vision and to test the proposed infrastructure projects and the impacts of the **Activate** Gwinnett Place Master Plan on spurring development. With the Core Committee, the Design Team worked through the following process:

Define the EXPERIENCE desired for public space and travel within the area
Propose the DESIGN ATTRIBUTES to create that experience and
Identify feasible INFRASTRUCTURE conditions associated with the desired design and new development

The Gwinnett Place Multimodal Green Corridor Plan (hereafter referred to as "The Master Plan") takes into account technical analysis of existing data and stakeholder input to provide flexible options. The project identifies catalyst projects for investment to improve transportation options, connectivity, and livability through greenspaces and bold infrastructure changes. The concept Master Plan recalls recommendations from the LCI study to reestablish the area as Gwinnett's central business district. This document illustrates the evolution of the concepts and the summary of projects needed to reach the desired vision for the study area.

The Master Plan identifies the infrastructure framework that achieves the above vision and redevelopment goals; specifically it: invites mixed-use investors, creates greater connectivity between commercial centers and public green space, offers multi-modal options in the short and long-term with high quality design that celebrates the world cultures that comprise the greater Gwinnett area.

The study area has an opportunity to redevelop into a vibrant mixed-use green community that can expand mobility options while stimulating economic growth. The recommendations for the Master Plan are organized into three dimensions: Livability, Connectivity, and Redevelopment. Five catalyst infrastructure projects frame the overall Master Plan and will determine the future livability, connectivity, and redevelopment potential of the area. They include: a **Grand Promenade**; an **iconic bike and pedestrian bridge**; a **signalized, circular roadway** with interior public space; improved **detention pond**; and an improved **Transit Center**.

Redevelopment:

Arguably, any investment in quality open space can be considered as an investment to spur redevelopment. The best investment addresses both technical needs and services. The Master Plan proposes a stormwater management solution that can also serve as a public amenity. Specifically the Master Plan improving the current regional detention pond between Gwinnett Place Drive and Venture Parkway. Expanding the current footprint of the pond not only aids in runoff volume from the mostly impervious coverage of the site, but could also benefit the area by programming it into a passive park amenity.

Livability:

To move away from an auto-centric area to a pedestrian and bike friendly urban fabric, the Master Plan proposes the conversion of multiple-lane roads into travel lanes with road diets. Gwinnett Place Drive will add bike paths that run from Old Norcross Road to Pleasant Hill Road. Gwinnett Place Drive and Mall Boulevard both include road diets for the travel lanes that will be removed or narrowed to slow traffic through the area. Sidewalks are proposed along both streets along with landscaping and street lighting.

In the long range, livability will improve when the intersection of Satellite Boulevard and Pleasant Hill Road accommodates increased traffic that will come with future growth. Again addressing both a technical and service need, the Master Plan proposes this **intersection improvement** take the form of a circular, signalized roadway. The interior of which could provide for a signature nine-acre open space.

Connectivity:

A large linear park known as the **Grand Promenade** serves as “the spine” that connects and supports all the catalyst projects. This promenade serves as a path for both pedestrians and bicyclists moving through the area. The width will vary from 15’-100’ and will be lined with public spaces for gatherings and different activities that reflect the diversity of Gwinnett County. The exact route of the Grand Promenade is flexible and influenced by willing stakeholders, future redevelopment patterns, and specific site constraints.

Another connectivity-related catalyst project, a 1,500 foot iconic pedestrian and bicycle bridge, is proposed to span over Satellite Boulevard and link McDaniel Farm Park and the study area. The bridge is designed to be a bold statement of the commitment to the vision of the Gwinnett Place area. The length of the bridge is meant to make walking or biking over a large distance feasible at a comfortable slope. A second connection to McDaniel Farm Park from Commerce Avenue is also proposed from Satellite Place offices that will allow users to visit the park along a multi-use path.

Organization of The Master Plan. This document briefly summarizes some of the technical assessment work and stakeholder involvement process that generated a preferred concept. It documents the many iterations generated through the project life to show readers the variety of considerations made, but ultimately rejected or refined. The document then presents the preferred Master Plan Concept and the Transportation Diagram that illustrates the circulation, utilities and mobility plan, beginning on page 56.

As the project progressed, it became clear that an action-oriented plan should focus only on the tools and resources available to government and the GP CID. While initial concepts considered comprehensive master planning including mixed-use site planning, as described on page 53, project stakeholders determined that the emerging concepts needed to avoid designing and locating specific buildings and uses, and focus rather on the infrastructure and public space improvements recommended as public investments. Where the private sector may locate specific buildings and find need for parking will ultimately depend on assembly opportunities and willingness to take advantage of County investment. At several points in the process, the Design Team met with the owners of Gwinnett Place Mall; while the owners plan for exciting changes by 2017, their own site planning remains dynamic and therefore not available at this time for public viewing. However, the project received their interest in coordinating infrastructure improvements.

Please see page 71 for the Work Program and Implementation Matrix, which includes a comprehensive project list with cost estimates. It also includes an Action Plan Steps organized by project.

FIGURE I

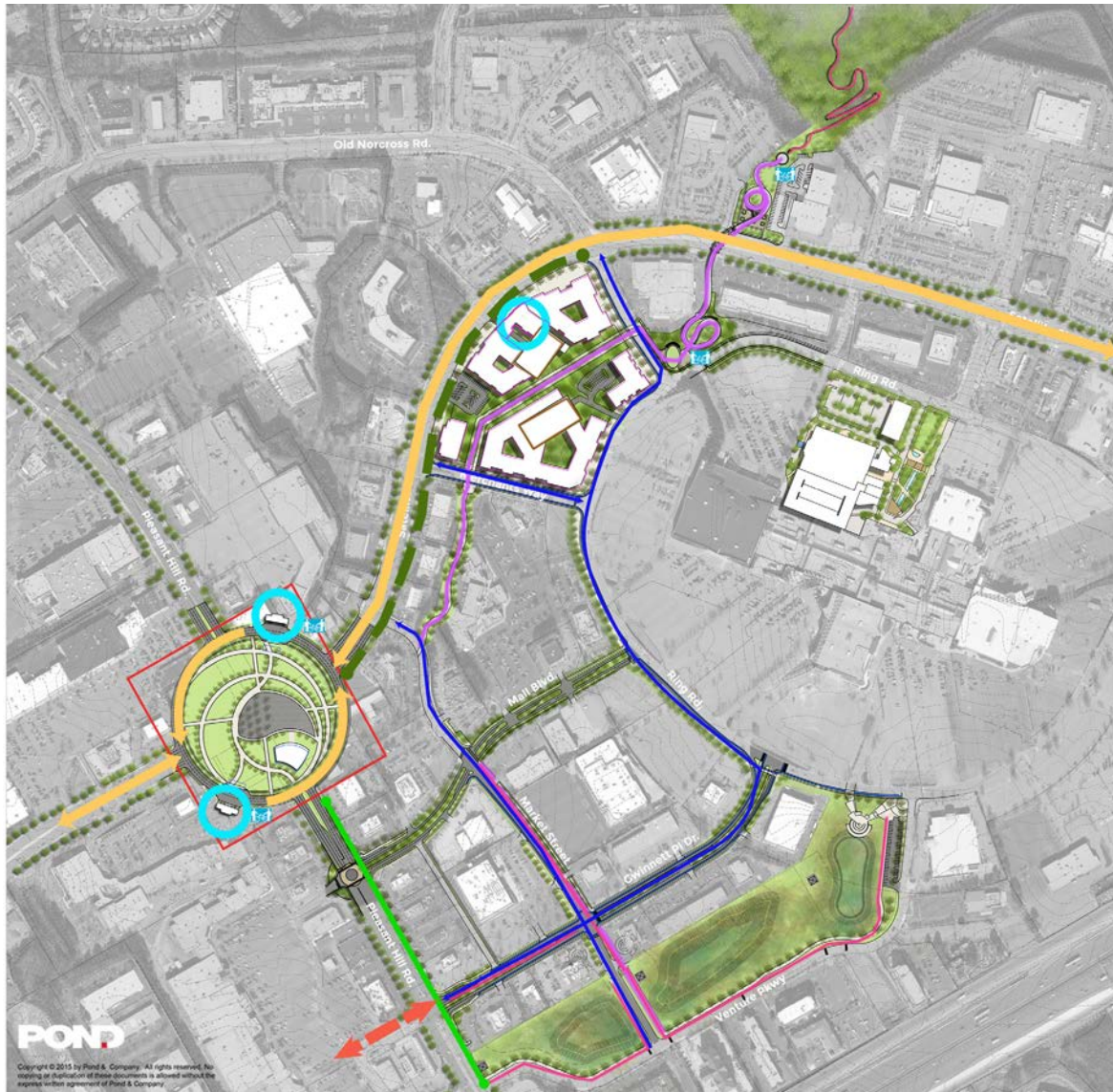


Catalyst Project Areas

Several key projects working in tandem will act as catalysts to spur redevelopment within the study area and are identified in further detail in the Work Program and Action Plan. Five main catalyst projects in blue.

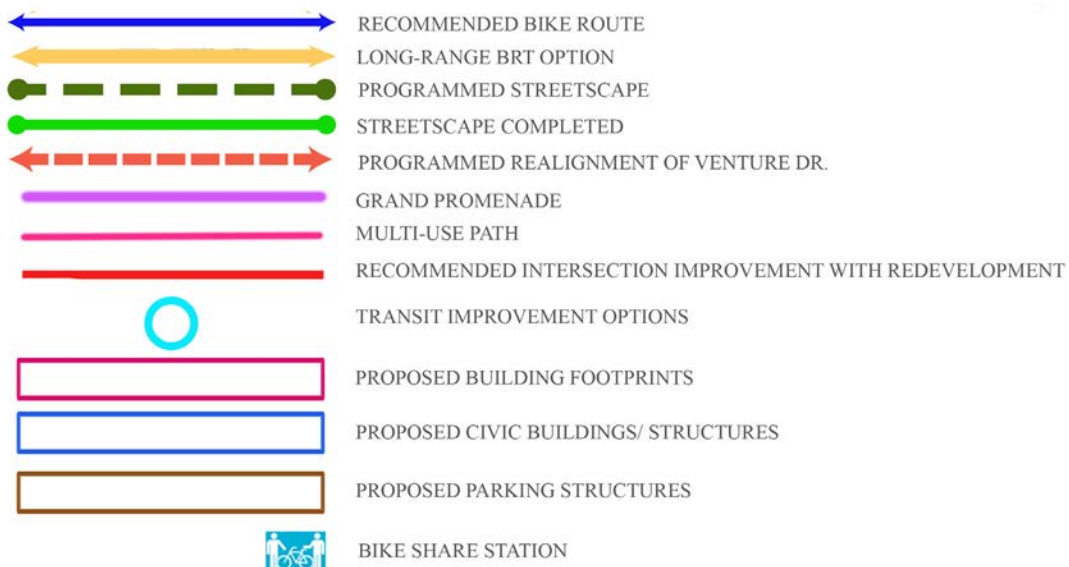
- 1. Regional Detention Pond. Additional stormwater runoff storage needed to meet code requirements and open space amenity.
- 2. Circular Roadway. Intersection improvement needed with increased development maximizes land required for right-of-way.
- 3. Grand Promenade & Streetscape Improvements. Linear park with various activity centers for pedestrian and bicycle use. Fun and safe walkways with road diet treatments for pedestrian safety.
- 4. Iconic Pedestrian & Bicycle Bridge. Connection across Satellite Boulevard into McDaniel Farm Park.
- 5. Transit Center Improvements. Inviting transit station to promote alternative modes of transportation. Short-term option is to improve existing Transit Center and long-term option is to add structured parking for redevelopment.
- 6. Example of potential high-density redevelopment by existing Transit Center. Grand Promenade bisects site as a public space thoroughfare.
- 7. Gwinnett Place Mall development in initial design phase. Provided by Moonbeam Capital Investments, LLC.

FIGURE 2



Transportation Diagram

Implications of key infrastructure projects will need to be assessed for short-term and long-term growth



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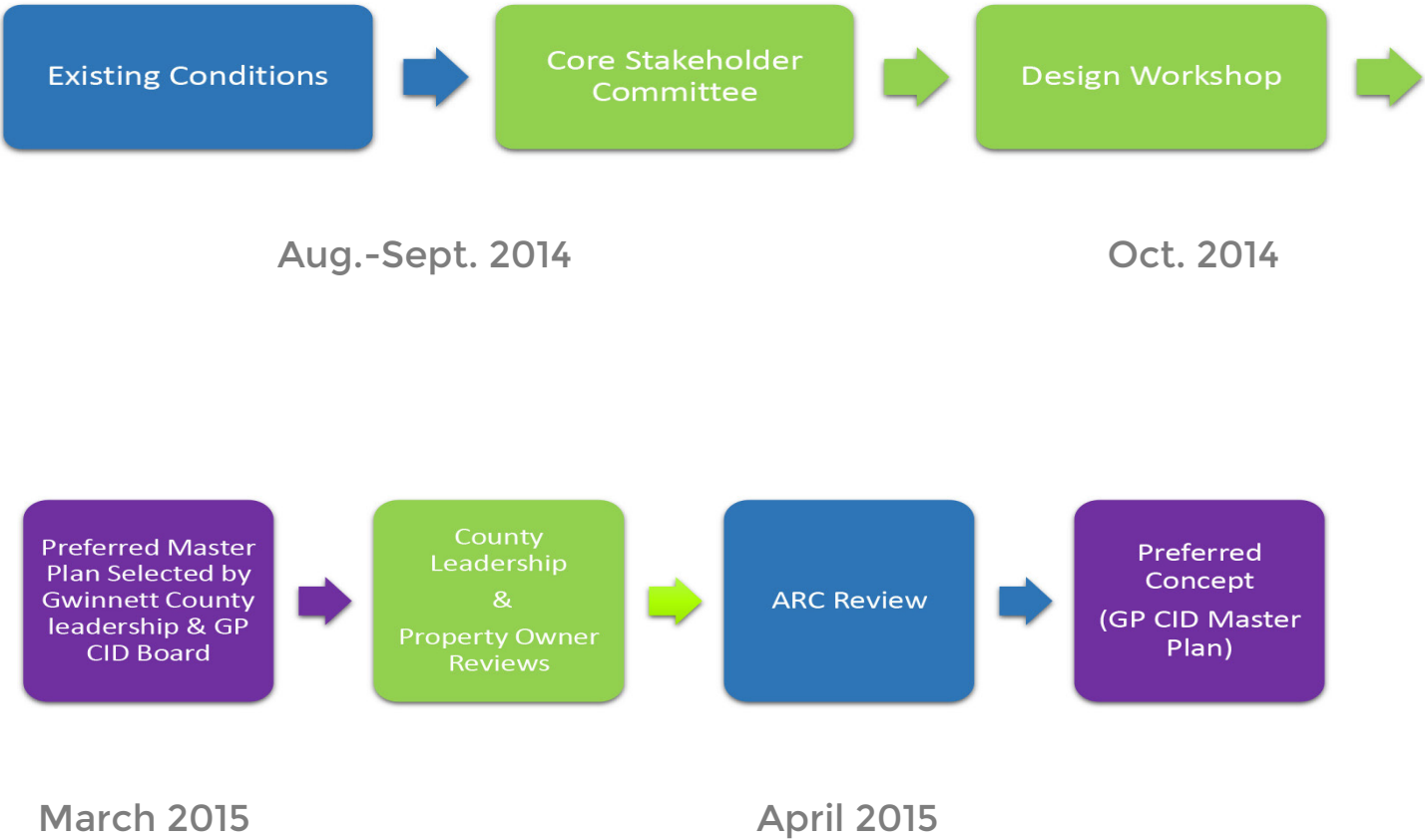
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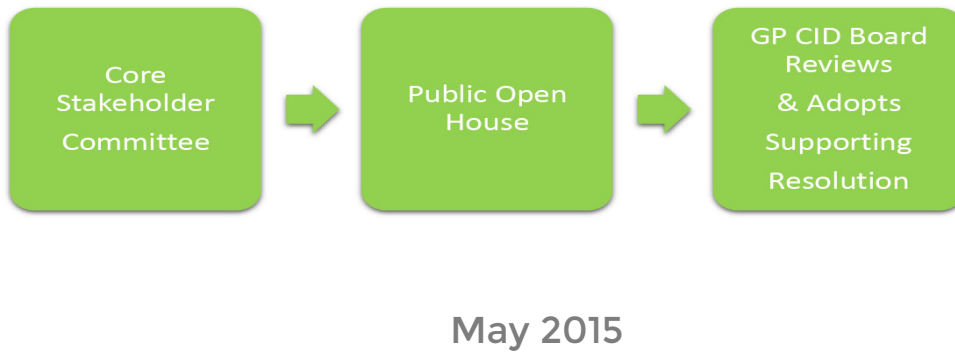
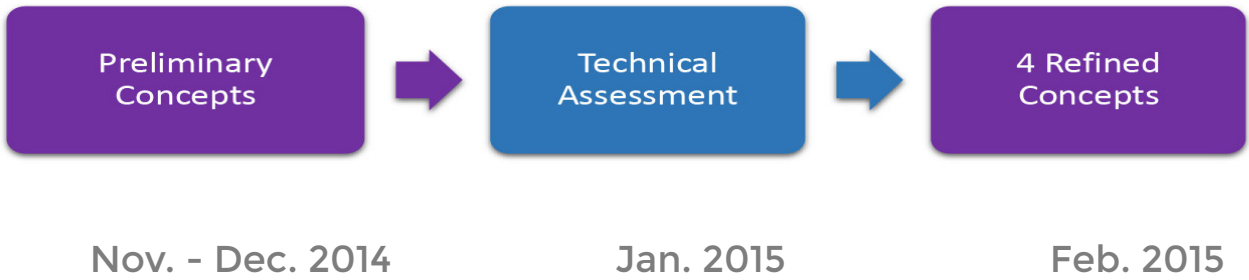
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MULTI-MODAL GREEN CORRIDOR MASTER PLAN

THE PROCESS

Process Flow Chart





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One of the initial steps in determining concepts for the study area is to evaluate existing conditions data for suitability of program elements. Environmental and as-built inventory involves assembling a wide range of information for the specific purpose of finding constraints and opportunities of the study area landscape. The intent of such information is to inform the planning of proposed redevelopment during the design phase. Characteristics such as impervious cover, future development zoning, existing topography, and office/retail vacancy are important factors in determining the most optimal areas for program elements designed to formulate land use plans.

In analyzing the existing topography, stormwater management was of a great concern. Not only would redevelopment in the areas have to meet current stormwater management codes, but the mitigation of runoff would be an added cost to developers in the area. The existing regional detention basin was examined by Planners and Engineers Collaborative and was found to no longer provide the proper storage volume as mentioned in the “Revised Stormwater Management Study” report for Gwinnett Place Commercial Center. This report was originally prepared by Development Consultants Group, Inc. in 1989 for the developer, Partridge Green, Inc. Due to the importance of the regional detention basin capacity, the scope of the study area was concentrated to the water basin boundary.

Within the large amount of impervious coverage in the study area are a few vacant greenfields (not including the regional detention pond) that serve as possible public spaces that can be connected throughout the site. These sites can be combined with other suitable parcels to decrease the amount of impervious cover while providing an amenity for pedestrian and bicycle friendly paths. Some of the existing parcels that border the public spaces can also be revitalized with new high-density developments that take advantage of the proposed urban fabric and provide connectivity to catalyst areas.

The design team examined utilities and found that: sufficient water and sewer capacity exists to support additional redevelopment in the area; current mixed-use zoning codes require power utilities to be placed underground; Georgia Power has an approval process to allow passive amenities below their power-lines, and; stormwater officials are willing and able to achieve an expanded regional stormwater facility if the Board of Commissioners allow the project. See the Appendix for meeting minutes and the Action Plan Matrix for next steps related to studies and modeling needed to quantify amounts of additional capacity potential via an expansion of the existing regional stormwater facility.

Impervious Surface

FIGURE 3



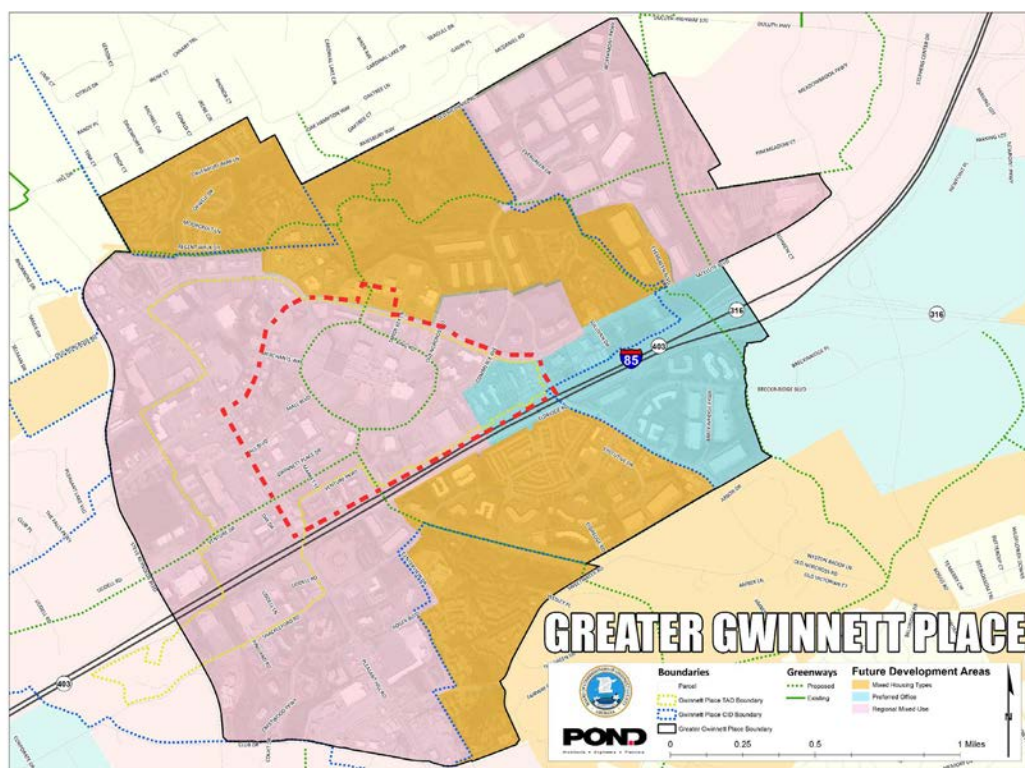
Note: Area in black is impervious, which covers a majority of the study area.

Results:

Analyzing existing conditions, the water basin boundary was selected as a logical boundary for focusing the study area.

Future Land Use

FIGURE 4



Note: The majority of the study area is classified as Regional Mixed-Use for future development.

Results:

The County has a Regional Mixed-Use zoning district that would allow high density development up to 25 stories and 96 density units/acre.

Transit and Utilities

Around the US, urban areas have built time-saving and convenient transit as a **mission-critical investment** for economic development. To maintain a competitive edge, Gwinnett must do the same.

A Bus-Rapid-Transit (BRT) system which improves travel times and invites passengers with attractive and safe facilities is one option the County has studied

Transit-Transfer Station . The current transit-transfer station located on Satellite Boulevard provides for five local buses. The County has a long-term lease with the property owner, which expires in two years (2017), with the option to negotiate an additional five years. This property, however, has recently changed hands, opening the potential for alternative arrangements and/or improvements.

In recent years, due to budget constraints, Gwinnett County had reduced some of its bus routes and/or frequencies. However, with the recovery and renewed interest in improving transit options for constituents, the County and the GP CID have an opportunity to exploit the benefits of new transit options. In 2015, the Gwinnett Chamber conducted a county-wide survey regarding transit. In contrast to previous years, **a majority** (63%) of those surveyed **would welcome** joining a metro-wide transit service. Half of the respondents support a one-cent tax to fund such an expansion of service. This survey **does not** portend any change in County policy or direction; it does however provide information regarding the appetite of the community for expanding transit options.

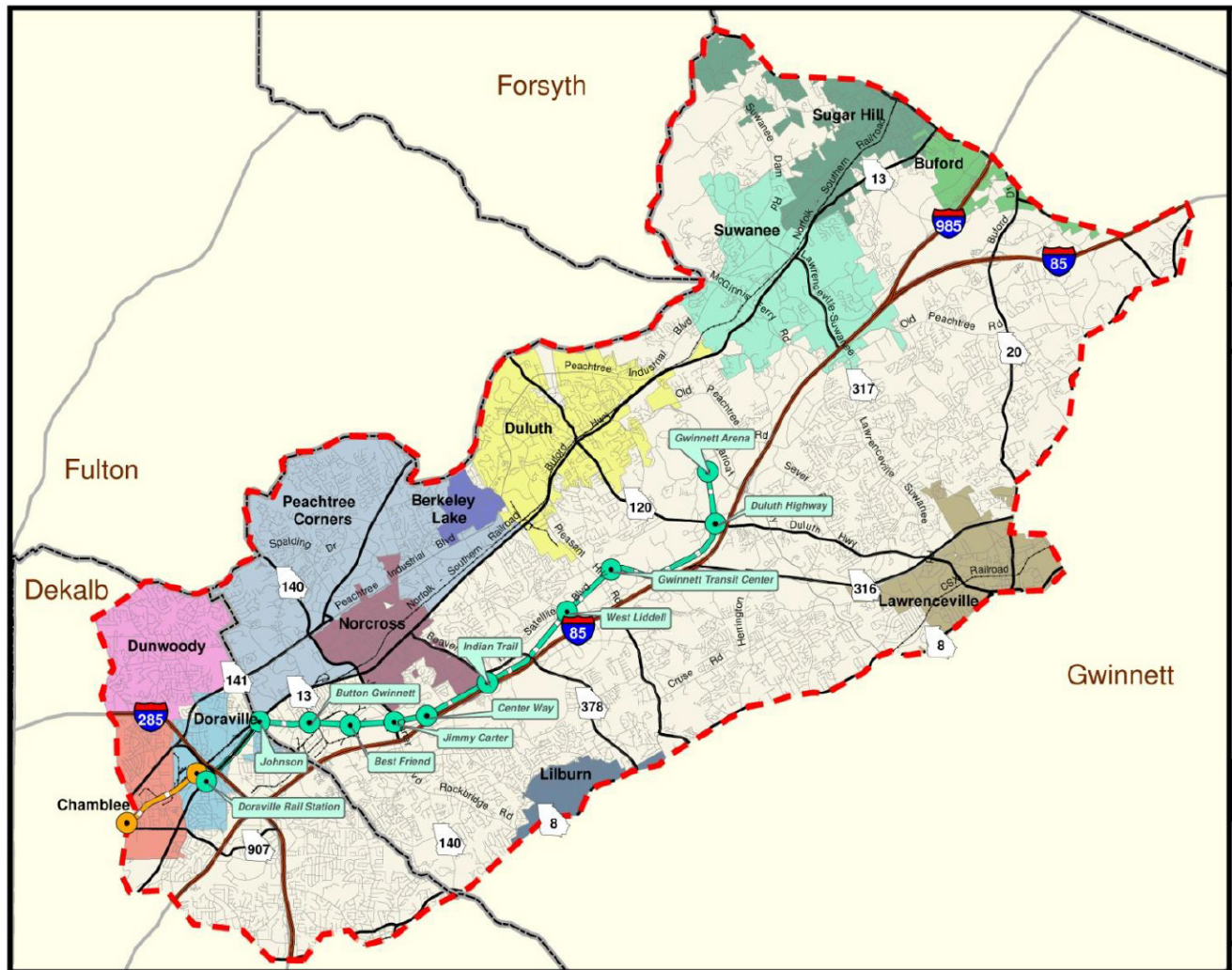
In a 2012 joint effort, the County and the Gwinnett Place and Gwinnett Village CID prepared an Alternatives Analysis (AA) studying Bus-Rapid-Transit (BRT) and Streetcar options for the strategic I-85 corridor. To remain competitive in the future, Gwinnett must catch up to other large urban areas in the Southeastern United States and offer convenient, attractive, viable and time-saving transit options. The 2012 AA compared costs for BRT and Streetcar options – the County has not determined whether it will pursue either of these. However, given that the BRT option would both cost less and (with dedicated lanes) would achieve time savings, the **ACTivate** Gwinnett Place recommends committing to a BRT future. This would both signal to the investment community a true advantage for transit-oriented development and to potential employers a commitment to meeting labor needs with commute options. Thus, the Master Plan recommends that improvements to either the existing transit site or a nearby site accommodate future BRT operations. The AA report recommends the following route and stops, linking regional destinations:

- **From Gwinnett Arena** on Sugarloaf Parkway towards Satellite Blvd
- ▼ Turn southwest along Satellite Blvd. towards Gwinnett Place Mall
- Stop @ the **Gwinnett (Place)Transit Center** at Satellite Blvd
- Continue southwest along Satellite Blvd. to Beaver Run Road
- Turn southwest on Beaver Run Road; turn southeast on Indian Trail-Lilburn Road
- ▼ Road
- Stop @ the **I-85 Park and Ride**
- Proceed southwest along Brookhollow Parkway towards Jimmy Carter Boulevard. Cross Jimmy Carter Boulevard
- ▼

- Stop @ **Atlanta Media Campus** (former OFS site)
- Continue along Brookhollow Parkway and Best Friend Road. Turn northwest on Button Gwinnett Drive.
- At Buford Highway turn southwest, proceeding eastward along Buford Highway and New Peachtree Road
- Stop @ MARTA **Doraville Rail Station** for final stop (and return)

BRT Proposed Alternative Routes

FIGURE 07



LEGEND

- Build Alternative Gwinnett Station
- Build Alternative Route

SOURCE: GWINNETT COUNTY DEPARTMENT OF TRANSPORTATION

In a 2013 Traffic Study (Pleasant Hill Rd | Steve Reynolds Blvd | Satellite Blvd) report, the project list identifies upgrades to the existing Transit Center. Specifically, the project (Multi-Modal project # S-26) recommends improving access, providing space for taxi-services and enhancing the existing transit center design with passenger amenities that include:

- enclosed/covered waiting area with benches
- trash receptacles
- bike parking facilities
- vending machines
- restrooms
- a transit kiosk

The project list estimates costs at \$675,000 for these basic improvements. While necessary, these improvements do not support **the transformative potential** of fully promoting transit at the site with plazas and public gathering spaces, access to the Grand Promenade and potentially public parking to support both transit activities and greater intensity of use on the site (such as mid-rise mixed-use with 300 or more new residential dwelling units). The **ACTivate** Gwinnett Place Master Plan recommends adding public space such as a small concert venue, play area space, and kiosk-style café's, food stands or trucks in addition to the amenities recommended in the 2013 Traffic Study.

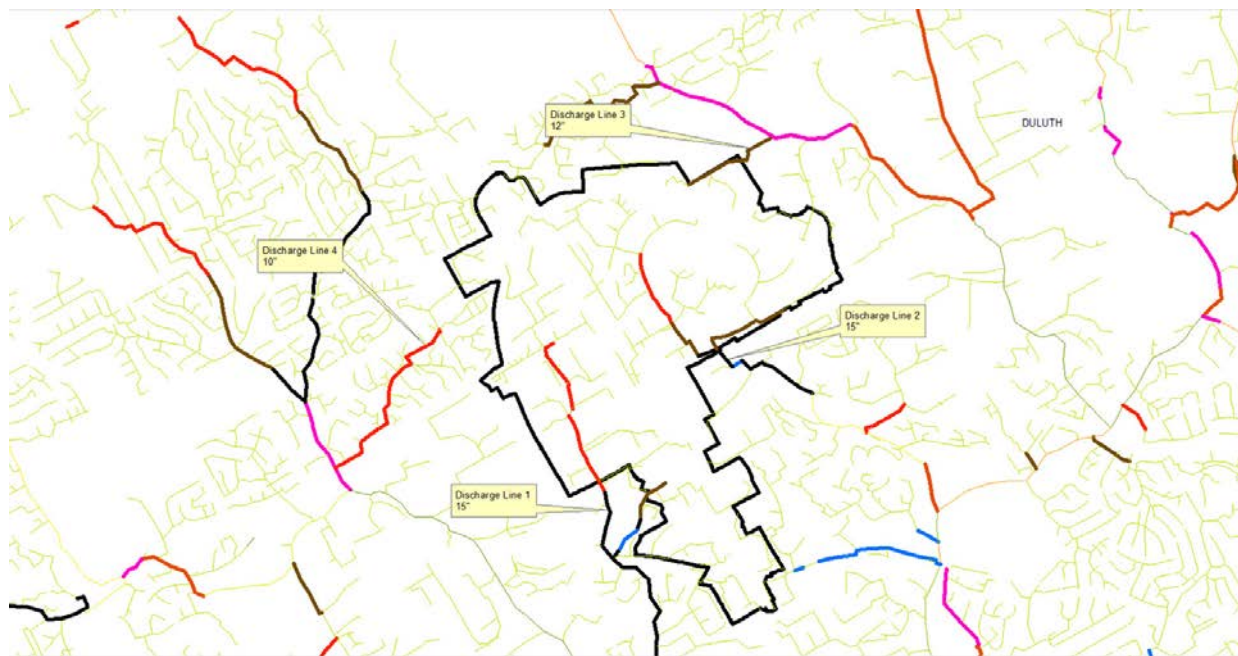
The County, GP CID and the new property owner could meet to negotiate public improvements that support the property owner's desired investment, if it includes more intense uses on the site.

However, given that the lease will expire in either 2 to 7 years, planners need to assess if the benefits of ownership outweigh the benefits of leasing. According to the officials managing the Gwinnett County transit operations, this is the right time in the site's life cycle to make the calculations regarding trade-offs. It may be appropriate to move the site to a purchased parcel when intersection improvements are made at Satellite Blvd and Pleasant Hill Road, or alternatively to consider purchasing underutilized out-parcels on the Gwinnett Place Mall area. The Master Plan identifies improving the existing site as well as a potential relocation near the Pleasant Hill/Satellite Boulevard intersection in the long-run.

Utilities. As part of the assessment work, Georgia Power and County officials responsible for water, sewer and stormwater were contacted to determine utility availability for redevelopment projects. See appendix for meeting minutes; results indicate there exists sufficient capacity to provide for the intense urbanization envisioned by the Unified Plan, the 2012 LCI and the **ACTivate** Gwinnett Place Master Plan. Given the directive to provide a Master Plan with flexibility in locations of key projects, no survey work was conducted, and costs for surveying have been included in the Cost Estimates prepared within the Implementation Matrix.

Gwinnett Place Area Sewer Discharge Lines and Diameters

FIGURE 8



SOURCE: GWINNETT COUNTY DEPARTMENT OF WATER RESOURCES

Major Sewer Lines and Capacity: Figure 8 shows the four major sewer lines that serve the Gwinnett Place area. Preliminary, updated calibration of the model for sanitary flows indicate sufficient capacity for additional development in the area. Specifically, as of October, 2014, the gallons per minute for the four discharge lines showed, respectively: Line 1 = 800 gpm; Line 2 = 1,500 gpm; Line 3 = 2,200 gpm and Line 4 = 450 gpm.

Zoning, Urban Design and Redevelopment Tools

Redevelopment Tools. The County already exercises the most powerful redevelopment tools available in Georgia, namely establishing a Tax Allocation District (TAD) and an Opportunity Zone. The County has not expressed an interest in pursuing property acquisition and playing the role of developer, which is another option other jurisdictions like the City of Suwanee have pursued in the past. One tool not yet taken advantage of is the power to conduct a government-initiated rezoning - the Master Plan recommends utilizing the power to rezone in order to secure entitlements as a way to reduce barriers to development.

Zoning. Currently, the properties within the **ACTivate** Gwinnett Place Master Plan carry a C-1 or C-2 zoning district classification. To achieve the Master Plan intent, the properties need to be rezoned or subject to an Overlay. The rezoning-by-applicant process, however, takes at a minimum three months to complete and creates uncertainty for the developer/investor as the public hearing process requires concepts and elevations and may be subject to deferments. An Overlay option should **only** contain language that allows properties a by-right option to develop according to the desired mixed-use zoning district, with the provision of concept plans and elevations that follow the infrastructure planning shown in the **ACTivate** GP Master Plan. A new Overlay should **not** include any additional design requirements, as this would create more (real or perceived) barriers to investment.

The County can reduce barriers to investment by securing entitlements for these properties via a **government-initiated rezoning**. The rezoning should include conditions granting current single-use properties allowances to make improvements until such time as an assembly of properties occurs for the intended mixed-use development, as described further below.

The Gwinnett County Future Development Map already shows Regional Mixed Use as the appropriate land use activity for the **ACTivate** Gwinnett Place study area. This policy designation paves the way for rezoning to the **Regional Mixed Use zoning district (MU-R)**, which aims to create “vibrant, high density, pedestrian friendly, live-work-play environments” – the same goals as the 2012 LCI and **ACTivate** Gwinnett Place Master Plan.

Urban Design. With bonuses, the MU-R district allows up to 25 story-buildings and 96 dwelling units per acre. Only a few other areas in the County may pursue this intensity of development. The MU-R district also requires design standards that meet the urban design goals of the Master Plan.

Specifically:

- Section 201-225.1 Common area – requires active public spaces and at least one plaza, green or square for public gatherings
- Section 201-225.2 Connectivity – requires both pedestrian and vehicular connectivity and limits block lengths to 600 feet. Interparcel connectivity is also required by 210-225.4
- Section 210-225.3 and Section 225.10 Public Improvements and Streetscape

Design— requires multiuse paths and greenways in accordance with the Greenway Master Plan. The **ACTivate** Gwinnett Place Transportation Diagram needs to be incorporated into the Greenway Master Plan to incorporate the Grand Promenade. Lighting and landscaping requirements meet the intent of the **ACTivate** Gwinnett Place Master Plan.

- Section 210-225.11 Utilities – requires utilities to be buried underground or placed where not visible from public streets.
- Appendix Section 1.0 Architectural Design Standards further provides for sufficient minimum standards of high quality materials, articulation and massing to meet the Master Plan goal and intent. Additional standards should **not** be imposed, if the goal is to ease developer’s investment in the area.

Potential constraints caused by the MU-R zoning district, however include:

- Table 210.9 indicates a minimum project size of 40 acres. If several property owners coordinate design standards, parking and circulation but retain independent ownership (of parcels potentially smaller than 40 acres), the County may want to allow a waiver for this requirement, as long as building permit submittals include a site plan showing unified controls that meet the MU-R and Master Plan intent across the independent sites.

Given the above, the **ACTivate** Gwinnett Master Plan recommends a government-initiated rezoning to the MU-R district for all the properties within the boundary shown in the Concept Master Plan. Property owners should first be contacted to secure agreement with this proposal so that Commissioners have confidence that this meets constituent needs. The resolution should identify:

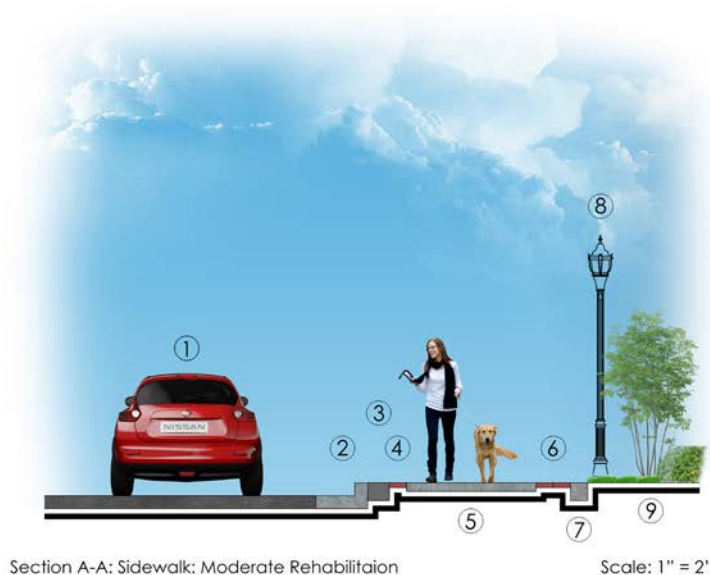
- The extensive planning conducted for the area
- The special economic development interest of granting waivers to certain segments of the MU-R rezoning requirements (such as allowing interim improvements on existing uses; the reduction of minimum acreage required, etc.) and how the Comprehensive Plan (Unified Plan 2030) identifies the strategic importance of redeveloping the Gwinnett Place area as Gwinnett’s urban center
- Conditions that: when applicants pursue building permits, their concept submittals include infrastructure that meet the intent of the **ACTivate** Gwinnett Place Master Plan (and therefore, the resolution should include the Concept and Transportation Diagram as Exhibits or Attachments to the resolution).
- Conditions that: for properties eligible to provide transit station leases, special Development Agreements may be pursued related to joint public-private provision of public parking, greenspace, and/or plazas for public gatherings.
- Conditions that: the Grand Promenade be considered as an element of the County Greenway Master Plan for purposes of required improvements, with the exact location to be negotiated. (Alternatively, instead of this condition, the County could concurrently amend the Greenway Master Plan to incorporate the narrative description and typical of the Grand Promenade as a County Greenway **or** amend UDO Section 360-30.1 or 2 and 360-70.4 regarding Greenway requirements to add the **ACTivate** Gwinnett Place Master Plan Grand Promenade narrative and typical as required in the same manner that the Greenway Master Plan is required.)

Satellite Boulevard & Pleasant Hill Road Streetscape Improvements

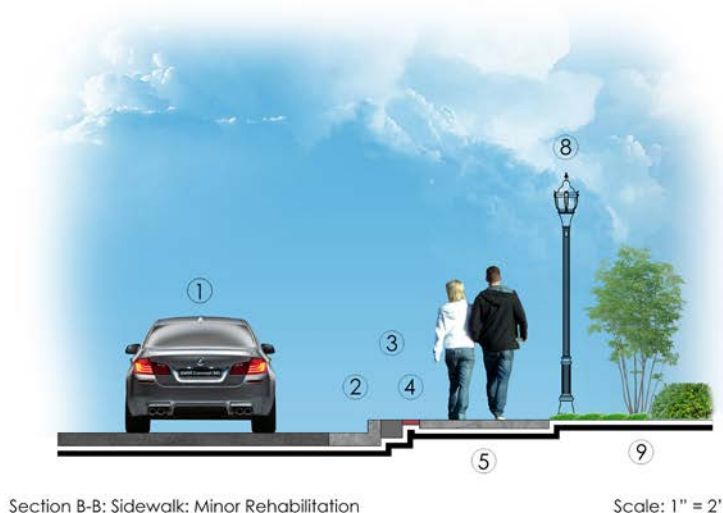
Road and pedestrian streetscape improvements have been approved by the CID Board of Directors and implemented along Satellite Boulevard and Pleasant Hill Road in order to promote a more walkable and aesthetically pleasing experience. Since 2012, with Transportation Enhancement (TE) grant funds, provided by the Georgia Department of Transportation, Gwinnett County, and Gwinnett Place CID, have completed Phase 1 of the Satellite Boulevard streetscape project from the Gwinnett Transit Center to Tandy Key Lane. Along Pleasant Hill Road, Phase 1, 2, and 3 streetscape projects have been constructed in portions of Pleasant Hill Road from Satellite Boulevard to Club Drive.

Currently, Phase 4 of the streetscape projects along Pleasant Hill Road is under construction. This includes sidewalk areas between Venture Drive and the intersection of Satellite Boulevard and Pleasant Hill Road. The CID has also granted TE funds for planning and construction of streetscape improvements from the intersection of Pleasant Hill Road and Satellite Boulevard to the Transit Center. Stantec Consulting Services has prepared the design and construction documents have been drawn for implementation of these projects.

Pleasant Hill Road Concept Section- Phase 4
FIGURE 9

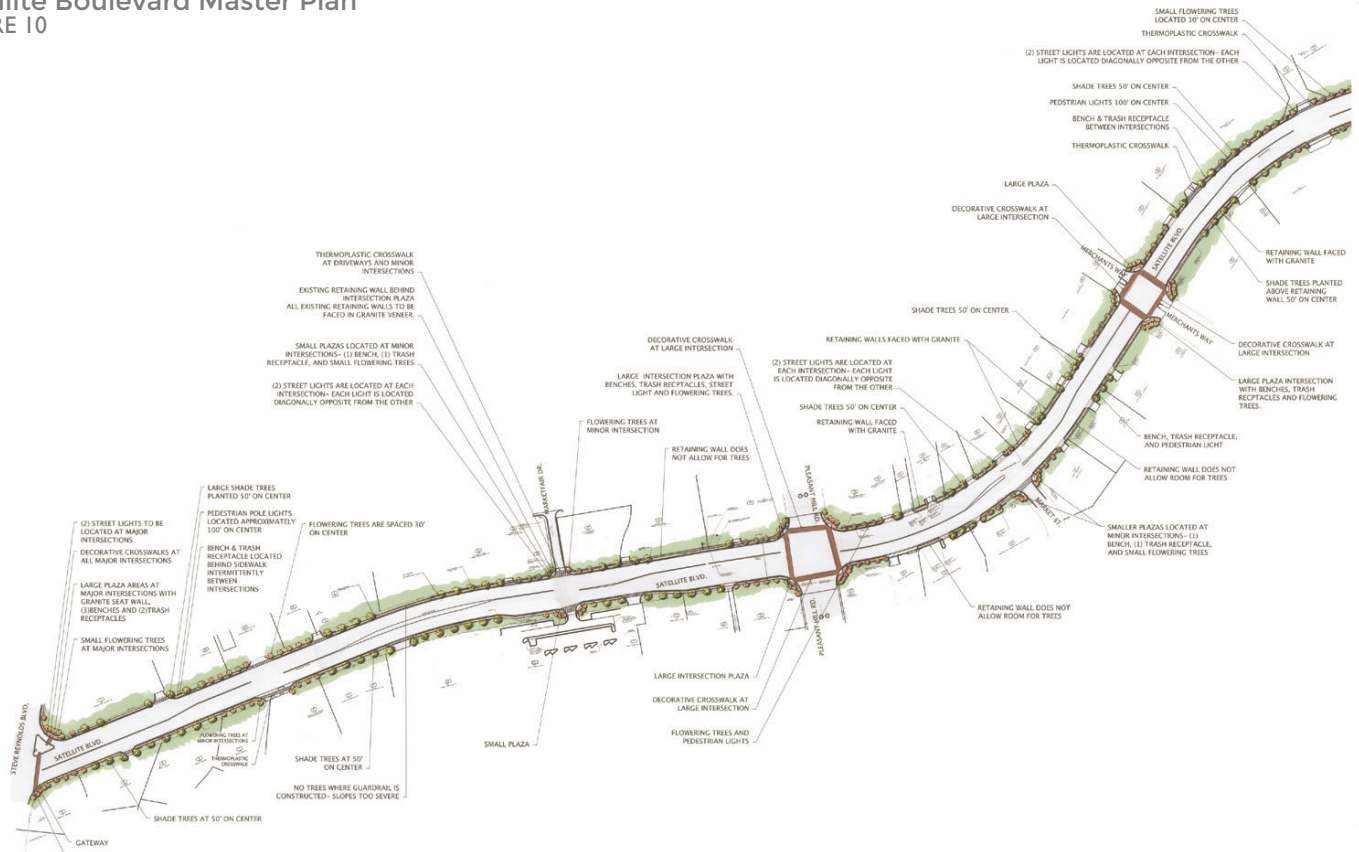


- ① EXISTING TRAVEL LANE
- ② EXISTING CURB & GUTTER
- ③ 10" FLUSH CONCRETE CURB
- ④ SINGLE ROW OF BRICK PAVERS
- ⑤ EXISTING CONCRETE SIDEWALK
- ⑥ 2 ROWS OF BRICK PAVERS
- ⑦ FLUSH CONCRETE CURB
- ⑧ FUTURE PEDESTRIAN LIGHTING
- ⑨ EXISTING VEGETATION
- NEW VEGETATION AS ROW PERMITS

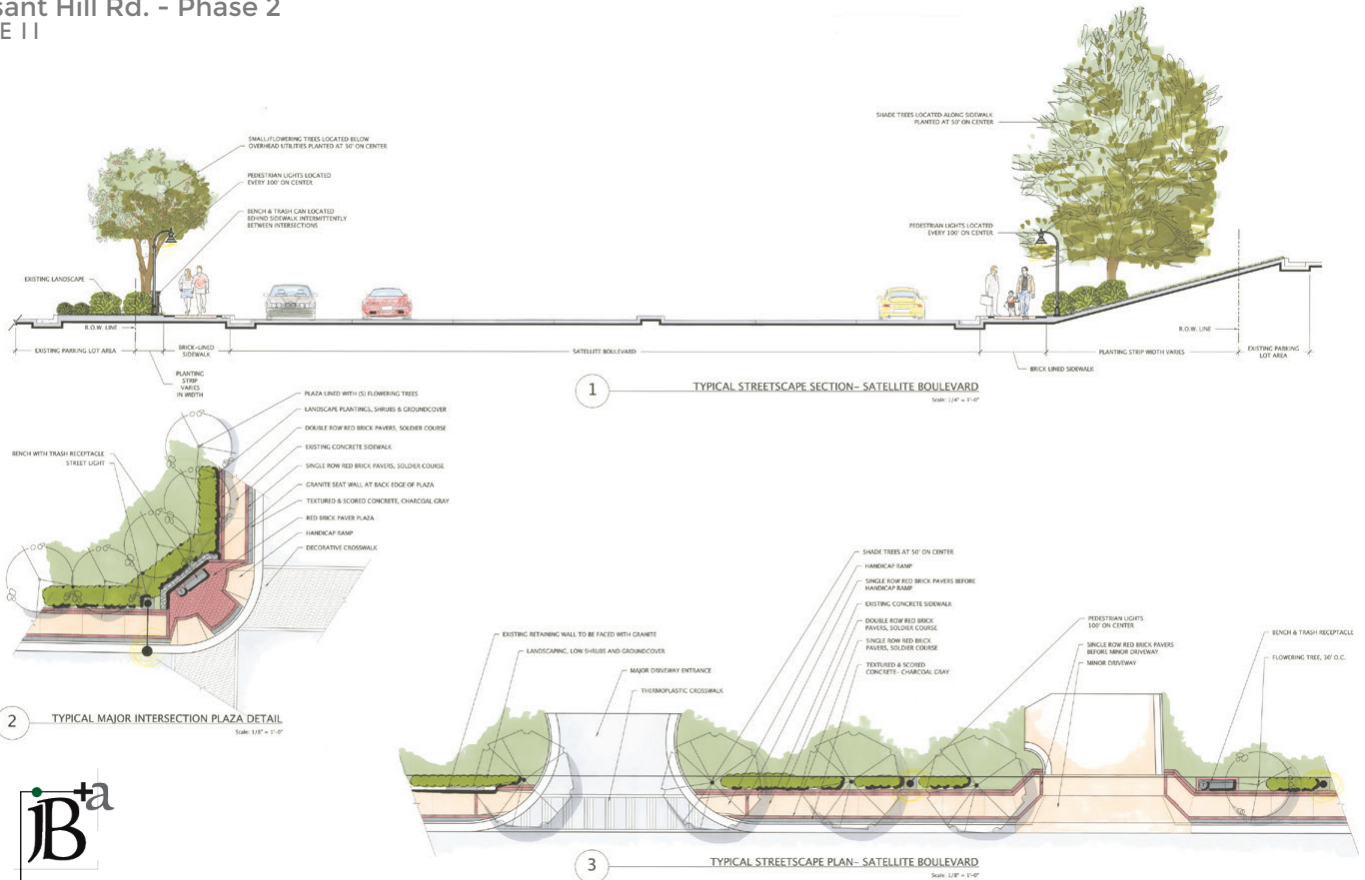


CURRENT STREETSCAPE IMPROVEMENTS

Satellite Boulevard Master Plan
FIGURE 10



Pleasant Hill Rd. - Phase 2
FIGURE 11

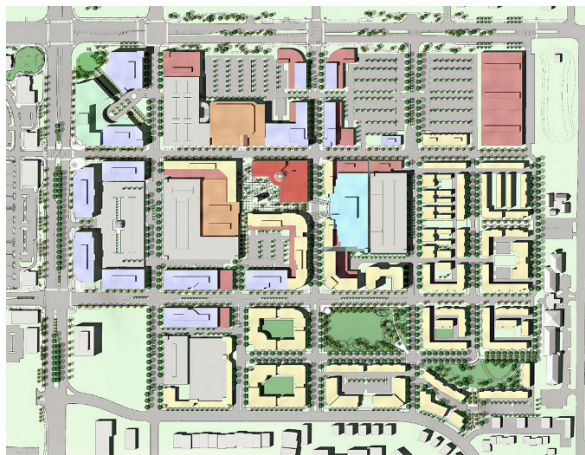


Case Studies of Previous Projects

From the beginning, the project approach focused on the return-on-investment that infrastructure improvements could generate in terms of dollars of new development. This “ROI” approach rested on evidence from dozens of national case studies, presented on multiple occasions throughout the life of the project (full presentations are available in separate documentation). Below, selected examples and summaries show a range of success stories with lessons to learn for Gwinnett.

Belmar, Lakewood, CO

FIGURE 12



Source: www.comunitas.us.com



Source: www.trulia.com

Within six years of the completion of new green space and street improvements, the improvements have led to over \$200 million in fiscal and economic impact. The site includes 9 acres of public space and parks including a 2.1 acre park, 1.1 acre plaza, and 8 bus lines through the new downtown. It was 2/3 complete by 2009, and consisted of 1.1 million square feet of retail, .9 million square feet of office, and 1300 residential units.^[1] In 2013, Belmar generated approximately \$17 million annually in tax revenue for Lakewood; more than four times the amount the old mall produced. Belmar has also contracted a local shuttle bus company to provide free rides to and from a light-rail depot one mile away from the site.^[2]

Mizner Place, Boca Raton, FL

FIGURE 13



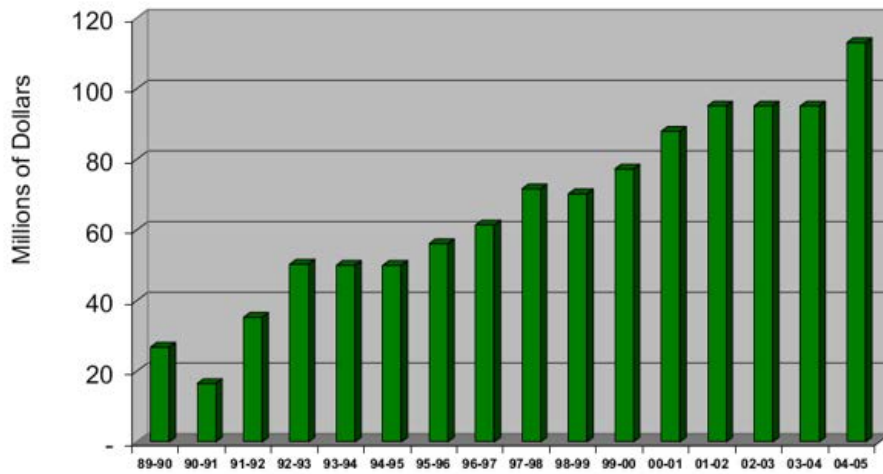
Source: Dunham-Jones, Williamson, 2009



Mizner place is one of the most notable conversions of dead malls. An increasing amount of malls are being replaced with open air lifestyle centers and town centers. Mizner Park is a public-private partnership development reflecting open lifestyle centers with apartments, offices, and shops along a linear corridor. This project is considered highly successful and proved monetary value of public investment in public space.

FIGURE 14

Taxable Value of Mizner Park



Source: Dunham-Jones, Williamson, 2009

Uptown Circle, Normal, IL

FIGURE 15



Source: Uptown Normal

Source: Scott Shingley, Hoerr Schaudt Landscape Architects

Normal, IL invested more than \$90 million in the neighborhood, spending half (\$47 million) of its investment on a complete streets approach that considers all user transportation, travel by foot, bicycle, transit, or car, and users of all ages and abilities. Most of the roadwork was done on Constitution Boulevard, and the City built Uptown Circle and Uptown Station, a multi-modal transportation center, at the City Hall. Since the investment in infrastructure, the neighborhood has experienced a boost in retail sales (46%) and attracted more than \$160 million in private investment.

ENDNOTES:

1. Dunham-Jones, E. (Fall 2014) *Retrofitting Suburbia* [PowerPoint Slides] . Retrieved from lecture notes.
2. Myers, D. (2013) Belmar: "Urbanizing" a Suburban Colorado Mall. Urbanland. Retrieved from <http://urbanland.uli.org/development-business/belmar-urbanizing-a-suburban-colorado-mall/>

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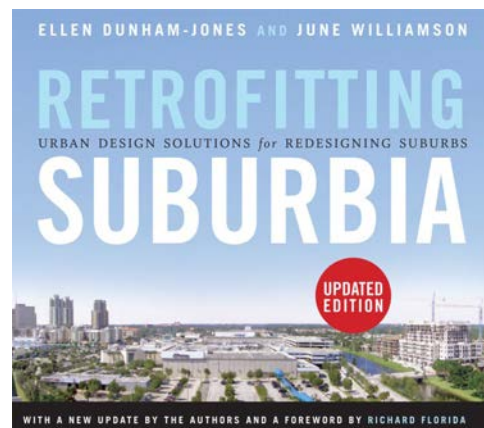
MULTI-MODAL GREEN CORRIDOR MASTER PLAN

DESIGN WORKSHOP 1

Design Workshop



Presenter: Ellen Dunham-Jones



Public Involvement Process

On October 2, 2014, residents, business and property owners, Gwinnett County officials, CID Board members, representatives from policy and economic development organizations, and the advisory committee gathered at Sonesta Gwinnett Place where attendees were given a placemaking presentation and a handout to brainstorm about what experiences they would like to have available in the Gwinnett Place Area. Some items taken into consideration were pedestrian circulation, parking, land use types, and open space. Participants worked in three groups and focused on new development patterns for three sub areas within the overall study area. The following pages capture the results of their work.

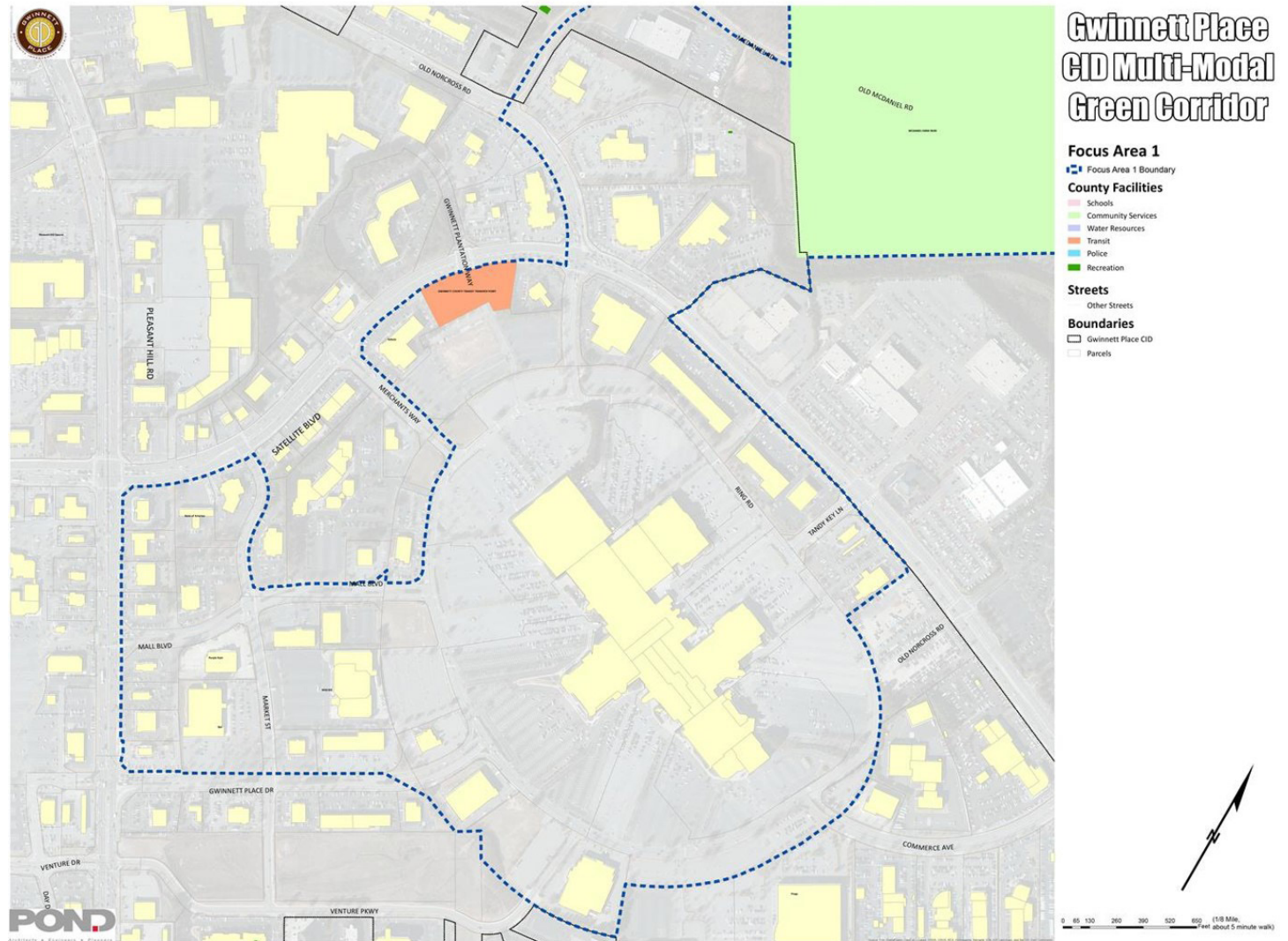
Key Themes

- Areas that are to human scale
- Walkability
- Variety of scenes / experiences
- Vibrant environment
- 24-hour activity
- A 2-3,000 person concert venue
- Chef driven-foodie restaurants with a ‘hip’ atmosphere
- Passive open space
- Urban parks
- Interesting architecture
- Grand entrance
- Open space around the mall

After the design charrette, the guest speaker, Ellen Dunham-Jones, presented on the issues concerning retrofitting suburbia to the changing cultural and economic environment. She is the author of *Retrofitting Suburbia: Urban Design Solutions for Redesigning Suburbia*. Her presentation included various examples from her book on redevelopment of existing suburbs to stimulate new growth and evolving with the changing demographics, technology, and economic conditions.

Focus Area 1 Boundary

FIGURE 16



Focus Area 1 emphasizes the connection between McDaniel Farm Park, Gwinnett Place Mall, the existing transit station location, and the businesses along Pleasant Hill Road.

Consolidated Focus Area 1

FIGURE 17

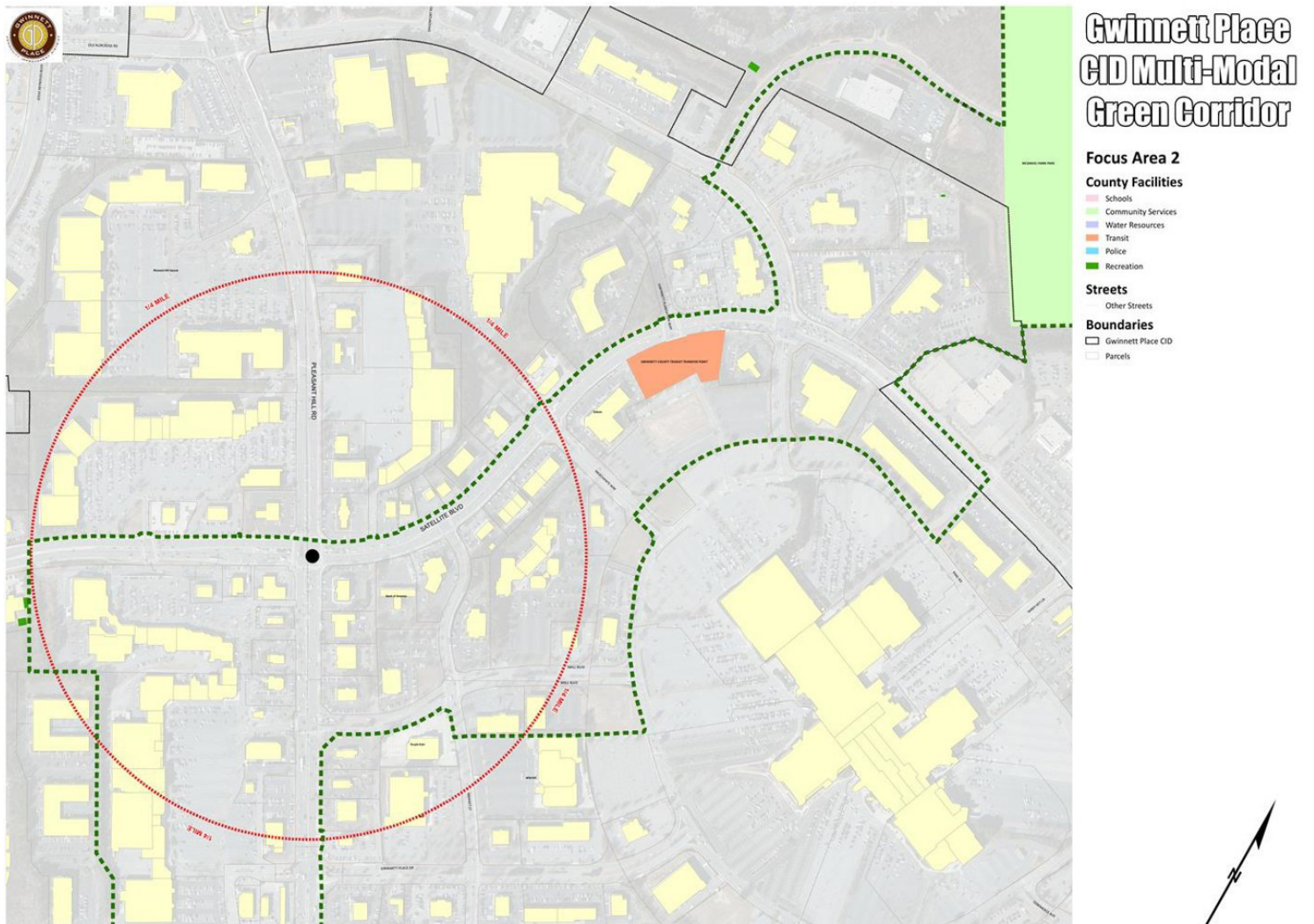


Key Results (Group A & C)

- Reducing the mall size
- Large swath of greenspace extending from east to west
- Trails to McDaniel Farm
- Mall parking lot into a gridded system with parking and development
- Boulevard entrance from Pleasant Hill
- Increase density near Market Street and Mall Boulevard
- Relocate transit hub near greenspace
- Integrate parking into buildings
- Iconic building (15+ stories)

Focus Area 2 Boundary

FIGURE 18



Focus Area 2 emphasizes the connection between McDaniel Farm Park and Mall Corners along Satellite Boulevard.

Consolidated Focus Area 2

FIGURE 19

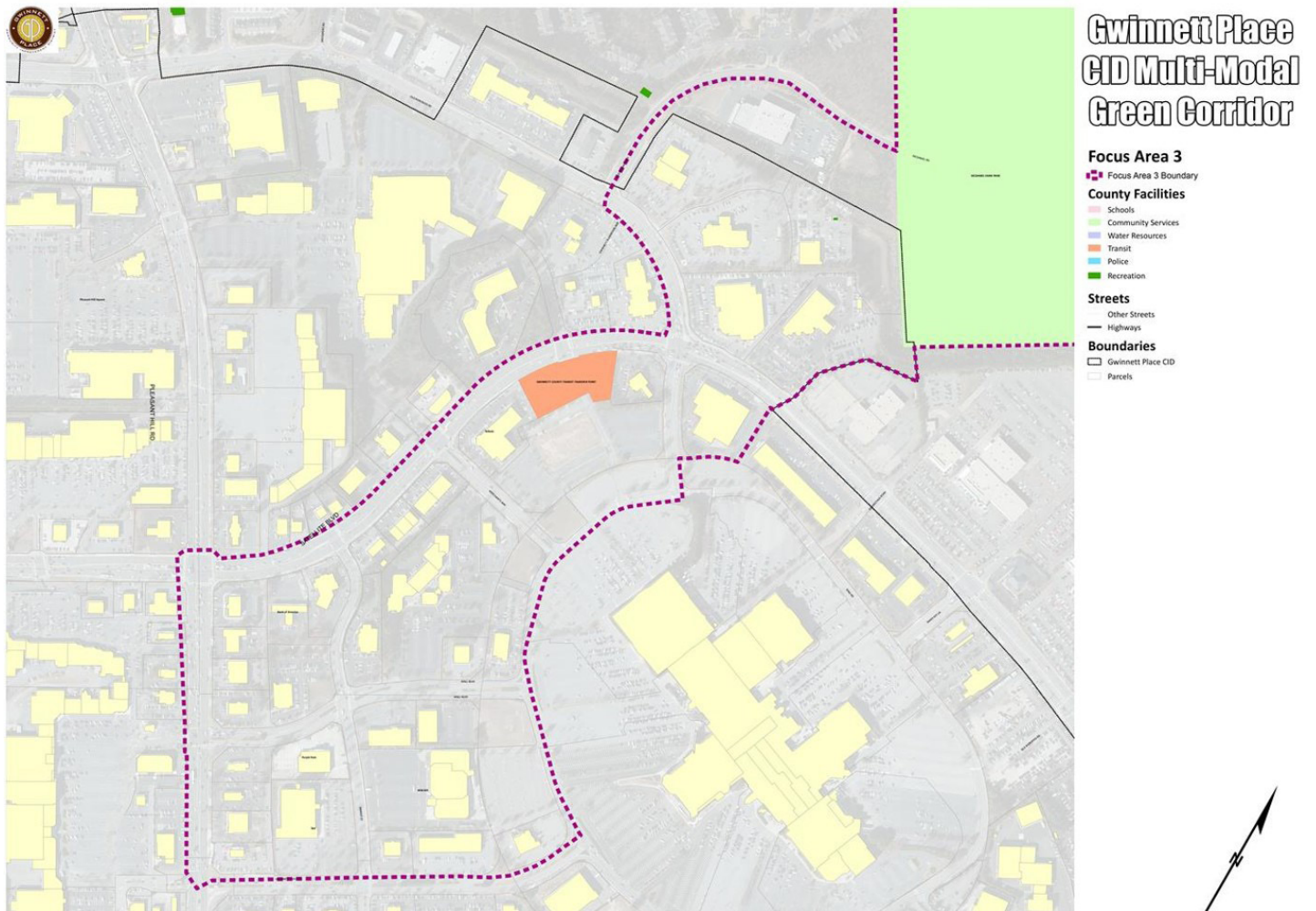


Key Results (Group C & B)

- Concert venue
- Mid-rise residential & retail
- Grid Mall Corners area with new development and public spaces
- Recognize likely later phasing for Pleasant Hill Road active businesses
- Extensive bike path or multi-use trail that connects from Mall Corners to McDaniel Farm Park
- Parking in the rear of buildings in Mall Corners
- A stormwater feature/ utility within a mid-sized park located between the roundabout in Mall Corners and Pleasant Hill Road

Focus Area 3 Boundary

FIGURE 20



Focus Area 3 emphasizes the connection between McDaniel Farm Park, the existing transit station, the Esplanade at Gwinnett Place, and all the businesses in front of Gwinnett Place Mall from Pleasant Hill Road to Ring Road.

Consolidated Focus Area 3

FIGURE 21



Key Results (Group B & A)

- A large park with a civic center on the existing transit transfer point
- An extended greenspace connecting McDaniel Park to Gwinnett Place. Pedestrian bridge an option.
- Parking hidden behind the building street fronts
- Some streets taken down to two-way traffic with on-street parking and streetscape treatments
- Pedestrian promenade/trail connecting all areas. Some areas could be elevated to create a pleasant experience
- Emphasis on mid-rise retail and mixed-use development
- View into area from Pleasant Hill Road is imperative

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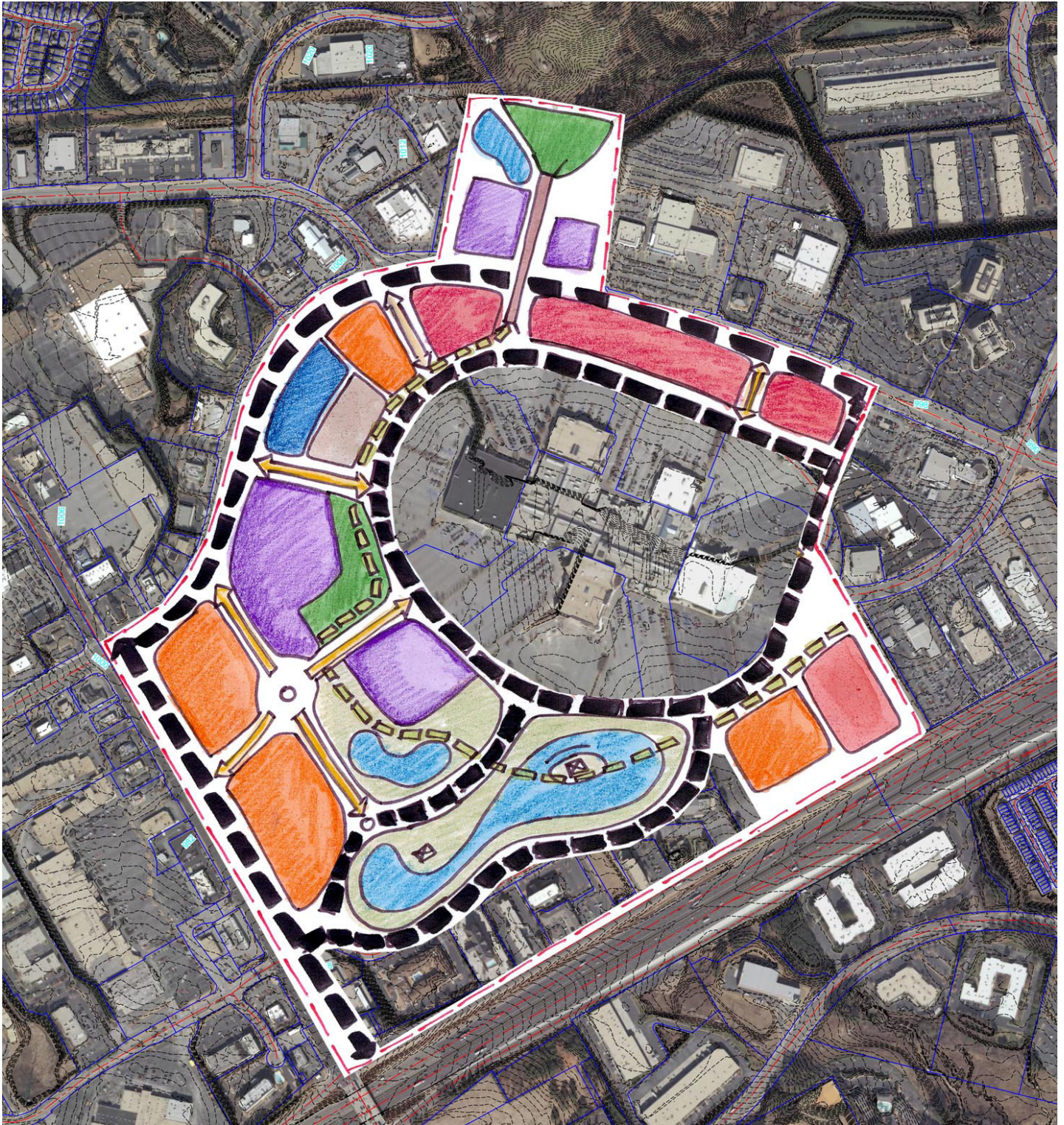
gwinnett place

MULTI-MODAL GREEN CORRIDOR MASTER PLAN

DESIGN WORKSHOP 2

Alternative Concept 1 - 3 Main Catalytic Projects

FIGURE 22



Note: Area-use colors vary from consolidated focus area. Colors may portray mixed-use, mid-rise retail, and high-rise retail and office

On November 18, 2014, a second workshop displayed two alternative concepts based on feedback from stakeholders and County leadership. The main focus of the following concepts were three main types of catalytic projects: Parks, Circulation, and Trails.

Parks

FIGURE 23



Design Considerations

- Use existing detention basin for stormwater runoff storage and amenity.
- Propose additional stormwater basins to handle runoff from new and existing development.
- Connect greenspaces with trail.
- Incorporate McDaniel Farm Park into concept.

Circulation

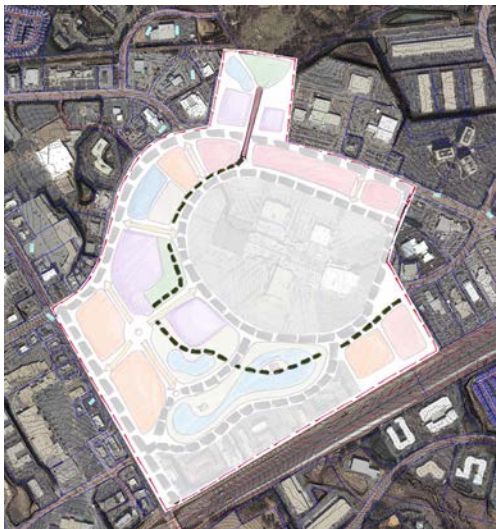
FIGURE 24



- Maintain Ring Road as is.
- Proposed roundabout or focal point intersection at Mall Boulevard.
- Realign Gwinnett Place Drive around reconfigured detention basin.

Trails

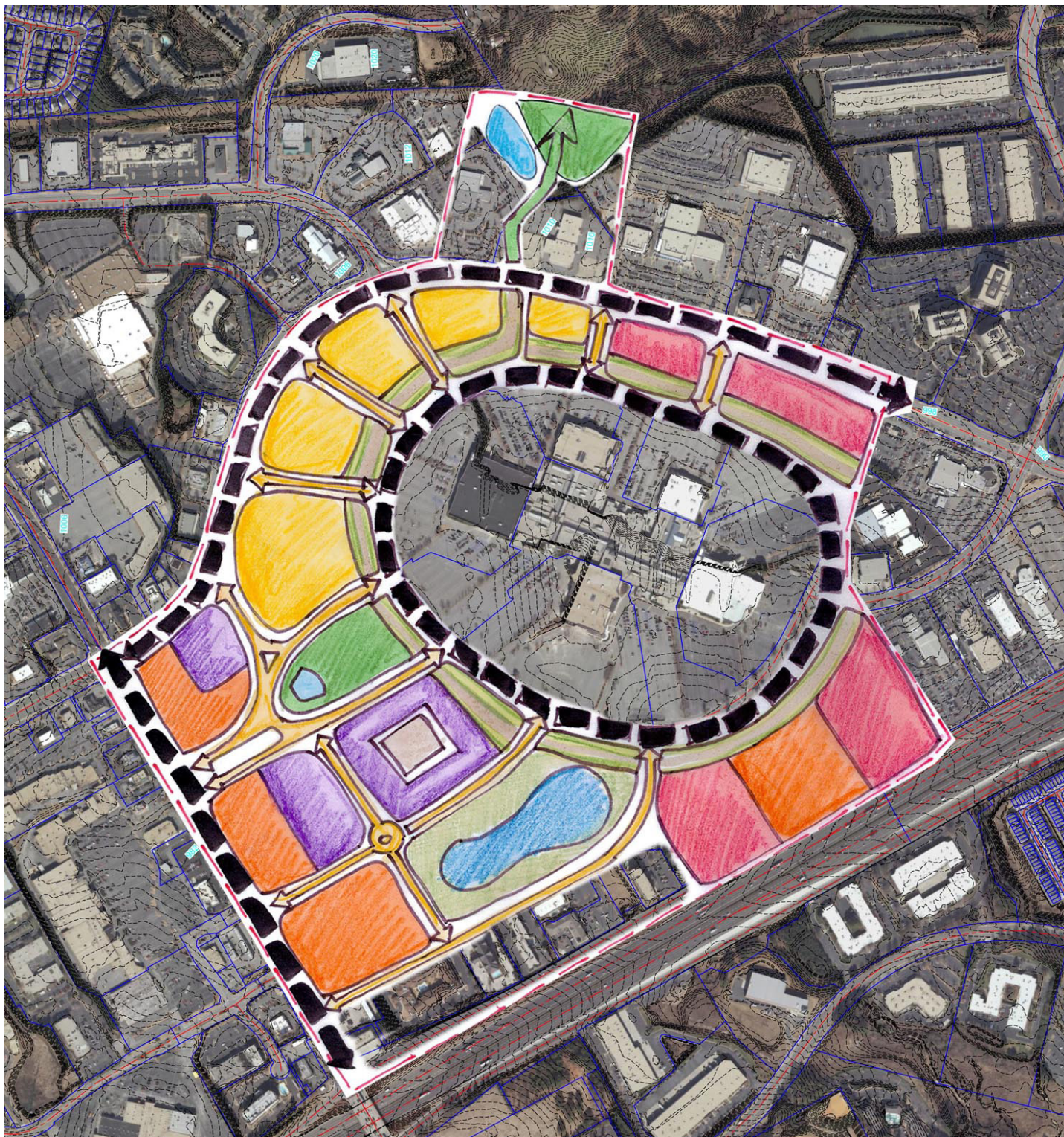
FIGURE 25



- Pedestrian bridge connectivity across Satellite Boulevard to connect with McDaniel Farm Park.
- Trail connecting all new development from McDaniel Farm Park to Venture Drive.
- Trail is flexible in terms of location and direction dependent on willing stakeholders in the area that are willing to develop properties.

Alternative Concept 2 - 3 Main Catalytic Projects

FIGURE 26



Note: Area-use colors vary from consolidated focus area. Colors may portray mixed-use, mid-rise retail, and high-rise retail and office

Parks

FIGURE 27



Design Considerations

- Use existing detention basin for stormwater runoff storage and amenity.
- Propose large park at the entrance at Mall Boulevard with stormwater detention basin.
- Enlarge existing detention basin by McDaniel Farm Park.

Circulation

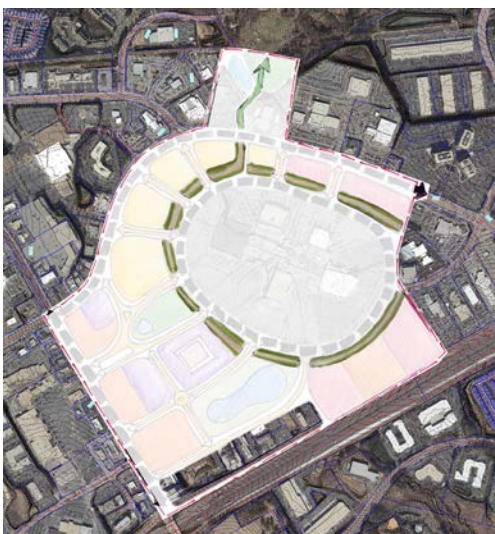
FIGURE 28



- Proposed roundabout or focal point intersection at Gwinnett Place Drive.
- Realign Mall Boulevard around park toward Ring Road.

Trails

FIGURE 29



- Pedestrian bridge connectivity across Satellite Boulevard to connect with McDaniel Farm Park.
- Large promenade around Ring Road to create a sense of cohesion and connect unoccupied lots.
- Promenade varies in width from 50-100' dependent on existing infrastructure and adjacent uses.

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MULTI-MODAL GREEN CORRIDOR MASTER PLAN

REFINED CONCEPTS

Continuing from Workshop 2, with additional input from Gwinnett County staff and elected Gwinnett County leadership, the feedback led to the following initial sketches and the subsequent refined concepts.

Design Elements

Concept Sketch 1

- Close off Gwinnett Plantation Way and create a park area next to existing transit station.
- A large square park bisects Mall Boulevard as the main view from Pleasant Hill Road.
- Merchant's Way is a pedestrian-only promenade.
- Detention basins are spread throughout the site.
- Curvilinear walkways and boardwalks cross through the detention areas by Venture Parkway.
- The Grand Promenade is more diverse in direction and size from McDaniel Farm Park to Venture Parkway.
- Intersection treatment at the Mall Boulevard entrance.
- Satellite Boulevard remains a long-range BRT (Bus Rapid Transit) option as a high capacity, lower cost form of transportation.

Concept Sketch 2

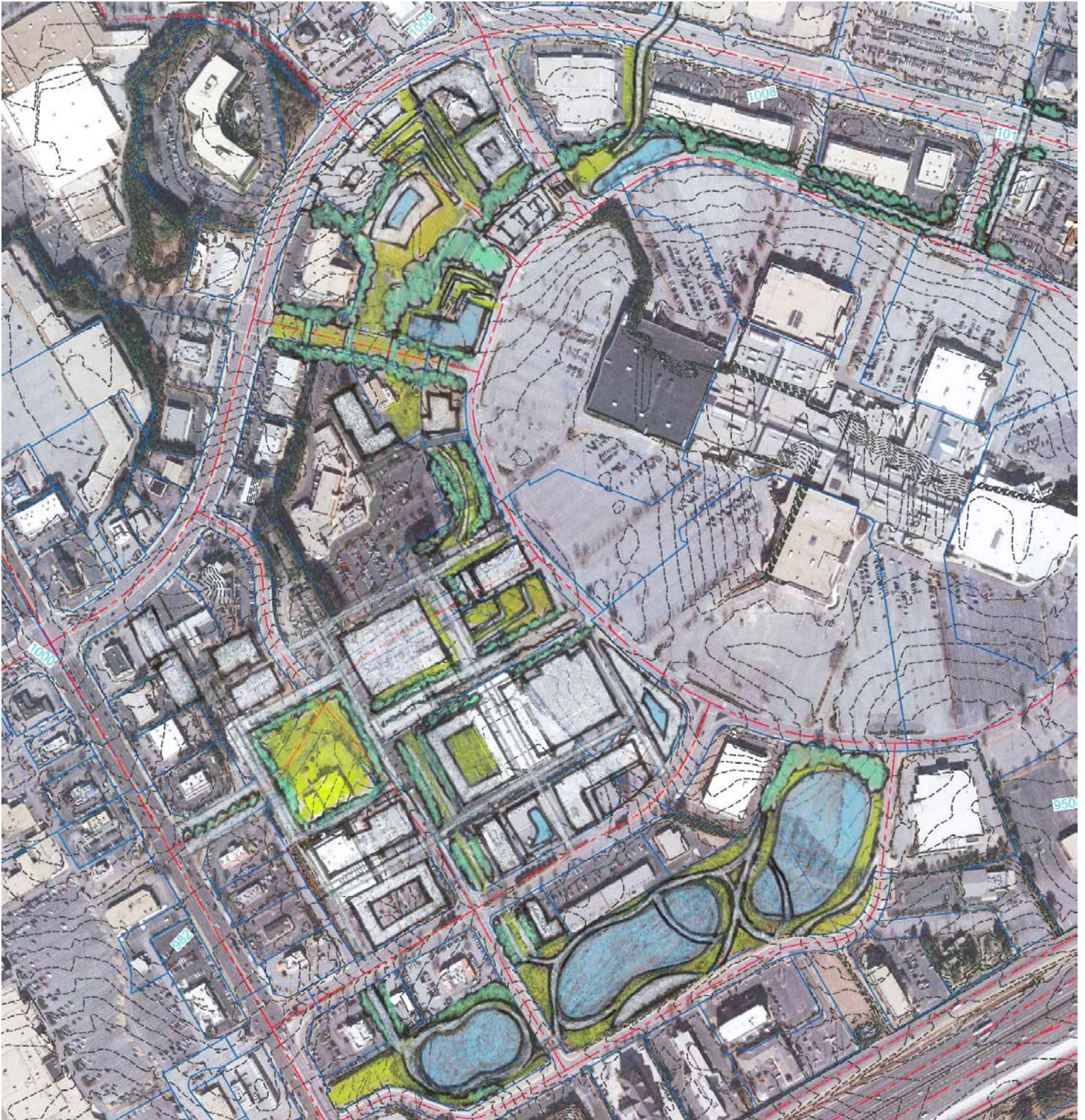
- Transit station keeps current bus station layout with an adjacent park.
- A formal lawn area with development is at the end of Mall Boulevard.
- The existing detention basin is free of walkways and left to be more of a passive park with one public space by Gwinnett Place Drive.
- The existing detention basin is enlarged for more storage needed.
- Some of the Grand Promenade is aligned with Ring Road.
- Pedestrian bridge to cross over Pleasant Hill Road.
- Satellite Boulevard remains a long-range BRT (Bus Rapid Transit) option as a high capacity, lower cost form of transportation.

Concept Sketch 3

- Mall Boulevard remains the main entrance to the area.
- Density is increased around two linear parks between Market Street and Ring Road.
- Detention basin similar to Concept 1 with active trails and individual detention ponds.
- The area near the existing transit station serves as a park and concert venue.
- Additional streets are proposed to grid the interior of Gwinnett Place Drive and create more of a city fabric.
- A gateway at the main entrance.
- A curvilinear bridge connects the concert venue/ park with McDaniel Farm Park.
- At-grade crossing over Pleasant Hill Road for pedestrians only.
- Satellite Boulevard remains a long-range BRT (Bus Rapid Transit) option as a high capacity, lower cost form of transportation.

Concept 1

FIGURE 30



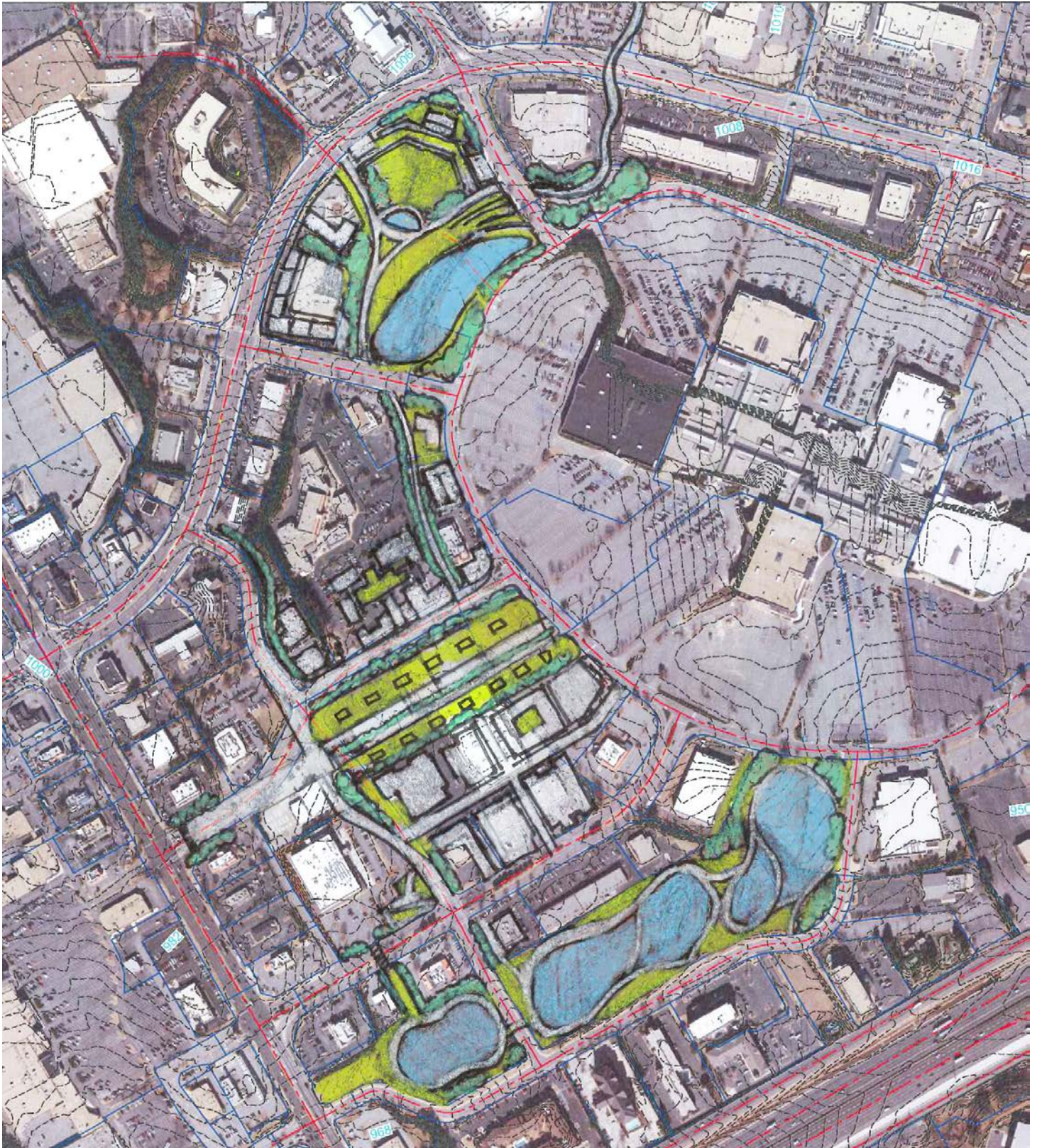
Concept 2

FIGURE 31



Concept 3

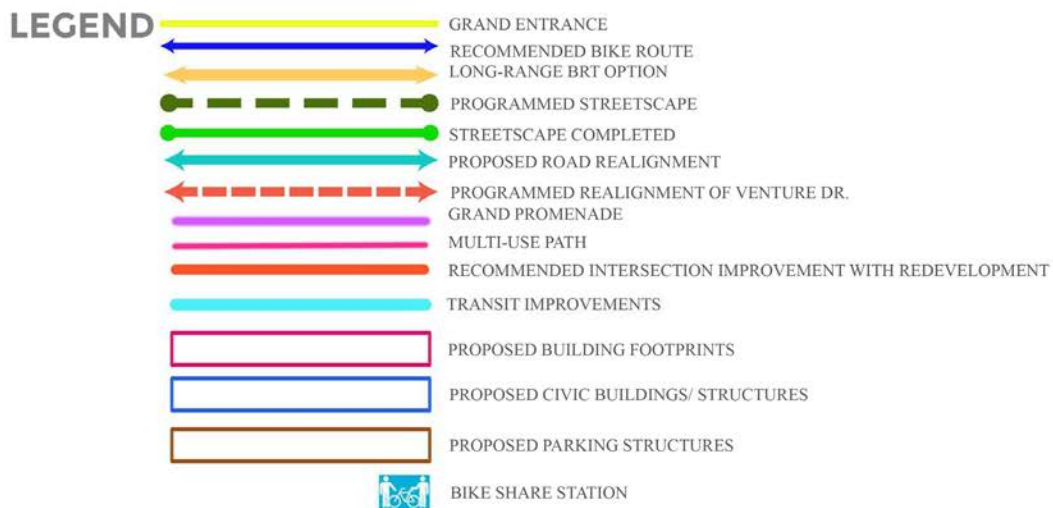
FIGURE 32



Concept 1

FIGURE 33





Concept 2

FIGURE 35



Transportation Diagram

FIGURE 36



LEGEND

-  GRAND ENTRANCE WITH PEDESTRIAN BRIDGE
-  RECOMMENDED BIKE ROUTE
-  LONG-RANGE BRT OPTION
-  PROGRAMMED STREETScape
-  STREETScape COMPLETED
-  PROPOSED ROAD REALIGNMENT
-  PROGRAMMED REALIGNMENT OF VENTURE DR.
-  GRAND PROMENADE
-  MULTI-USE PATH
-  RECOMMENDED INTERSECTION IMPROVEMENT WITH REDEVELOPMENT
-  TRANSIT IMPROVEMENTS
-  PROPOSED BUILDING FOOTPRINTS
-  PROPOSED CIVIC BUILDINGS/ STRUCTURES
-  PROPOSED PARKING STRUCTURES
-  BIKE SHARE STATION

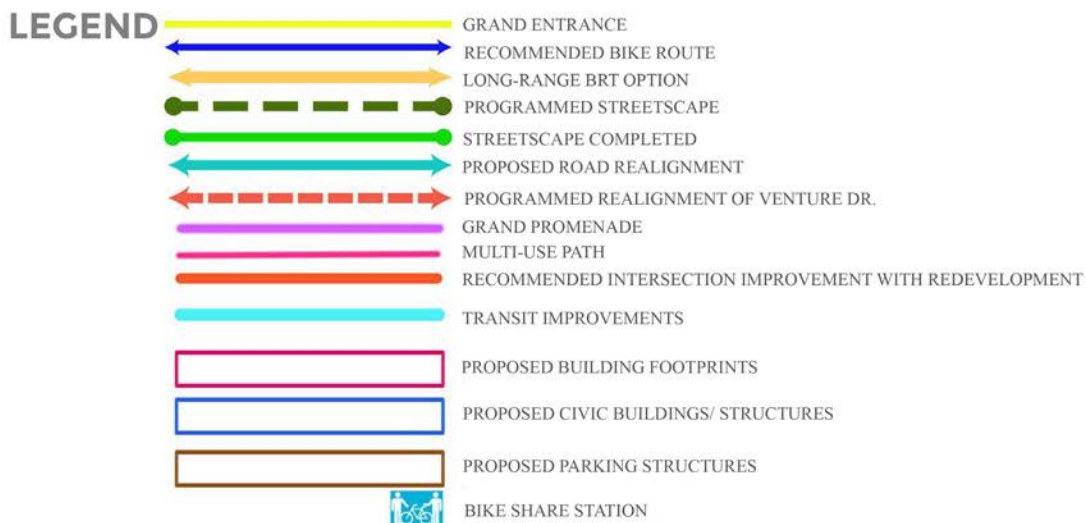
Concept 3

FIGURE 37



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Concept 3B

FIGURE 39



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Concept 3B

This concept was derived as an additional attempt to create bold concepts at Pleasant Hill Road and the interior Gwinnett Place Area between Ring Road and Pleasant Hill Road.

- Circle at the entrance of Mall Boulevard as the focal point of Gwinnett Place.
- Center of circle could be a passive park area.
- Large circular roadway to maintain access from existing connecting roads.
- Additional density between Market Street and Ring Road as compared to Concept 3.
- Focus of park space is located within the circular roadway instead of a linear park.

Conclusions

After the final four concepts including the 3B alternate were presented, the emphasis of the catalyst areas were refined once more. Five infrastructure projects within the study area were identified as the primary focus. These were the regional detention pond, road and streetscape improvements (including the Grand Promenade), the iconic pedestrian and bicycle bridge, the Transit Center site, and the treatment of the intersection at Satellite Boulevard and Pleasant Hill Road.

The Grand Promenade serves as the main link between the three main areas. It allows for the catalyst sites to eventually fill-in with future growth. Most of the Grand Promenade follows along the right-of-way except for when it meanders behind the Esplanade and through the urbanized site that could still potentially serve at the Transit Center within the development.

A major change from the previous three concepts is the location of the intersection treatment for Pleasant Hill Road. If new development is to occur, the intersection at Satellite Boulevard and Pleasant Hill Road will require modifications in order to handle the extra capacity.

The focus of the study area shifted from a comprehensive master plan to an action-oriented plan that emphasized public space improvements within the catalyst areas that could be implemented. Rather than specifying specific locations of infrastructure and roadways, the five main public investment projects became the priority for the final master plan. The following section describes the final concept's design intent more in depth and what considerations were taken to achieve the final plan.

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MULTI-MODAL GREEN CORRIDOR MASTER PLAN

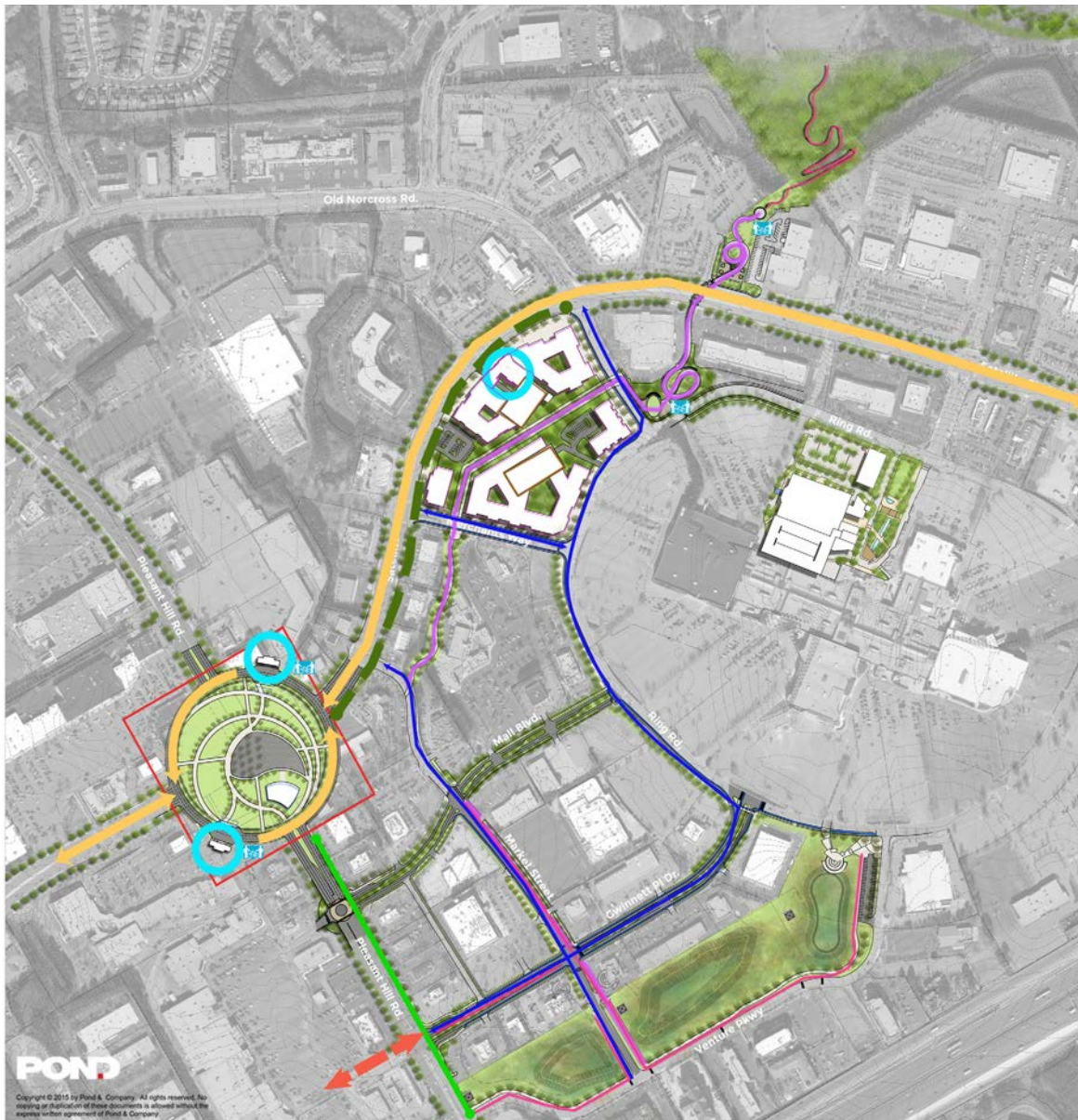
THE MASTER PLAN

The Master Plan

FIGURE 40



Transportation Diagram
FIGURE 41



Legend

-  RECOMMENDED BIKE ROUTE
-  LONG-RANGE BRT OPTION
-  PROGRAMMED STREETScape
-  STREETScape COMPLETED
-  PROGRAMMED REALIGNMENT OF VENTURE DR.
-  GRAND PROMENADE
-  MULTI-USE PATH
-  RECOMMENDED INTERSECTION IMPROVEMENT WITH REDEVELOPMENT
-  TRANSIT IMPROVEMENT OPTIONS
-  PROPOSED BUILDING FOOTPRINTS
-  PROPOSED CIVIC BUILDINGS/ STRUCTURES
-  PROPOSED PARKING STRUCTURES
-  BIKE SHARE STATION

Concept

The Multimodal Green Corridor Master Plan builds upon the vision of revitalizing the Gwinnett Place Mall area into a central business district with a new mixed-use urban pattern that promotes appropriate land use, sustainability, and connectivity. The proposed infrastructure elements of the Master Plan fundamentally addresses: Connectivity, Livability, and Redevelopment.

Connectivity:

A priority move involves a **Grand Promenade** for bicyclists and pedestrians, which will connect two signature projects and become a destination experience in-and-of itself.

The Grand Promenade design will vary in width between 15 and 100 feet, depending on specific site constraints. At the widest segments, social space such as kiosks, café's, plazas and mini-play areas will co-exist with multi-use path network designed for both pedestrians and cyclists. The design intent includes a series of multi-cultural gardens and spaces with cultural references or uses. For example, there may be the Japanese gardens, Korean design water features or Spanish plazas or a serene, dedicated area for Thai-Chi practice. The Promenade concept requires wayfinding signage and programming – a concerted effort to identify activities along the space.

The Grand Promenade also creates a buffer, softening the transition between parking, heavy traffic use and commercial or social destinations. The Master Plan concept identifies a potential route with spurs, based on existing conditions of right-of-way and apparent underutilized parking or other portions of parcels. The actual alignment will vary, depending on the property owners willing to take advantage of its access and the value it brings to all the parcels it touches or fronts.

A large **iconic bike and pedestrian bridge** is proposed over Satellite Blvd. to create a connection between McDaniel Farm Park and the Grand Promenade within the study area. This infrastructure will encourage users to take advantage of the existing county park and provide safer access between park spaces. The bridge is also meant to serve as a focal point and be a place-making marker for Gwinnett Place.

Lastly, although the Transit Center is a part of larger catalyst project, it will serve as an important transportation system to connect Gwinnett Place to the greater Gwinnett area and Atlanta. A BRT system in place can serve a large amount of visitors to the area and connect to other existing transportation networks. The implementation of alternative modes of transportation can help alleviate traffic congestion while providing high-quality cost-effective service.

Livability:

Currently operating at a Level of Service (LOS) D, traffic studies show that an increase of activity will likely cause the Pleasant Hill Road and Satellite Boulevard intersection to fail – addressing other operations along the corridor will not avoid or ameliorate that situation. Given the amount of right-away-that will be needed to accommodate future lanes (see figure 42 showing approximate needs for a Continuous Flow design, which has been previously identified as one potential solution), the Master Plan proposes maximizing the investment of property and creating a **bold, transformative intersection** design using a large, signalized circular roadway. At the scale needed for it

Two priority projects initially define the area spatially, creating new destination “edges” for a unique urban place: an **iconic pedestrian bridge** at the north-western portion of the area and a radically improved **regional detention pond** with beautiful plantings, an intentional, low-maintenance vegetative habitat, and a multi-use path that defines its perimeter.

to improve operations, up to 8-acres or more could be created to use as a regional park, amphitheater, or other public destination. Along the exterior ring, the Transit Center could provide additional interest to attract greater density uses, ideally structured through a private-public partnership.

Streetscape improvements throughout the study area are also recommended. The Master Plan recommends road diets for Gwinnett Place Drive and Mall Boulevard to provide a better experience for bicyclists and pedestrians. The new road diets will assist in traffic calming between Pleasant Hill Road and Ring Road, and extend the recommended bike route to eventually cross Pleasant Hill Road at a future date.

Redevelopment

Stormwater Incentives. The current regional detention pond and individual detention facilities in the area do not provide enough storage capacity for the total impervious cover within the watershed. Any redevelopment done in the area will have to comply with current stormwater management codes and practices. The existing detention pond could be improved to provide more storage of stormwater runoff, thereby reducing costs for the developer. The current footprint could remain the same, but have a deeper pond depth or the footprint could expand to neighboring open parcels and also be used as a park amenity.

Transit Center Potential. To attract new employers and redevelopment investment, the Master Plan recommends a major investment in the Transit Center, with the long-term goal of pursuing BRT or other commuter alternatives for the County. In the Master Plan, the current Transit Center receives vast improvements on its current site, with greater accessibility. The Master Plan also considers a potential move of the Transit Center in the long run closer to the proposed circular roadway at the intersection of Satellite Boulevard and Pleasant Hill Road. At the current site location, the added element of residential land use creates a more energetic community that is active day and night. Added density within the existing Transit Center area capitalizes on the Grand Promenade's proposed path through the site to create a vibrant environment. The current Transit Center will ideally redevelop to add mixed-use and residential buildings that have structured parking garages. Mixed-use buildings at this location also provide a chance to build structures with interesting architecture, add a variety of scenes and experiences, and transform the Gwinnett Place built environment to a more to human scale.



Right-Of-Way Needs for Continuous Flow Design

FIGURE 42

- = Roadway Right-Of-Way
- = Complete Parcel Takings
- = Partial Takings
- = Outline of Circular Roadway Footprint For Comparative Purposes

Mix-of-Uses and Tenants. As mentioned above in the Process section, stakeholders decided that a land-use plan for properties not controlled by the County or the CID would not make sense. Nonetheless, throughout the project, the Design Team worked with Bleakly Advisory Group, whom the GP CID retained to conduct market analysis of specific sites and prepare its internal Gwinnett Place LCI Implementation Strategy/Work Plan document. Bleakly conducted financial analysis on a set of underperforming properties located throughout the area totaling approximately 80 acres. Redeveloped, these properties could serve as catalyst sites with the construction of nearly 1,500 new residential units (primarily multi-family), 210,000 square of retail (both re-purposed existing and new combined), 150,000 square feet of retail and at least one new hotel with 150 rooms. His work, concurrent with the infrastructure planning of the ACTivate Gwinnett Place project, helped develop a County plan for pursuing a Request-for-Proposals (RFP) to master developers interested in capitalizing on the Tax Allocation District (TAD) funds that have been accumulating for infrastructure projects in the Gwinnett Place area.

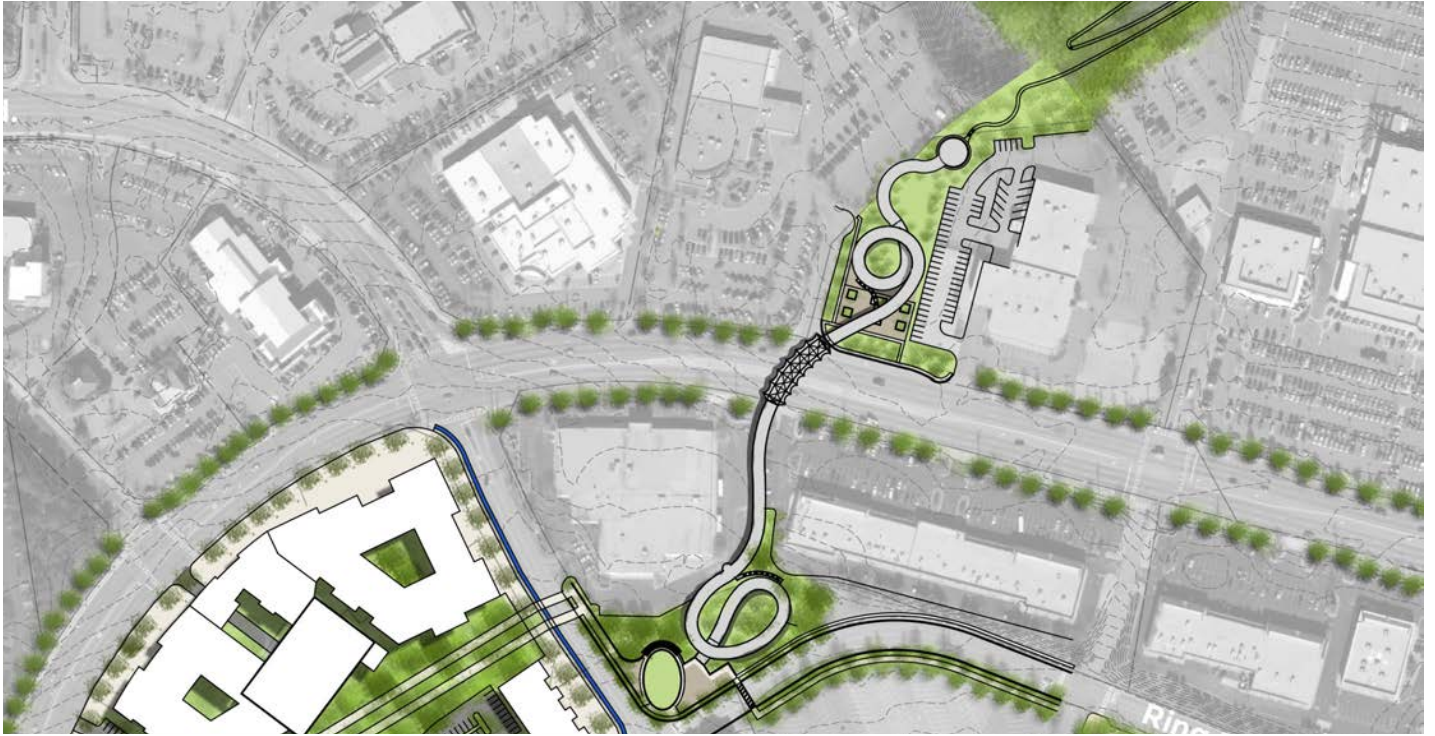
Given the recommended location of infrastructure in the Master Plan, the type of new mixed-use projects that Bleakly Advisory Group identified would be expected to concentrate between Satellite Boulevard and Venture Drive, taking advantage of the premium value gained along the Grand Promenade, near an improved transit site, the pedestrian bridge or the improved detention pond passive park area. Further, new development could take advantage of cost savings due to County improvements to the Regional Detention Pond, should the County pursue that step and establish a mechanism for it to meet new development requirements for stormwater.

Pond's team member Winter Construction reviewed potential projects and indicated that none of the individual Master Plan infrastructure projects could "move the needle" by itself – the five main components needed to work in tandem to attract developers' attention. Further, the detention pond offsets to individual sites' stormwater costs needed to be made explicit and advertised in order for the market to respond to this very real, attractive incentive.

Major Tenant and Developer Identification. Given that no specific land-plan was developed, the effort did not include recruitment of tenants and developers. However, in addition to Winter's advising, developers were engaged twice during the life of the project. The Council for Quality Growth sponsored a developer round-table to review the emerging Master Plan. Another meeting with the developer Jacoby also was held and both supported the premise that improving the detention pond and off-setting costs would offer an attractive benefit to investors. An important move to attract developers' attention would be to secure entitlements for the subject properties within the targeted Master Plan area. Finally, it will be important to recruit developers outside of the Metro-Atlanta region with experience in mixed-use projects centered on life-style amenities such as those presented in the many case studies provided by the Design Team and Ellen Dunham-Jones and Bleakly Advisory Group.

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ICONIC BRIDGE & PROMENADE ENLARGEMENT FIGURE 43



GRAND PROMENADE- URBAN SETTING FIGURE 44



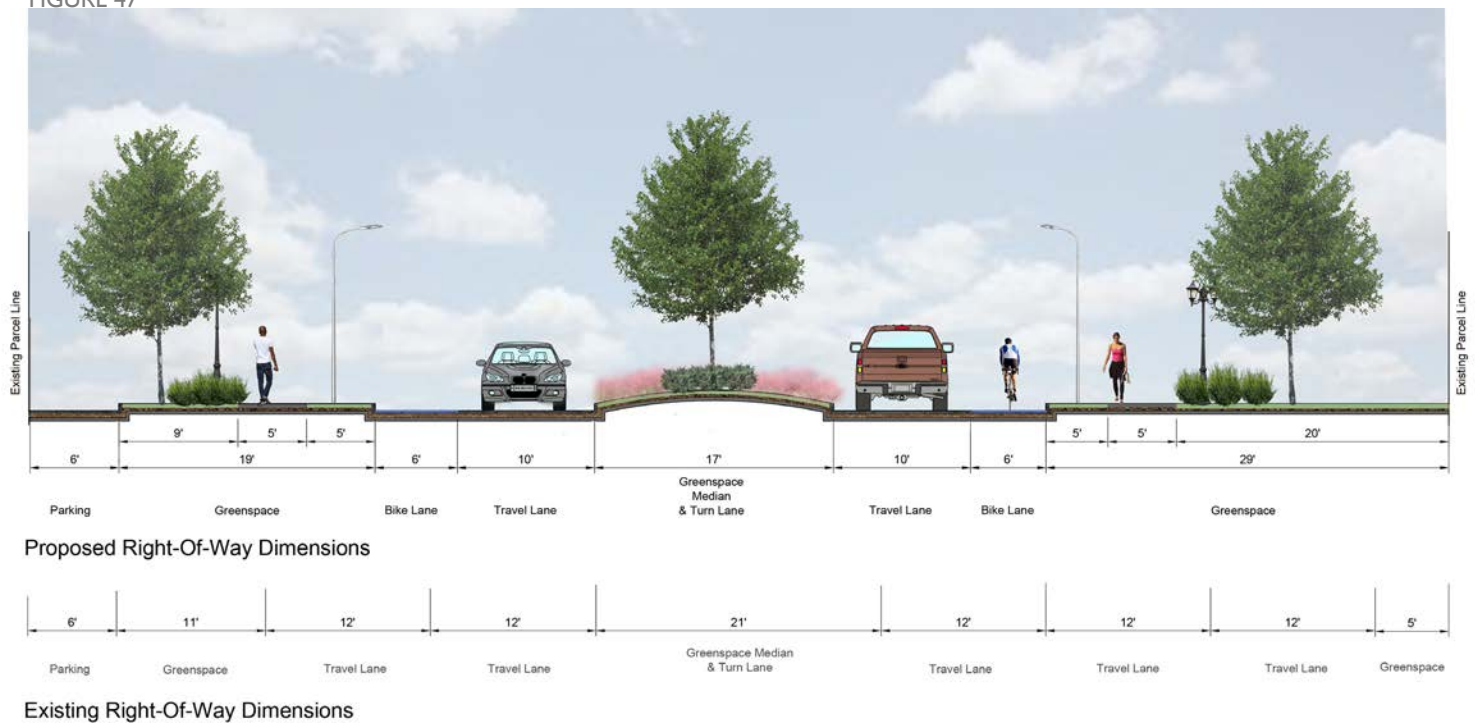
ICONIC BRIDGE - McDANIEL FARM CONNECTION
FIGURE 45



ICONIC BRIDGE- LOWER PLAZA
FIGURE 46



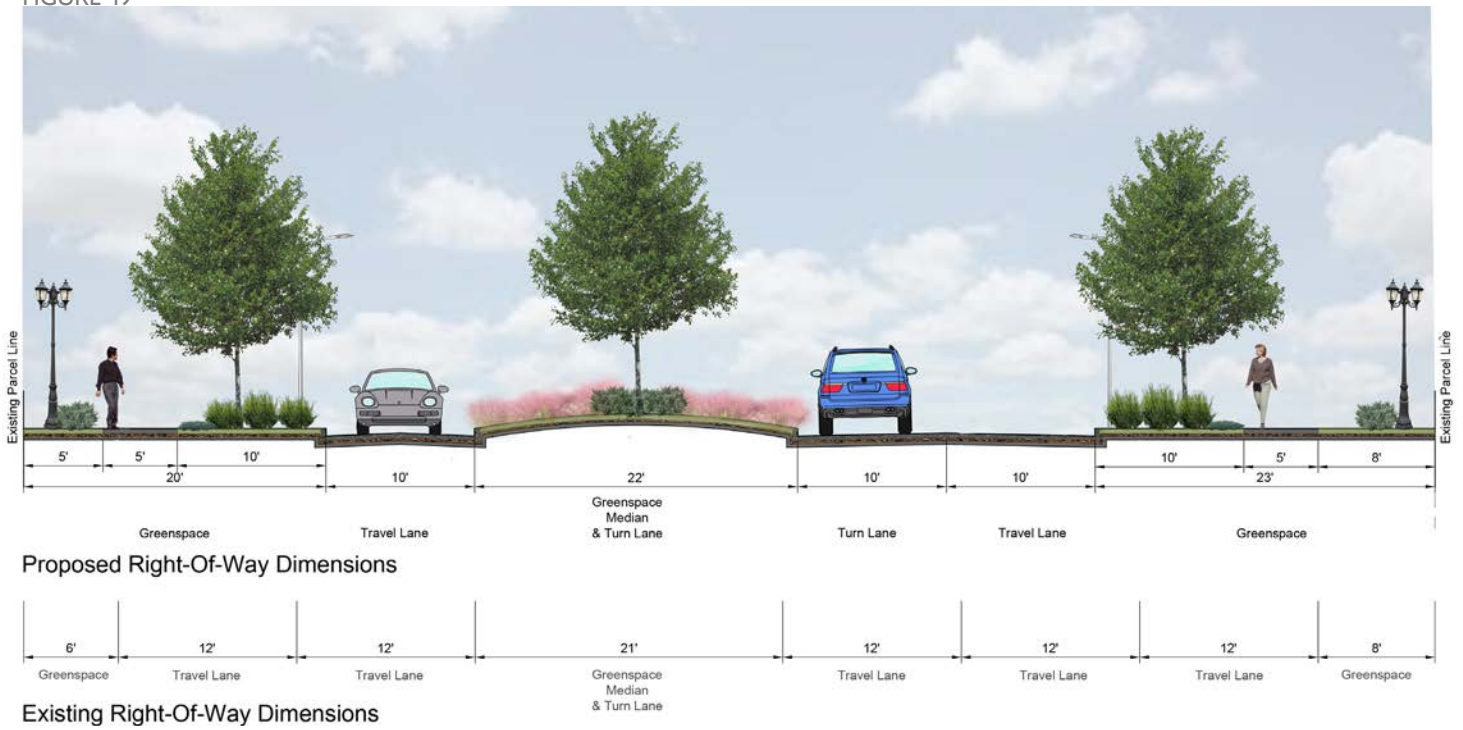
GWINNETT PLACE DR - ROAD DIET SECTION
FIGURE 47



GWINNETT PLACE DR - ROAD DIET PERSPECTIVE
FIGURE 48



MALL BLVD - ROAD DIET SECTION
FIGURE 49



MALL BLVD - ROAD DIET PERSPECTIVE
FIGURE 50



CIRCULAR ROADWAY ENLARGEMENT
FIGURE 51



PUBLIC SPACE WITHIN CIRCULAR ROADWAY
FIGURE 52



PLAZA AT CIRCULAR ROADWAY PERIMETER
FIGURE 53



TRANSIT CENTER
FIGURE 54



REDEVELOPMENT

DETENTION POND ENLARGEMENT
FIGURE 55



DETENTION POND PERSPECTIVE
FIGURE 56



GRAND PROMENADE- PARK SETTING
FIGURE 57



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Work Program & Action Plan

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The Multi-Modal Green Corridor Master Plan develops the infrastructure framework that achieves the Gwinnett LCI 2012 vision and redevelopment goals; specifically it: invites mixed-use investors, creates greater connectivity between commercial centers and public green space, and offers multi-modal options in the short and long-term with high quality design that celebrates the world cultures that comprise the greater Gwinnett area.

The Master Plan priorities and action items are described below. Following the narrative, and Implementation Matrix organizes all the projects by type and an Identification Number (ID). Finally the Transportation & Implementation Diagram maps the location of the projects by ID.

Master Plan Framework and Priorities

Five infrastructure projects frame the overall Master Plan, and four can become realities within the short-term: Road and pedestrian improvements including the Grand Promenade, the iconic bicycle and pedestrian bridge across Satellite, the regional stormwater detention pond, and the Transit Center improvements. Each of the five projects will be further described in the overall action plan, but they must work together – as the four cornerstones and “spine” that work in tandem to incentivize new development and create a unique sense of place.

Grand Promenade. To be successful, timing of each project must be coordinated, and the emphasis needs to focus on the way the Grand Promenade connects the various catalyst projects and private properties which can benefit from frontage along the Grand Promenade. This may be the most complex effort of bringing the Master Plan into reality.

Transit Center. The major improvement proposed to either the existing Transit Center or a new site within the immediate area requires coordination across several entities. Mechanisms exist to pursue federal dollars to help fund the proposed improvements, but these approaches come with trade-offs. Improving the existing Transit Center will require negotiations with the new property owner to lease the current site to the County. County investment of facilities associated with the transit site (e.g. restrooms, food, improved shelter incorporated within a plaza or larger green space) connected to the Grand Promenade can trigger market and visual interest to the area.

The improvements will allow flexibility to convert into easy ingress-egress for potential future transit such as Bus-Rapid-Transit (BRT), in the long run. Considered for this element will be the costing of structured parking, to accommodate both limited park-n-ride and public parking, should the larger greenspace become activated with programming.

Parking. Structured parking becomes more and more important for infill areas, as densities increase and taller building heights become permitted. The parking deck locations proposed in the Master Plan only included sites that the County and/or GP CID may control with potential certainty – namely where the location of transit will likely remain and improve or where new transit location may be appropriate (at the Satellite Boulevard intersection with Pleasant Hill). The project stakeholders indicated the importance of flexibility; therefore even if the County agrees to fund or partially fund parking via a public-private agreement, the location will depend upon new development, as responding to a RFP for TAD funding.

The five catalyst projects both address technical infrastructure problems while essentially constituting an investment package to stimulate redevelopment and improve mobility and connectivity in the region. Specific action items and their associated project ID number follow below (see the Implementation Matrix for the project ID and funding; see the Transportation Diagram for time frame and locations).

Action Items and Projects

Strategy: Create a Walkable & Bike-friendly Environment

Short -Term Steps (1-5 years):

- Complete the streetscape improvements started by the GP CID along Satellite Boulevard and Pleasant Hill Road (T10 & T11).
- Conduct Road Diets on Mall Boulevard and Gwinnett Place Drive (T5 & T6). These roads have excess capacity and will be re-designed to narrow vehicular lanes, add sidewalks, landscaping, lighting and where appropriate, bicycle lanes. Example typical sections shown here (Figure 45,47). Gwinnett DOT would need to design the improvement and let the construction.
- Install bicycle lanes as depicted by the bicycle network on the Transportation Diagram (T8 & T9).
- Conduct scoping, design and construction of bicycle and pedestrian bridge connecting to McDaniel Farm Park and across Satellite Boulevard (T1a-c). Multi-use path alignment to be studied for locations:
 - From new bridge to a new, non-vehicular entrance to McDaniel Farm Park
 - From new to transit site to the south and to mall entrance to the north
 - To intersection with Grand Promenade alignment
- Create a second new, non-vehicular entrance to McDaniel Farm Park and construct multi-use path to connect to existing Commerce Avenue sidewalk. Enhance Commerce Avenue with streetscape. Provide wayfinding signage for route and access (T2).
- Create Grand Promenade design standards and typicals to be added to the Unified Development Ordinance development standards for projects within the study area.
 - Prepare landscape palettes for series of multicultural gardens.
 - Introduce multicultural gardens and elements as part of as part of efforts to welcome diversity (such as the Partnership Gwinnett Diversity Task Force, for example; there may be others).
 - Meet with property owners along potential alignment of Promenade to identify willing right-of-way options and potential commitments.
- Initiate wayfinding program: prepare branding; prepare design standards, location plan and cost estimates to identify: transit location, Grand Promenade route, key commercial destinations, bridge and Commerce Avenue route to McDaniel Farms Park.
- Grand Promenade alignment, design and construction with Gwinnett DOT (T3a & b). Prepare programming with Gwinnett Parks & Recreation.

Long-Term Steps (>5 years):

- Extend McDaniel Farm Park to Satellite Boulevard (P1).
 - Meet with willing property owners regarding potential right-of-way or easement.
 - Based on results of property owner negotiations, master plan the extension so that McDaniel Farm Park has full “presence” and entrance on Satellite Boulevard, with parking on the mall side and only handicapped or reserved parking on the McDaniel Farm side.
 - Coordinate with potential public, structured parking (PD1).

Strategy: Redevelopment and Transit Service Improvements

Short-Term Steps

- Regional Detention Pond improvement and developer off-set.
 - Water Resources Department to conduct (or commission) hydrology study to determine potential added capacity under various modeling assumptions (of expansion). Prepare long range planning of potential further expansion along with amount of capacity such addition would provide (RD1a).
 - Quantify additional capacity in terms of square feet of impervious (RD1a).
 - Establish criteria for new development in the defined area to benefit (or obtain credit) from the new, added stormwater capacity.
 - Planning & Development will work with property owners in the area to help take advantage of the increased stormwater capacity.
 - Meet with Georgia Power to show impact of conceptual expansions and begin approval process.
 - Prepare master plan to include planting, multi-use path along perimeter and maintenance requirements.
 - Finalize Georgia Power approvals with owner of site property and County regarding maintenance responsibilities.
 - Design and construction of improved pond, plantings and amenities (RD1b).
- Transit Center improvements (TC1): The current lease expires in two years, with potential to extend for another five years. Add design to the site to make it an international “face” of modern transportation.
 - County to determine cost-benefit analysis of timing to purchase site for the Transit Center given years of service. Consider three locations – existing (see below item for action), elsewhere nearer to intersection with Pleasant Hill or, alternatively on Mall site.
 - Gwinnett Place CID and Gwinnett County transit to work with current property owner(s) to determine willingness and interest of continued location with additional public space improvements constructed by County.
 - Prepare master plan for site with property owner to include: improved location, restroom facilities, café or other service provision, landscaped and shaded plaza area for transit riders waiting for transfer bus, bicycle racks and potentially lockers.
 - Add electronic kiosks to announce arrival times and map routes and connections “up and down stream” (toward Atlanta and toward Lawrenceville). Provide in 5- 6 languages. Provide ticket purchasing machines and other ways to make user-friendly.
 - Coordinate dedicated, protected walk-ways to mall-site improvements (planned for Satellite Boulevard entrance), potentially with a spur from the Grand Promenade.
- Secure entitlements via sub-area rezoning. The **ACTivate** Gwinnett Master Plan recommends a government-initiated rezoning to the MU-R district for all the (willing) properties within the boundary shown in the Concept Master Plan.
 - A new item for work session with Board of Commissioners should review the extensive planning for the area and potential boundary area for a government-initiated rezoning to determine Commissioners support. The rezoning would need a special resolution to condition the parcels to: (a) site plans prior to building permits that meet the UDO requirements of the district (b) provide allowances for improvements on existing single-use structures until a mixed-use project can assemble properties.
 - Property owners should be contacted to secure agreement with this proposal so that Commissioners have confidence that this meets constituent needs. A boundary map should be prepared to identify those properties subject to the rezoning.
 - The resolution approving the rezoning should address intent that new development will incorporate the intent of the **ACTivate** Gwinnett Place Master Plan, including potential transit amenities, plazas, the Grand Promenade and other joint, public infrastructure improvement projects.

Long-Term Steps

- New regional park space (P2).
 - Whether in association with the proposed intersection improvement at Satellite Boulevard or in another location with a willing co-investor such as at the mall site or an assembly of parcels through private sector responses to a TAD RFP, the area needs a substantial, transformative and highly visibly located green, urban gathering space in the 5-acre range or greater in size.
 - As demonstrated throughout the project in multiple presentations, dozens of local governments have experienced millions of dollars in new development for their investment of activating dying commercial areas into community space. The return-on-investment (ROI) case has been made repeatedly, including a small town that invested \$20 million dollars and has seen over five times that value in new development investment.
 - The Master Plan proposes to locate new public space in the most visible location possible: at the center of Satellite Boulevard and Pleasant Hill Road. This maximizes the return of investing in right-of-way and maximizes the visual impact that can truly turn around the experience of the area.
 - The steps required involve first addressing the traffic demand (see below intersection improvement in the Connectivity and Mobility section). If the proposed design moves forward, the interior would need master planning and equally or more importantly, programming. As an urban space, this will involve a more active approach to events and programming.
 - Programming elements envisioned range from intimate music venue, small field activities, passive park space, hard-scape and strategic shading, mixed with cafes and other micro-scale retail opportunities (food truck or outdoor markets).
- Public structured parking has been identified both in association with the Transit Center site and an additional site near the intersection of Pleasant Hill Road to be determined with new private investors (PD1,PD2). These projects depends upon a myriad of variables, thus an estimated cost has not been determined, although many use the rule-of-thumb as \$10,000 per parking space to calculate a rough estimate. Again, this particular project assumes TAD funding to offset what developer might propose in new development.
- Depending on the results of capacity added through the enlargement of the existing Regional Detention Pond, a long range project needs to consider the expansion even further of this pond potentially on to other sites. The underutilized property (paved for parking) adjacent to the north could provide initial expansion. Depending on redevelopment and the status of properties directly to the west of the existing pond, additional study regarding the trade-offs for additional capacity versus the cost of property acquisition will help determine whether to pursue long-run expansion of the regional pond. The project is labeled as RD-2 in the Implementation Matrix, although it is not included in the Concept drawing.

Strategy: Greater Connectivity and Mobility

In addition to the new bicycle and pedestrian network described above, connectivity and mobility will be improved through the following actions and projects.

Short-Term Steps:

- Convert alley/interior drive between Market Street to Gwinnett Place Drive into a street with pedestrian way and landscaping (T4). Creates potential alternative entrance way for the site, including patio and outdoor seating, with landscape buffering from roadway.
- Require gridded, shorter blocks for new development with specifications for block length included in the UDO.
- A feasibility and scoping study needs to identify the best, effective improvement to prepare

for the Satellite Boulevard and Pleasant Hill Road intersection improvements. Traffic issues definitely concern new investors and a plan to avoid intersection failure will help attract interest in future investment. The study needs to specify right-of-way impact and model the potential alternative treatments under various assumptions of increased trip volume.

Long-Term Steps:

- Public structured parking (PD1). This project, like the Grand Promenade, depends upon willing owners for location, but the intent is to locate first parking deck next to transit, and ideally near pedestrian access to McDaniel Farm Park. Should the County pursue BRT, this parking will afford a true park-n-ride facility.
- Satellite Boulevard and Pleasant Hill intersection improvement. The rate of new development will determine the trigger for this project (T7b).

The benefits of the proposed improvement as a signalized, circular roadway include:

- Minimal traffic during construction. Because the recommended design essentially creates new “legs” in between the existing roadways, traffic can continue without the kind of disruption other treatments would impose.
- The design is much simpler and likely less costly since, again, the construction does not widen existing lanes and require several turning radii, rather just added curved “legs” between each existing roadway.
- Most important and germane to making this area more walkable, pedestrian friendly and beautiful, the proposed solution offers pedestrians a radically shorter distance to cross at any given movement. Currently they must cross between 6 and 8 lanes and any alternative would expand that distance, creating even greater barriers for connectivity between the north and south side of Pleasant Hill.
- Other traditional solutions like adding turn lanes create barriers not just to pedestrians, but also in creating a visual chasm, as the current configuration proves – a conventional treatment here that would focus on added lanes or fly-overs would only expand the sense of a divided highway with intimidating obstacles to overcome.
- Conversely a circular roadway integrates all sides, and further creates new development opportunities to link the area.
- Instead of right-of-way purchased solely for additional lanes and run-off drainage, the proposed design stretches tax-dollars to achieve both better mobility and livability with a transformative open space, with visual interest instead of visual assault/offense. One option enriches the experience of the location, the other degrades the experience.

While the feasibility study will be conducted in the short term, the long term effort will involve (T7b):

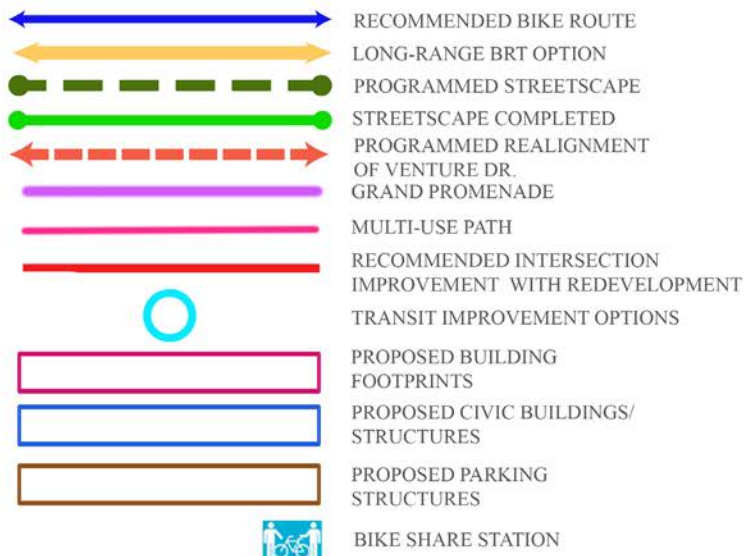
- Determining actual impacts of alternatives.
- Commitment for the design, right-of-way, engineering and construction which can be as short as three years.

TRANSPORTATION & IMPLEMENTATION DIAGRAM

Figure 56



LEGEND TRANSPORTATION FRAMEWORK DIAGRAM



IMPLEMENTATION & ACTION PLAN

ID	DESCRIPTION
T1	A Bike and pedestrian bridge feasibility study B Multi-use trail to McDaniel Farm Park C Iconic 20' wide bicycle and pedestrian bridge with architectural features and art work
T2	Commerce Ave. wayfinding signage and enhanced pedestrian way from Satellite Place Office to new park connection.
T3	A Grand Promenade/ linear park with multi-cultural gardens from Old Norcross Road to Market Street. B Grand Promenade/ linear park southeast-bound along south side of Market Street south to Venture Pkwy.
T4	Alley/ interior drive conversion to street with sidewalk parallel to Market Street.
T5	Road diet for Mall Blvd. Narrow drive lanes and add sidewalk with landscape strip.
T6	Road diet for Gwinnett Place Drive. Narrow drive lanes, convert lanes to bicycle lanes, and add sidewalk
T7	A Circular roadway scoping and feasibility study B New circular roadway at Pleasant Hill and Satellite Blvd intersection. Possible location of new Transit Center
T8	Bicycle lanes along Old Norcross Rd. starting at Satellite Blvd. to Ring Rd., continuing along Ring Rd. to Gwinnett Place Dr. and connecting with T9 project.
T9	Bicycle lanes along Merchants Way from Satellite Blvd. to Ring Rd.
T10	Satellite Blvd. streetscape (Steve Reynolds to Pleasant Hill Rd, Transit Center to Tandy Key Ln on the north side. Tandy Key Ln. to Old Norcross.
T11	Complete Pleasant Hill Rd. streetscape (Satellite Blvd to Old Norcross)
TC1	Short-term option to improve Transit Center
PD1	Parking deck to support redevelopment of current Transit Center site and provide for future public transit.
PD2	Parking deck associated with future development
RD1	Stormwater regional detention study. Increase capacity of existing pond. Create park amenity.
P1	Extension of McDaniel Farm Park to Satellite Blvd. Approximately 4.5 Acres
P2	Global Gwinnett Place. Interior programmed public space, park, and transit station.

IMPLEMENTATION MATRIX

Table I.0

PRIORITY (1-5)	ID	ACTivate Gwinnett Place Implementation Item Description	Type of Improvement	(Engineering) Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
SHORT-TERM (1-5 YRS)														
REGIONAL DETENTION POND														
1	RD1a	Survey existing regional detention pond capacity and model expansion feasibility	Stormwater-regional detention study	2015	\$13,000	NA	NA	NA	NA	\$13,000	Gw P & D/ GP CID		General Fund/ GP CID	
1	b	Expand existing regional detention pond capacity, incorporating multi-use path around periphery and designing habitat/landscape aesthetic toward Ring Road	Stormwater - regional detention facility; recreational greenway	2016	\$276,000	NA	\$1,500,000	2017	Detention: \$1,350,000 Park: \$2,100,000	\$5,230,000	DWR		SPLOST	
Project Total													\$5,243,000	
ROAD / PEDESTRIAN IMPROVEMENTS														
2	T2	Commerce Ave: Wayfinding signage and enhanced pedestrian way from Satellite Place Office to a new park access point and new internal trail in MDF-Park to new access.	New trail to 2nd new MDF-Park entrance	2016	\$80,000	NA	NA	2020	\$670,000	\$750,000	Gw DOT/Parks & Rec	-	SPLOST, GP CID, TAD	
2	T5	Mall Blvd to Ring Rd from Pleasant Hill, road diet : narrow drive-lanes, sidewalk w/ landscape strip; possible on street parking	Street, intersection and bike/ped improvement	2016	\$35,000	-	-	tbd	\$355,000	\$390,000	Gw DOT		SPLOST, GP CID	
2	T6	Gwinnett Place Dr. road-diet : narrow drive lanes, convert lanes to bicycle lanes and sidewalk from Pleasant Hill Rd. to Ring Rd.	Street, intersection and bike/ped improvement	2016	\$35,000	-	-	tbd	\$369,000	\$404,000	Gw DOT		SPLOST, GP CID	
2	T10	Satellite Blvd streetscape (Steve Reynolds to Pleasant Hill Rd; Transit Center to Tandy Key Ln, north side; Tandy Key Ln to Old Norcross)	Streetscape	2016	\$181,350	-	-	\$2,017	\$1,800,000	\$1,990,000	GP CID	GP CID		
2	T4	Alley/interior drive conversion to street with sidewalk from Gwinnett Place Dr to Satellite Blvd	New street from existing drive-aisle & alley way	2017	\$30,000	tbd	\$60,000	tbd	\$320,000	\$410,000	Gw DOT		SPLOST/ TAD	
2	T11	Complete Pleasant Hill Rd streetscape (Satellite Blvd to Old Norcross)	Streetscape & Lighting	2017	\$98,979	-	-	2017	\$989,795	\$1,090,000	GP CID	GP CID		
2	T8	Bicycle lanes along Old Norcross Rd starting @ Satellite Blvd. to Ring Rd, continuing southwest-bound along Ring Rd to Gwinnett Place Dr and connecting with T9 project	Bicycle lanes	2018	\$15,000	tbd	\$60,000	tbd	\$89,800	\$170,000	Gw DOT	LCI	SPLOST/ TAD/ GPCID	85000
2	T9	Bicycle lanes along Merchants Way from Satellite Blvd. to Ring Rd	Bicycle Lanes	2018	\$10,000	tbd	\$24,000	tbd	\$29,500	\$64,000	Gw DOT	LCI	SPLOST/ TAD/ GPCID	\$32,000
2	T3a	Grand Promenade - Trail Head @ new path (T1b) from Old Norcross Rd NW to Market St (with future extension through Satellite Circle)	Multi-use path/linear park; multi-cultural gardens, specialized lighting in dedicated sections, hardscape; width varies 25 to 100 feet	2020	\$300,000	2017	\$720,000	2020	\$3,900,000	\$4,920,000	Gw DOT/Parks & Rec	LCI	SPLOST, GPCID, TAD	
2	b	Grand Promenade - southeast bound leg along south side of Market St, south to Venture Pkwy (connect to new trail in project RD1)	Same as above	2020	\$160,000	tbd	\$48,000	tbd	\$2,000,000	\$2,210,000	Gw DOT/ GPCID	LCI	SPLOST, GPCID, TAD	
Project Total													\$12,398,000	

IMPLEMENTATION MATRIX

Table I.0

PRIORITY (1-5)	ID	ACTivate Gwinnett Place Implementation Item Description	Type of Improvement	(Engineering) Year	Engineering Costs	ROW Year	ROW Costs	Construction Fiscal Year	Construction Costs	Total Project Costs	Responsible Party	Funding Source	Local Source	Match Amount
SATELLITE BOULEVARD BIKE/PEDESTRIAN BRIDGE														
3	T1a	Feasibility study for bike & ped bridge x Satellite Blvd, connecting to new MDF-Park* multi-use trail (T1b below)	Scoping & Feasibility Study	2015	N/A	NA	NA	NA	NA	\$60,000	GPCID	LCI	GPCID	\$12,000
3	b	New multi-use trail to MDF-Park from new bridge; new entrance & extension of existing interior trail	Multi-Use Trail; New non-auto access to MDF-Park	2016	\$110,000		\$600,000	2017	\$750,000	\$1,460,000	Parks & Rec	LCI	SPLOST	
3	c	Iconic, low slope, ramp and bike & ped bridge x Satellite Blvd connecting to new MDF-Park trail; plazas at each end	Bicycle & Pedestrian, 20 ft wide Bridge w/ architectural features & art work	2016	\$600,000	2016	\$600,000	2017	\$7,500,000	\$8,700,000	Gw DOT/Parks & Rec	-	TAD/ SPLOST/ GPCID	
Project Total														\$10,220,000
TRANSIT CENTER IMPROVEMENTS														
4	TC 1	Improvements to existing Transit Center off Satellite Blvd.	Transit Center Improvements	2016	\$89,000	TBD	\$150,000	2017	\$651,000	\$890,000			SPLOST/ TAD/ GP CID	
Project Total														\$890,000
PLEASANT HILL ROAD AND SATELLITE BOULEVARD INTERSECTION IMPROVEMENT														
5	T7a	"Intersection Improvement Project": Feasibility Study for new signalized, circular roadway @ Pleasant Hill & Satellite Blvd with associated signalization, lane and pedestrian improvements	Scoping & Feasibility Study	2015	NA	NA	-	NA	NA	\$110,000	GP CID	LCI	GP CID	\$22,000
Project Total														\$110,000
LONG-TERM (>5 YRS)														
REGIONAL DETENTION POND														
1	RD2	Expand regional detention pond footprint toward (north or south); expand multi-use path and active use park space on these parcels	Stormwater - regional detention facility; recreational greenway	2025	\$192,000	tbd	\$3,200,000	2025	Detention: \$900,000 Park: \$1,500,000	\$5,800,000	DWR/ Gw Parks & Rec		SPLOST/ TAD	
Project Total														\$5,800,000
SATELLITE BOULEVARD BIKE/PEDESTRIAN BRIDGE														
3	P1	Extension of MDF-Park to Satellite Blvd; trail spur	Park Expansion ~ 4.5 acres	2030	\$126,000	tbd	\$3,000,000	2035	\$800,000	\$3,930,000	Gw Parks & Rec		SPLOST/ GP CID	
Project Total														\$3,930,000
TRANSIT CENTER IMPROVEMENTS														
4	PD1	Parking Deck (PD) to support redevelopment of current transit site and provide for future public transit (BRT or streetcar) park-n-ride options	Parking Deck	2030	tbd	tbd	tbd	tbd	tbd	tbd	Dev Authority?	PPP/ tbd	TAD	
Project Total														\$0
PLEASANT HILL ROAD AND SATELLITE BOULEVARD INTERSECTION IMPROVEMENT														
5	P2	"Global Gwinnett Place" - interior to Satellite Circle (T7): transit, park, amphitheater, cultural programming, adult "playground"	Potential new Transit Center, regional park, amphitheater, cafes	2020	\$800,000	2018	\$9,000,000- \$11,500,000	2020	\$10,000,000	\$22,300,000	Parks & Rec		SPLOST	
5	T7b	"Intersection Improvement Project": new circular roadway (see above) and bus transfer site, with capacity to provide BRT if pursued; see P2 below	Intersection improvements; pedestrian safety; transit station	2025	\$878,455	2018	\$9,000,000- \$11,500,000	tbd	\$10,000,000- \$12,000,000	\$20,000,000- \$24,000,000	Gw DOT/ GP CID/ GDOT	LCI/ GDOT (TE)	SPLOST/ TAD/ GPCID	tbd
5	PD2	Parking Deck associated with future redevelopment as part of PPP structure through TAD (e.g. potentially @ Satellite Circle)	Parking Deck	2030	tbd	tbd	tbd	tbd	tbd	tbd	Dev Authority?	PPP/ tbd	TAD	
Project Total														\$46,680,000

Notes: * MDF-Park = McDaniel Farm Park

1. All costs are in 2014 dollars. Determination of actual ROW needs occur after design is complete and may impact projected cost estimates. Costs provided are based on other similar projects. 2. Projects dependent on how property acquisition proceeds as willing sellers are discovered.

IMPLEMENTATION MATRIX- TOTALS

Table 2.0

PROJECT TOTALS

1. REGIONAL DETENTION POND		
	Short-Term	\$5,243,000
	Long-Term	\$5,800,000
	Project Total	\$11,043,000
2. ROAD/PEDESTRIAN IMPROVEMENTS		
	Short-Term	\$12,398,000
	Long-Term	\$0
	Project Total	\$12,398,000
3. SATELLITE BOULEVARD BIKE/PEDESTRIAN BRIDGE		
	Short-Term	\$10,220,000
	Long-Term	\$3,930,000
	Project Total	\$14,150,000
4. TRANSIT CENTER IMPROVEMENTS		
	Short-Term	\$890,000
	Long-Term	\$0
	Project Total	\$890,000
5. PLEASANT HILL ROAD AND SATELLITE BOULEVARD INTERSECTION IMPROVEMENT		
	Short-Term	\$110,000
	Long-Term	\$46,680,000
	Project Total	\$46,790,000
	Short-Term Total	\$28,861,000
	Long-Term Total	\$56,410,000
	Grand Total	\$85,271,000

Notes: Some items do not have a project price for either short term, long term, or both because it cannot be determined at this time.

