



**GATEWAY85**  
GWINNETT

# Jimmy Carter Boulevard LCI 10 Year Update

in association with  
Gateway85 CID  
and  
Atlanta Regional Commission

May 2018

GLOBAL  
MALL

CARTER OAK  
PLAZA

KROGER

ROCKBRIDGE  
ELEMENTARY  
SCHOOL

WALMART

**SIZEMORE GROUP**

in association with

STANTEC, WELOVEBUHI, AND BLEAKLY ADVISORY GROUP





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Introduction

## I.0 Introduction

The Jimmy Carter Boulevard Livable Centers Initiative (LCI) Plan is a planning study led by the Gateway85 Community Improvement District (CID) and sponsored by the Atlanta Regional Commission (ARC). Gateway85 Gwinnett CID was the recipient of a 2017 ARC Livable Centers Initiative study grant to complete this process. This study is a ten year update to the 2007 Jimmy Carter Boulevard Corridor Study LCI, which was updated in October 2012. The study area for this initiative differs from previous plans by including parcels south of Singleton Road and Jimmy Carter Boulevard Intersection all the way to Britt and Williams Road.

### I.1 Location and Context

The Jimmy Carter Boulevard LCI study area functions as an important gateway into Gwinnett County. The Jimmy Carter exit is the first opportunity for travelers heading north on I-85 to be welcomed into Gwinnett. The study area is located near the western edge of Gwinnett County, approximately 3 miles east of I-285. The City of Norcross flanks the western boundary, with a portion of city limits within the study area. The City of Peachtree Corners borders the study area to the north. Refer to figure I.1a.

The study area follows Jimmy Carter Boulevard from Buford Highway in the north to Britt and Williams Road to the south, a 3.9 mile section of the corridor, and encompasses approximately 2,500 acres. The I-85 and Jimmy Carter Boulevard interchange, a Diverging Diamond Interchange (DDI), the second of its kind in Gwinnett County, is situated at the center of the study area. Brook Hollow Parkway and Oakbrook Parkway run parallel to I-85 and intersect Jimmy Carter Boulevard north and south of the DDI. Other major roadways in the area are Singleton Road and Rockbridge Road, both providing east-west access.

This 3.9 mile section of Jimmy Carter Boulevard connects shopping destinations, large businesses and warehouses, a public park, and an elementary school located along the corridor. Refer to figure I.1b.

This area is home to several international shopping destinations, including Carter Oak Plaza, Global Mall, and Carter Rockbridge Plaza Shopping Center. These shopping and dining centers make Jimmy Carter Boulevard an international destination. Retailers and restaurants represent dozens of ethnicities and cultures. Visitors of all backgrounds come to this area to access and experience

### Vision

*This study seeks to preserve and enhance the multi-cultural identity of this gateway corridor while providing more accessibility, walkability, and transit options to create a clean and safe environment for the residents, visitors and businesses in the area.*

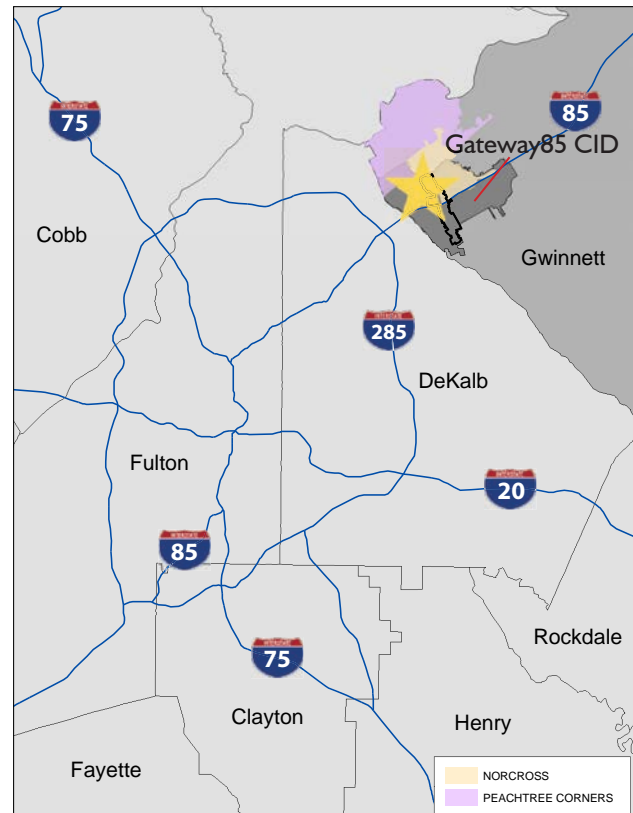


Figure I.1a: Study Area Context Map



# Study Area Map



Figure 1.1b: Study Area Map

ethnic groceries, restaurants, and retailers not found elsewhere in the Atlanta region. Carter Oak Plaza and Global Mall have become home to several annual ethnic festivals, including Global Mela, Mid-Autumn Festival and the Korean Festival. The parking lots of these shopping centers are transformed into cultural celebrations, full of bright colors, music, food, and attract and entertain hundreds, if not thousands, of visitors.

The northern end of the corridor is home to industrial and warehouse oriented uses, including OFS Fitel campus and Eagle Rock Studios, both large employers in the study area. The OFS site has been the topic of redevelopment conversations over the years, as production dipped in the early 2000s and several redevelopment opportunities have been discussed and explored. Fiber optics production has increased on this site in recent years. However, there is still potential for redevelopment on underutilized portions of the site.

### Corridor Issues

The overarching issue on Jimmy Carter Boulevard is that the corridor was designed and developed for the automobile. The roadway itself is 7-8 lanes wide and serves as an important regional connector. North of I-85 the corridor is a state route (SR 140). While the Gateway85 CID has done a commendable job of installing sidewalks along portions of Jimmy Carter Boulevard, many of these are situated directly adjacent to the travel lanes with no buffer and are very narrow (six feet wide) - creating a less comfortable pedestrian atmosphere.

The majority of the development along this corridor was built in the mid-70s to mid-80s. This included several large strip shopping centers. Typical to this type of development, large parking lots front the street with buildings set back from the roadway, prioritizing the automobile over the pedestrian. Each shopping center sits isolated with its own parking and access driveways, further emphasizing the need to drive to each destination, even when they are within walking distance of each other.

Additionally, while this corridor is home to numerous ethnic restaurants, shops and festivals, there is little evidence of this vibrant and diverse cultural environment as one drives through the area. Once inside storefronts the visitor experiences these cultural assets, but from the outside, the visual experience is one of generic strip shopping centers.

### Corridor Opportunities

The corridor's strip center development patterns, while a challenging issue, provide for incredible opportunity. Large parking lots fronting Jimmy Carter Boulevard allow for significant infill development opportunities. The major shopping centers have low vacancies and draw large, culturally diverse crowds, looking for ethnic grocers, restaurants, and retail shops. The annual cultural festivals draw thousands of people to this corridor throughout the year and provide a sense of community and place unique in the Atlanta Region.

While the future of the OFS site is unclear, partial redevelopment is possible. This large site, sits at the I-85 interchange, providing excellent regional access and visibility. If high-density, mixed use development is incorporated, this site has the potential to be transformative with the potential to help stimulate and change the character and aesthetic of this strategically situated portion of the corridor.

This report aims to build from these challenges and opportunities to create a Jimmy Carter Boulevard that speaks to the international culture that makes it so unique. By utilizing a thorough community engagement process and conducting an extensive existing conditions analysis, proposals, project and recommendations are identified that will improve the overall functionality, aesthetic and walkability of the corridor. Key redevelopment sites are identified and infill options are provided; connectivity for all modes of transportation is explored; and specific placemaking strategies are recommended to showcase the corridor's many and varied cultural assets.



# Corridor Issues and Opportunities



Global Mall is a unique destination, set back from Jimmy Carter Boulevard with the parking lot fronting the street



Carter Oak Plaza is a very active destination, set back from Jimmy Carter Boulevard with the parking lot fronting the street



Global Mela Festival, which occurs annually at Global Mall



Mid-Autumn Festival, which has been held at Carter Oak Plaza



Global Mela Festival, which occurs annually at Global Mall



Mid-Autumn Festival, which has been held at Carter Oak Plaza



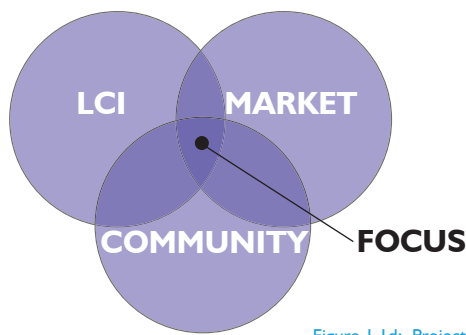


Figure 1.1d: Project Goals

## 1.2 The Process

Three main requirements were utilized in determining the goals for this process. These requirements include:

- The LCI Program Goals
- The Community Vision
- The Market Study Results

Where the goals of the LCI Program, the Market, and the Community Vision overlapped, they provided a focus and direction for the master plan development (refer to Figure 1.1d). Recommendations within this report focus on implementable actions to be achieved in the next 5-10 years, working towards a 25 year vision.

### LCI PROGRAM GOALS

The Livable Centers Initiative Program provides planning grants for local government and non-profits to achieve the following goals:

- To encourage mixed-income live, work, play, and shop activity centers.
- To create connected communities with multi-modal access for all users including, but not limited to, transit, roadways, walking, and biking.
- To include public outreach involving all stakeholders.

LCI recommendations are eligible for competitive transportation funding grants through the ARC once an LCI plan has been adopted by the jurisdiction. Transportation recommendations that best achieve the goals of this process were made by this plan.

### COMMUNITY VISION

An extensive community involvement program has been undertaken in an attempt to involve all stakeholders in the study process. Through this effort, an articulated and community supported vision for the study area has been identified, along with various issues, needs and aspirations to be addressed in the master plan. This involved stakeholder meetings, interviews, visioning sessions, design workshops, community surveys, and street intercept surveys.

This collaborative effort is an integral part of gaining consensus and support of the various stakeholders in the community. Below is a summary of project goals identified and refined through the community engagement process.

### COMMUNITY GOALS

1. Preserve and enhance the [Multi-Cultural Identity](#) of Jimmy Carter Boulevard (food and events) - Create an Experience.
2. [Improve aesthetics](#) along the Corridor - Landscaping and Signage.
3. Increase [Pedestrian/Bicycle Safety](#) - Street Lights, Crossings, Dedicated Lanes, Wayfinding, Bike-Pedestrian Sensitive Design.
4. Improve access to [Transit](#).
5. Create [Walkable Mixed Use Destinations](#).
6. Increase and enhance [Public Spaces](#) - Pocket Parks, Plazas.
7. Improve [Traffic Flow](#) - Alternatives: Walkable, Bikeable.
8. Improve Perception of [Safety](#).
9. Provide [Diverse Retail](#), Restaurants, Grocery, Coffee Shops, Options for all.

### MARKET FINDINGS SUMMARY

The existing LCI Market Area has 53.3 million SF of commercial real estate. 9 million SF, or 17% of the Market Area's commercial space inventory, is located within the LCI study area.

The LCI Market Area's apartment inventory includes 80 large apartment complexes with over 15,000 units, representing 28% of Gwinnett's apartments. Since the low point of the recession in 2010, apartment rents in both the Market Area and Gwinnett County have risen steadily while vacancy rates have declined.

Much of the building stock was developed in the 1970s and 1980s in a suburban, auto-oriented layout. Since that time, industrial and retail sectors have undergone vast changes, and inner Gwinnett County has transitioned from a suburban area to a largely urban area, without corresponding changes in the building stock or infrastructure. As a result, many of the area's industrial, office, retail, and residential properties are not competitive with other, newer areas of the metro area.

Currently, prevailing rents and property values are not sufficient to motivate the redevelopment, thus there has been a modest amount of new construction or redevelopment in the past ten years.

### **I.3 Previous Studies and Plans**

This study builds on previous plans and studies by reviewing their recommendations and incorporating those that are still viable and feasible into this final plan. Below is a list of relevant previous studies. Please note Gwinnett Village CID was rebranded to Gateway85 CID in 2017/2018.

#### **JIMMY CARTER BOULEVARD AT SINGLETON ROAD - CONCEPT PEDESTRIAN IMPROVEMENTS STUDY (SEPTEMBER 2005)**

This study was requested by the Gwinnett County Department of Transportation (DOT) to investigate and propose recommendations for safety improvements at the intersection of Jimmy Carter Boulevard and Singleton Road. The reason behind the study was the increase in number of pedestrian v. vehicular accidents at and near the intersection. The study documented the existing conditions in the area and proposed two alternatives. One recommended additional sidewalks, new crosswalks and pedestrian signals. The second alternative included the recommendations from the first and proposed an additional grade separated pedestrian bridge north of the intersection (over Jimmy Carter Boulevard). The memorandum provided project costs for each alternative.

#### **JIMMY CARTER BOULEVARD CORRIDOR LCI STUDY (FEBRUARY 2007)**

The Gwinnett Village CID, in partnership with Gwinnett County Board of Commissioners and the Atlanta Regional Commission, conducted this corridor study in 2007. The study concentrated on a 2.4 mile segment of Jimmy Carter Boulevard, including properties within a half mile on either side. The study developed a Community Consensus Framework Plan based on community input through the initial phases of the project. The Framework Plan included at the conceptual level, a 'Commercial/Residential Mixed Use Center at the Former OFS Site' and 'Commercial/Mixed Use Village at Oakbrook and Jimmy Carter'. The idea was to create two major centers of growth for the area and bring about development of the connecting corridor as a gateway. The study identified three main nodes in the area and suggested certain pedestrian and streetscape improvements. The study also recommended a number of intersection improvements along the corridor with priority on the intersection of Jimmy Carter and Singleton Road. This study was adopted by the Gwinnett County Commission in 2007.

#### **INDUSTRIAL AREA TRUCK STUDY FOR GWINNETT VILLAGE CID (AUGUST 2007)**

This study provided important recommendations regarding truck movement in the area. Recommendations include:

providing appropriate signage to divert truck traffic away from Jimmy Carter Boulevard to I-85 and I-285, distributing educational material, along with repaving and road widening in some areas. Button Gwinnett Road is proposed to be widened as an alternative to Jimmy Carter Boulevard.

#### **GWINNETT COUNTY 2030 UNIFIED PLAN (FEBRUARY 2009)**

The Unified Plan approved in 2009 is a combination of the Comprehensive Plan, the Consolidated Plan (CP) and the Comprehensive Transportation Plan (CTP). The overall Unified Plan looks at Gwinnett being an "International Gateway" for development. The report identifies the Jimmy Carter Boulevard area as a Regional Mixed Use Center. The Plan's short term work program, 2014-2019, lists several significant projects and initiatives, including updating Gwinnett County Open Space and Greenspace Master Plan, promoting the arts community, and prioritizing the transit system.

#### **GWINNETT COUNTY TAX ALLOCATION DISTRICT #1 - JIMMY CARTER BOULEVARD (AUGUST 2009)**

This study called for creation of the Tax Allocation District (TAD), presenting rationale justified by relevant data and employment trends. The study also proposes two projects (shopping and mixed-use developments) in areas around the Jimmy Carter Boulevard corridor in addition to the two put forth in the original LCI (2007).

#### **JIMMY CARTER BOULEVARD/BUFORD HIGHWAY REDEVELOPMENT PLAN (SEPTEMBER 2009)**

This redevelopment study looked at the two corridors and strategic intersections in the area to identify potential sites for redevelopment and the potential of an Overlay District. This plan governs densities in strategic areas and provides guidelines for future development. Existing conditions were analyzed identifying development opportunities on the current OFS Fitel site and the surrounding area. A redevelopment framework plan provided nodes and areas (activity centers and redevelopment corridors) with density preferences to better plan the future development.

#### **GWINNETT COUNTY URBAN REDEVELOPMENT PLAN FOR GWINNETT VILLAGE OPPORTUNITY ZONE (DECEMBER 2009)**

This study proposed a Redevelopment Plan for the Gwinnett Village area in support of creating an

# JIMMY CARTER BOULEVARD

LCI 10 Year Update

Opportunity Zone (OZ). The report justifies creating the Gwinnett Village OZ and furthers the two development proposals put forth in the original LCI (2007). The report delves deeper into the redevelopment areas and identifies parcels to be acquired, buildings to be demolished, etc. The report is consistent with the 2030 Unified Plan.

## **OFS REDEVELOPMENT GWINNETT VILLAGE CID (APRIL 2011)**

This document provides redevelopment scenarios for the 175 acre OFS Fitel site at the intersection of I-85 and Jimmy Carter Boulevard. The Gwinnett Village CID worked with Duany Plater-Zyberk and OFS representatives to develop a master plan. The plan considered the vast potential of the site in spurring dense development in the CID area. The plan proposed a mixed of uses, including office, retail, residential, an exposition space, green space and park provisions. This was accompanied by a preliminary code review and program calculations.

## **LCI 5 YEAR UPDATE - JIMMY CARTER CORRIDOR (OCTOBER 2012)**

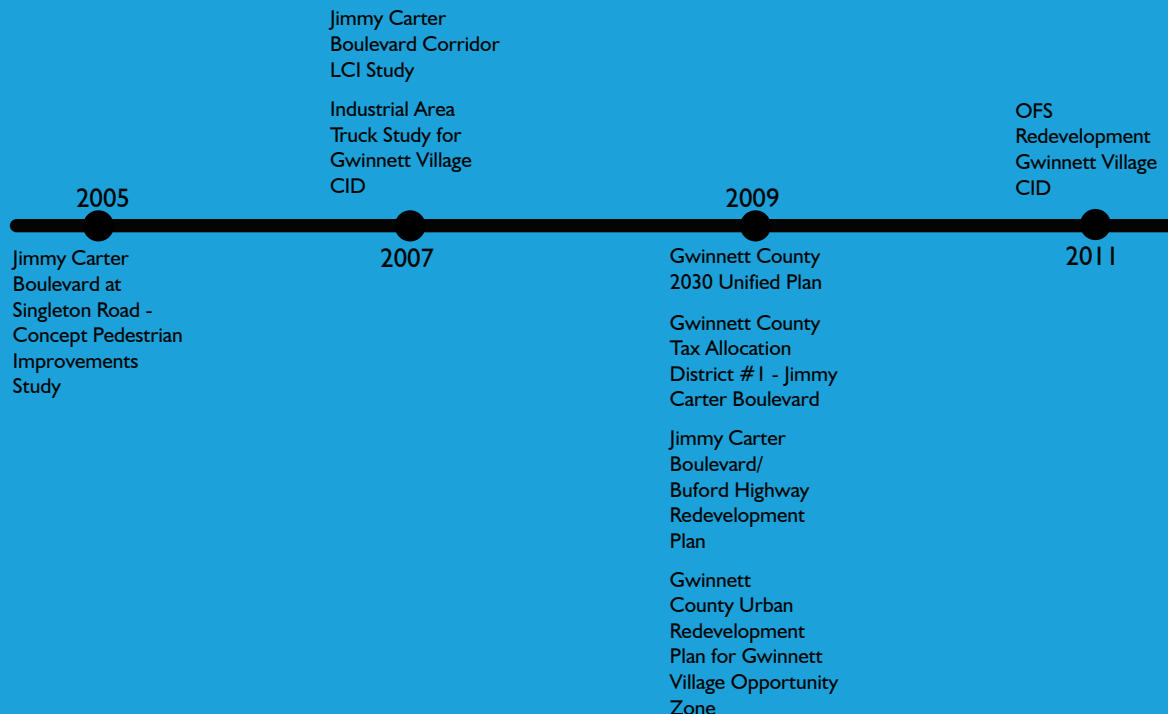
This document provided updates on implementation progress and strategies for the 2007 corridor study adopted by the Atlanta Regional Commission in 2007. Notable projects that have been completed included the Diverging Diamond Interchange at Jimmy Carter Boulevard and I-85.

## **INDIAN TRAIL/JIMMY CARTER PEDESTRIAN AND BIKE CONNECTIVITY: A BLUEPRINT FOR HEALTHY COMMUNITY CONNECTIONS (DECEMBER 2012)**

This plan analyzed the existing bike and pedestrian infrastructure in the area and provided connection recommendations. The area studied in this report includes both the original Jimmy Carter Boulevard and Indian Trail LCI area. The recommendations looked at several ways to provide safe facilities and better access for pedestrians and bikers. The 5-year action plan recommended road diets, sidewalk and intersection improvements along Jimmy Carter Boulevard especially at the intersection with Oakbrook Parkway, and intersections north of I-85. Mid-block pedestrian crossings, addition of crosswalks and ADA ramps were also recommended.

## **IMAGINE NORCROSS: PLANNING FOR IMMIGRANT INTEGRATION (2015)**

This report, which was jointly funded by the City of Norcross, Gwinnett Village CID, and the School of City and Regional Planning at Georgia Institute of Technology, looked at the immigrant population in the City of Norcross and the unincorporated portions of Gwinnett Village CID. The study documented information regarding home ownership, work patterns, economic activity, and connection opportunities. It provided recommendations that more accurately represented and served the needs of the rapidly increasing immigrant community in the area. The recommendations supported continuing infrastructure improvements on Jimmy Carter Boulevard and looking at possible MARTA connections.





## **THE GREAT EXCHANGE ON TRANSPORTATION A COMMUNITY CONVERSATION ON THE FUTURE OF TRANSPORTATION IN GWINNETT**

**(AUGUST 2015)**

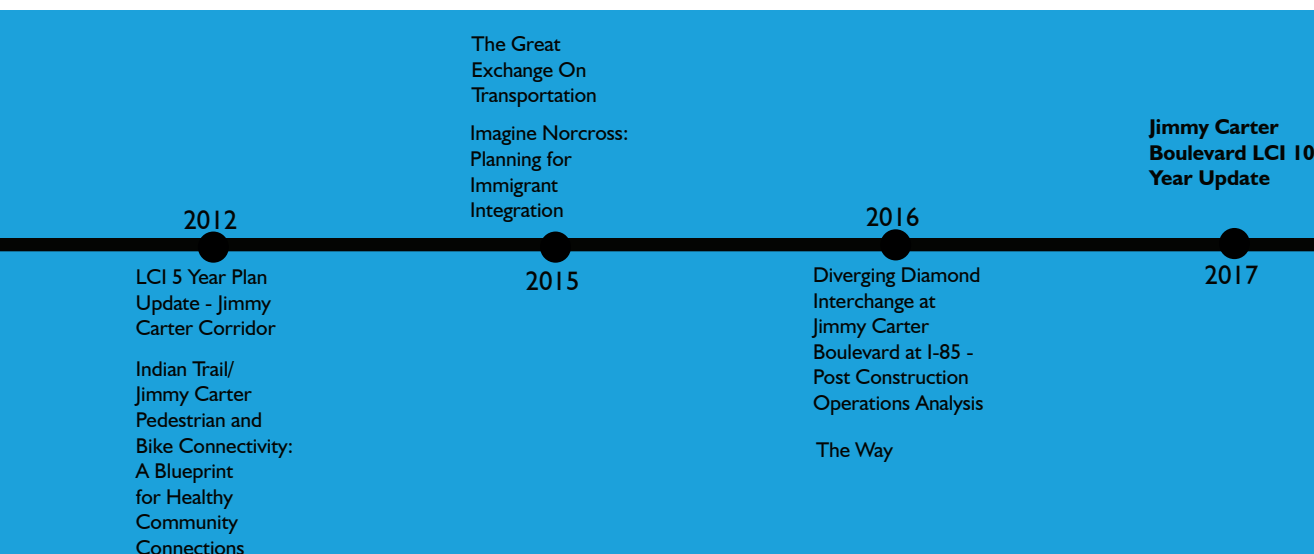
This report compiles the result of one of the largest public input initiatives undertaken in Gwinnett County regarding transportation. Participants were reached through social media, phone surveys, and text message. The goal was to gauge input regarding transportation issues in an unbiased way. Almost 4,000 surveys were completed and approximately 40,000 people responded via other means. Some of the relevant recommendations included: develop short term and long term transit plans in Gwinnett, improve regional connectivity, engage the community, and develop a bicycle network in the area.

## **GWINNETT WAY (2016)**

This comprehensive vision exercise defined the character of the “main street” for the Gwinnett area by bringing together projects from various planning studies conducted around Jimmy Carter Boulevard (at I-85), Gwinnett Place Mall, and the Infinite Energy Center. The idea was to connect various job centers and redevelopment opportunities by re-imagining them as stops on a multi-modal corridor. The Gwinnett Village CID partnered with Gwinnett Place CID, Explore Gwinnett and Gwinnett County for this vision.

## **DIVERGING DIAMOND INTERCHANGE AT JIMMY CARTER BOULEVARD AT I-85 - POST CONSTRUCTION OPERATIONS ANALYSIS (OCTOBER 2016)**

This technical memorandum looks at changes in traffic volumes and travel times after the DDI at Jimmy Carter Boulevard and I-85 was constructed. The traffic throughput increased by an average of 1.6% considering both AM and PM peaks while the travel time was found to be reduced by around 25% on average.













## 2.0 Facts and Analysis

Section 2.0 identifies existing study area conditions, including: assets and opportunities; project accomplishments; existing land use, zoning, and land conditions; existing economic development tools; transportation conditions; and a market and demographic summary.

### 2.1 Assets and Opportunities

Key assets and opportunities are identified in Figure 2.1a, and include:

#### Schools

The Rockbridge Elementary School is the only public school within the study area boundary. Located close to the intersection of Rockbridge Road, NW and Jimmy Carter Boulevard, the school has two entry points; one on Jimmy Carter Boulevard and the other on the east side on Pirkle Road NW.

This elementary school belongs to the Meadowcreek Cluster of Gwinnett County Public Schools. With classes from K-5, the school has an enrollment of 1,370 students. According to [www.greatschools.org](http://www.greatschools.org), the school is rated a 3 out of 10, meaning the school is rated below average in school quality compared to other schools in the state.

#### Parks

**Best Friend Park:** Best Friend Park is the only park located within the study area boundary. This park is 43 acres in total, and is the second largest in the vicinity. Park amenities include a swimming pool, indoor badminton courts, outdoor basketball courts, gymnasium, pavilion, baseball/softball fields and a tennis center. Source: Gwinnett County Website.

Graves Park and Lucky Shoals Park sit outside of the study area and serve the surrounding community.

#### Churches

The Norcross campus of Victory World Church lies just east of the study area along Brook Hollow Parkway. The campus consists of classrooms used for bible study, the sanctuary and administration offices. The Church opened this campus in 2002 and now welcomes around 8,600 people each weekend. Source: Victory World Church Website [www.victoryatl.com](http://www.victoryatl.com)

#### Local Landmarks

Local landmarks consist of multi-cultural, multi-ethnic, and international shopping and dining destinations. Key destinations include Global Mall, Carter Oak Plaza, Carter Rockbridge Plaza, and Gwinnett Horizons, each providing ethnic grocers, restaurants and retail. Carter Oak Plaza and Global Mall are home to annual festivals, that draw thousands of people, including Global Mela and the Mid-Autumn Festival.

OFS/Manhattan Beach Studios and Eagle Rock Studios are two of the area's largest employers. OFS manufactures optical fiber cable. This site includes offices, warehouse, and a fiber draw tower. The site leases space for filming and plans to build a second fiber draw tower. Redevelopment opportunities have previously been explored on this site and potential for partial redevelopment is still being considered.

Eagle Rock Studios is the largest stage complex under one roof in the United States with 465,000 square feet of space. The Studios provide stage sets for film and TV, along with production offices.



Rockbridge Elementary School



Pavilion at Best Friend Park



Victory World Church



# Assets and Opportunities Map

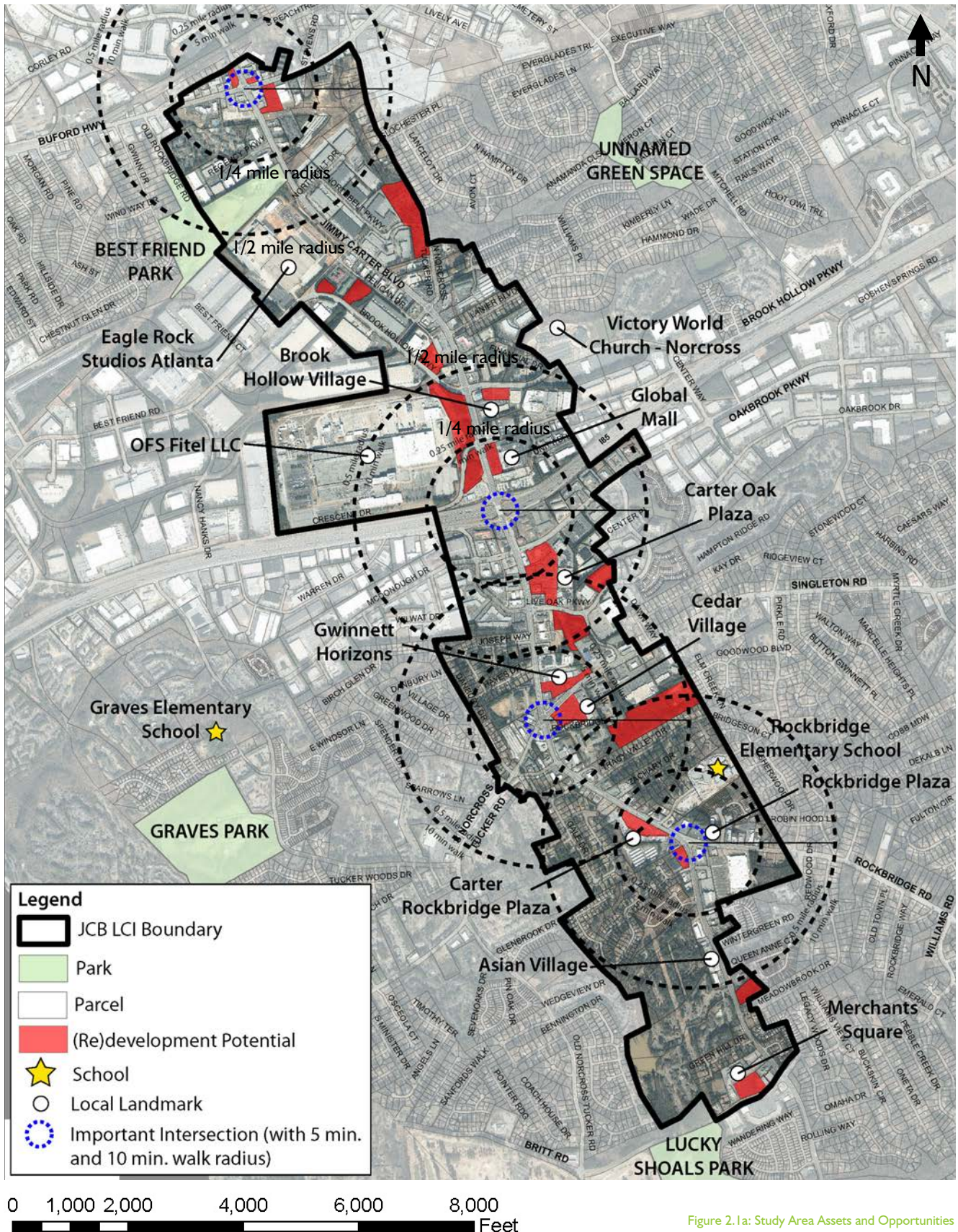


Figure 2.1a: Study Area Assets and Opportunities



### 2.2 Project Accomplishments

Table 2.2a and Figure 2.2b identify projects from the Jimmy Carter Boulevard LCI Update that have been completed since the report was adopted in 2012.

The 10 Year Update of the LCI takes into account a larger area than the 2012 Five Year update of the original LCI. Therefore, most of the projects listed are concentrated to the north of Jimmy Carter/Rockbridge Road intersection.

## Project Accomplishments List

No. in the Map	Project Description from 2012 LCI Update	Type of Improvement	Original Engineering/Construction Years	Year of completion
1	Sington and Jimmy Carter Boulevard	Intersection/Pedestrian	2008/2012	2013
2	Jimmy Carter Bridge Diverging Diamond Interchange and Architectural Features	Interchange	2009/2013	2016
3	Sidewalks along east side of Jimmy Carter from Best Friend to Buford Highway (Designed with CFI)	Pedestrian	2012/2015	2016
4	I-85 Transit Corridor Alternatives Analysis	Transit	TBD (2012 LCI)	2014
5	Sidewalk along northeast side of Brook Hollow Pkwy from N Norcross Tucker to Best Friend Rd.	Sidewalk	TBD (2012 LCI)	2016
6	Sidewalk along east side of Jimmy Carter Boulevard from existing sidewalk north of Lanier Blvd. to N Norcross Tucker	Sidewalk	TBD (2012 LCI)	-
7	Sidewalk along west side of Jimmy Carter Blvd. from existing sidewalk north of Lanier Blvd. to N Norcross Tucker Rd	Sidewalk	TBD (2012 LCI)	-
8	Sidewalk along the west side of Jimmy Carter Boulevard to the existing sidewalk near Financial Dr.	Sidewalk	TBD (2012 LCI)	-
9	Modify/add ADA ramps on Jimmy Carter Boulevard at the driveway for Best Friend Park	Modify/Add ADA Ramps	TBD (2012 LCI)	-
10	Modify/add ADA ramps at intersection of Jimmy Carter Boulevard at Best Friend Rd.	Modify/Add ADA Ramps	TBD (2012 LCI)	2016
11	Modify/add crosswalks at the intersection of Jimmy Carter Blvd at Best Friend Rd.	Modify/Add Crosswalks	TBD (2012 LCI)	2016
12	Add a pedestrian signal phase at the signalized intersection of Jimmy Carter Boulevard at Best Friend Rd.	Signalized Crossing Enhancement	TBD (2012 LCI)	2016
13	Modify or remove the right-turn channelization islands at the intersection of Jimmy Carter Boulevard at N Norcross Tucker Rd.	Modify or remove right-turn channelization islands	TBD (2012 LCI)	2012
14	Sidewalk along the southeast side of Oakbrook Pkwy from Jimmy Carter Boulevard to Live Oak Way	Sidewalk	TBD (2012 LCI)	2014
15	Sidewalk along south side of McDonough Dr. from Dawson Blvd. to Jimmy Carter Boulevard	Sidewalk	TBD (2012 LCI)	2016
16	Sidewalk along east side of Dawson Blvd. from existing sidewalk at the driveway to the Varsity to McDonough Dr.	Sidewalk	TBD (2012 LCI)	-
17	Sidewalk along southwest side of Dawson Blvd. from Jimmy Carter Boulevard to McDonough Dr.	Sidewalk	TBD (2012 LCI)	2017
18	Sidewalk along the south side of Singleton Rd. from Jimmy Carter Boulevard to the existing sidewalk east of Jimmy Carter Boulevard	Sidewalk	TBD (2012 LCI)	2012
19	Sidewalk along the east side of Jimmy Carter Boulevard from Singleton Rd. to Hayes Dr.	Sidewalk	TBD (2012 LCI)	-
20	Brook Hollow Parkway from 200' east of Center Way to Jimmy Carter Boulevard	Rehabilitation and Resurfacing	-	2018
21	Jimmy Carter Boulevard from Roakbridge Road to Hayes Drive	Rehabilitation and Resurfacing	-	2018

Table 2.2a: Project Accomplishments List



# Project Accomplishments Map

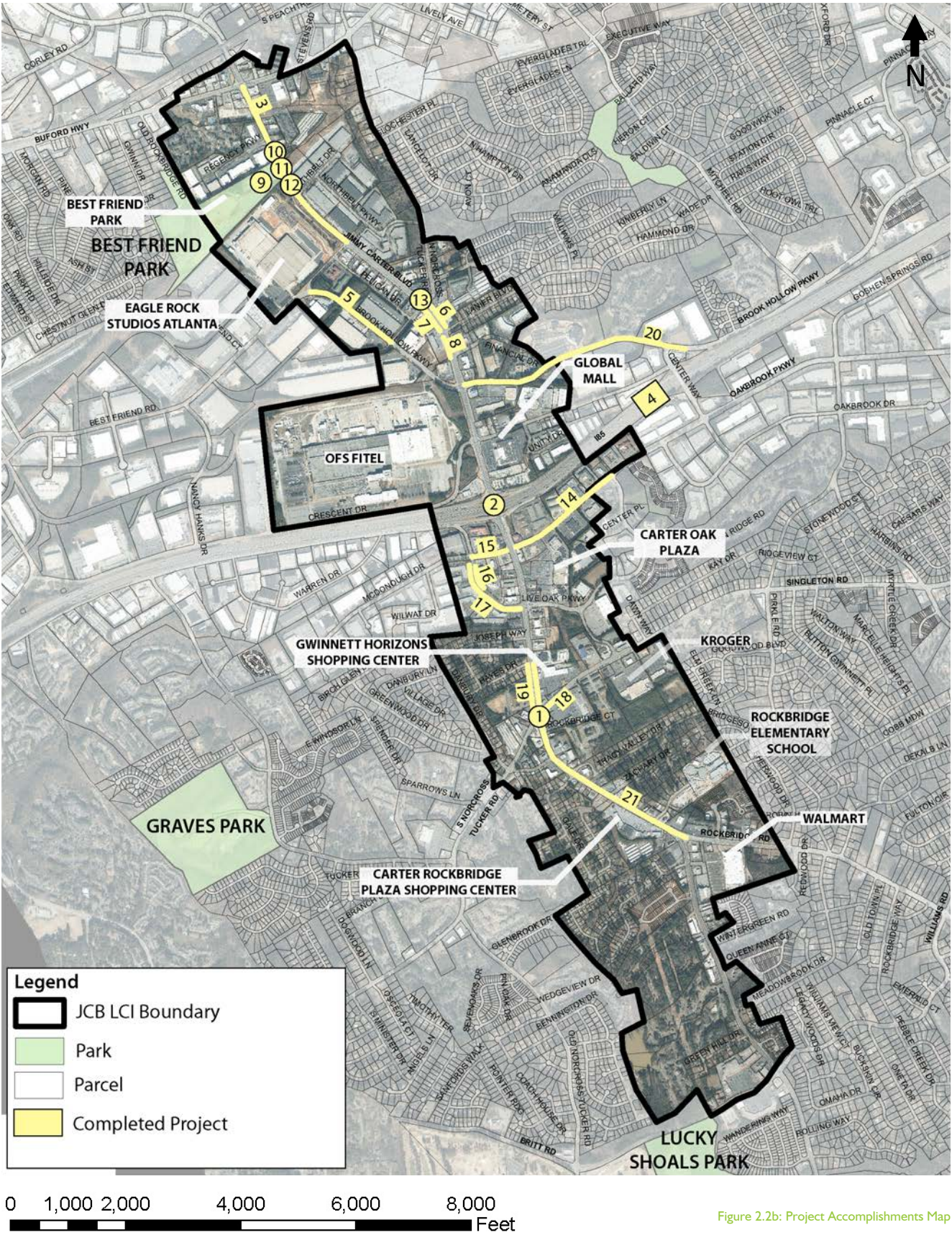




Table 2.2c and Figure 2.2d identify projects that are currently underway or in planning. Several of these projects are SPLOST funded, while some were a part of the 2012 LCI update short-term work plan.

## Current Projects Underway List

No. in the Map	Project Description	Type of Improvement
1	Hayes Dr. from Jimmy Carter Boulevard to Danbury Dr.	Rehabilitation and Resurfacing
2	Jimmy Carter Boulevard ITS Upgrades	SPLOST 2017 - Intersection Improvements
3	Jimmy Carter Boulevard/Britt Rd. Williams Rd.	SPLOST 2017 - Intersection Improvements
4	Jimmy Carter Boulevard/Rockbridge Rd.	SPLOST 2017 - Intersection Improvements
5	Buford Highway SR 140/Jimmy Carter Boulevard	SPLOST 2017 - Intersection Improvements
6	Jimmy Carter Boulevard (Brook Hollow Pkwy. To Crescent Dr.)	SPLOST 2017 - Sidewalks and Pedestrian Safety
7	Dawson Blvd. (McDonough Dr. to Graves Rd.)	SPLOST 2017 - Sidewalks and Pedestrian Safety
8	Dawson Blvd. (East of Chase Lane to Graves Rd.)	SPLOST 2017 - Sidewalks and Pedestrian Safety
9	Britt Rd. (Park entrance to existing)	SPLOST 2017 - Sidewalks and Pedestrian Safety
10	Jimmy Carter Boulevard (N Norcross Tucker Rd. to Best Friend Rd.)	SPLOST 2017 - Sidewalks and Pedestrian Safety
11	Britt Rd. (Old Norcross Tucker to Countyline)	SPLOST 2017 - Sidewalks and Pedestrian Safety
12	Jimmy Carter Boulevard (Financial Dr. to Lanier Blvd.)	SPLOST 2017 - Sidewalks and Pedestrian Safety

Table 2.2c: Current Projects List



# Current Projects Underway Map

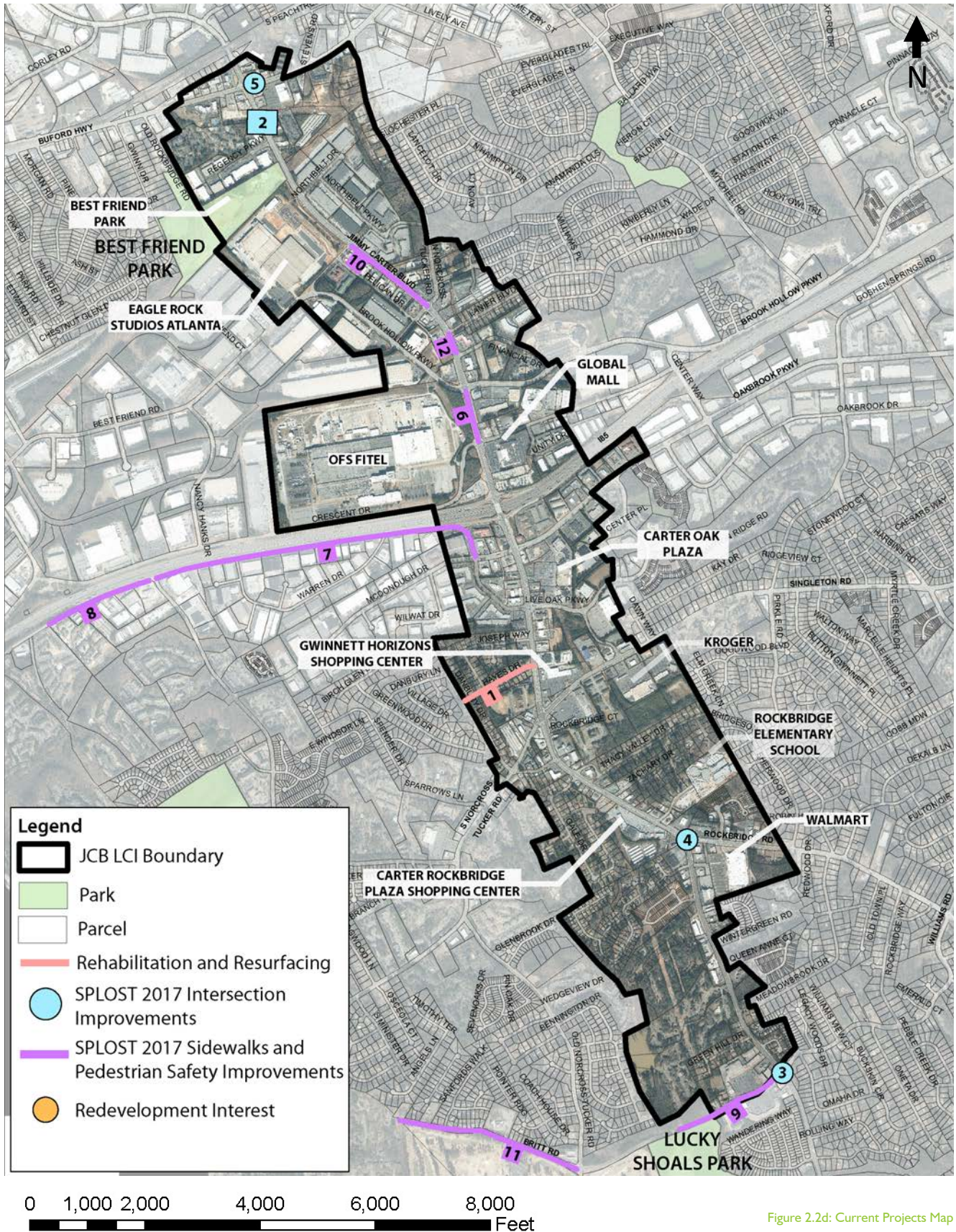


Figure 2.2d: Current Projects Map



## 2.3 Land Use, Zoning, and Land Conditions

This section describes the study area's existing land uses, vacant and developable land, zoning, land conditions, and economic development tools available.

The study area is in Commission District 2, represented by Lynette Howard; Board of Education District 5, represented by Louise Radloff; and Georgia Senate District 5, represented by Curt Thompson.

It lies in three Georgia House Districts Numbers 81, 96 and 99. The study area south on I-85 lies under US Congressional District 4 while the remaining to the north lies under District Number 7. Refer to Figure 2.3a. District representatives include Scott Holcomb, Pedro "Pete" Marin, and Brenda Lopez.

Part of the study area north of I-85 and east of Jimmy Carter Boulevard is in the City of Norcross, while City of Peachtree Corners lies outside the study area abutting it to the northwest (at the intersection of Buford Highway and Jimmy Carter Boulevard).

Political Districts:

Commission District: 2

Board of Education  
District: 5

Georgia Senate  
District: 5

Georgia House Districts:  
81, 96, 99

US Congressional  
Districts: 4 and 7

Neighboring Cities:

City of Norcross

City of Peachtree  
Corners

# Political Districts and Neighboring Cities

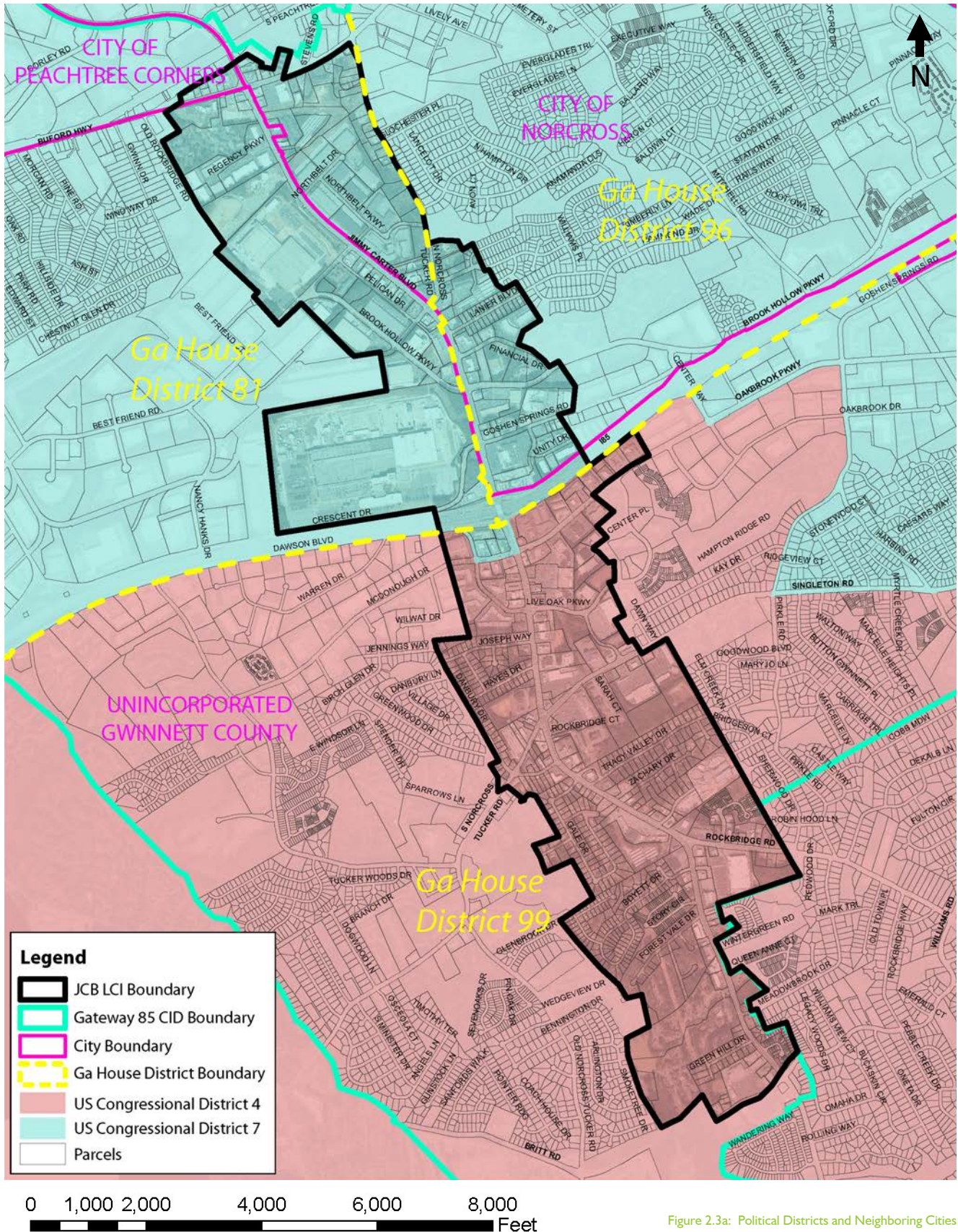


Figure 2.3a: Political Districts and Neighboring Cities



## Existing Land Use

An existing land use survey was conducted as part of the LCI Study. It is based on Gwinnett County land use data along with the review of aerial imagery, and Google street-level imagery. Refer to Figure 2.3b for the existing land uses in the study area. The pie-chart on this page provides land use by percentage.

### Residential

The majority of the residential neighborhoods in the study area are single family detached homes, built in the 1970s and 80s. Today, the majority of this housing is rental, at 58%. Most of the residential uses are located in the southern portion of the study area. Looking at the broader area around Jimmy Carter Boulevard, single family residential neighborhoods are situated behind the commercial and industrial uses that line the corridor.

### Commercial

Commercial uses in the LCI study area are concentrated along Jimmy Carter Boulevard. This area has a unique collection of international and ethnically diverse shopping complexes scattered throughout and along the corridor. The main commercial nodes are centered around the Global Mall, Carter Oak Plaza, Carter Rockbridge Plaza, and Merchants Square near Britt/Williams Road. The area also has a Walmart and Kroger representing national brand commercial providers.

Most of commercial uses in the area are retail and food providers catering to various nationalities and ethnicities. These range from small scale cafes, to large grocers, to more formal sit down restaurants. There is a higher concentration of commercial uses to the south of I-85. North of I-85, the major commercial destination is at the Jimmy Carter Boulevard and Buford Highway intersection.

### Public/Institutional

Public/Institutional land accounts for about 4.96% of the total study area. The Rockbridge Elementary School, West Precinct of the Gwinnett County Police Department, and several churches constitute this land use. The West Precinct serves Norcross, Peachtree Corners, western Lilburn, northern Tucker and portions of unincorporated Gwinnett County.

### Industrial

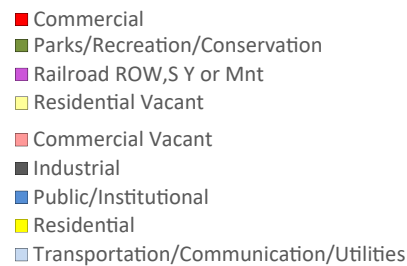
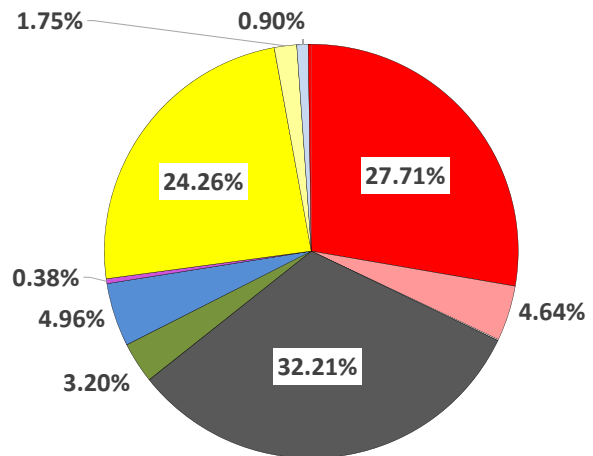
The dominant land use in the study area is classified as Industrial and makes up about 32% of the total land use in the area. Most of these parcels are located north of

## Existing Land Uses

**32.21% Industrial**

**27.71% Commercial**

**24.26% Residential**



I-85. The Eagle Rock Studios, OFS Fitel LLC and industrial business parks at Northbelt Parkway, Regency Parkway, and Brook Hollow Parkway are the major representatives of this use in the area.

### Transportation Communications Utilities

Transportation/communication/utilities land use makes up only 0.23% of the area and includes property dedicated to utility lines.

### Parks/Recreation/Conservation

There is only one public park, Best Friend Park, located in the northern portion of the study area. This land use accounts for only 3.2% of the study area.



# Existing Land Use Map

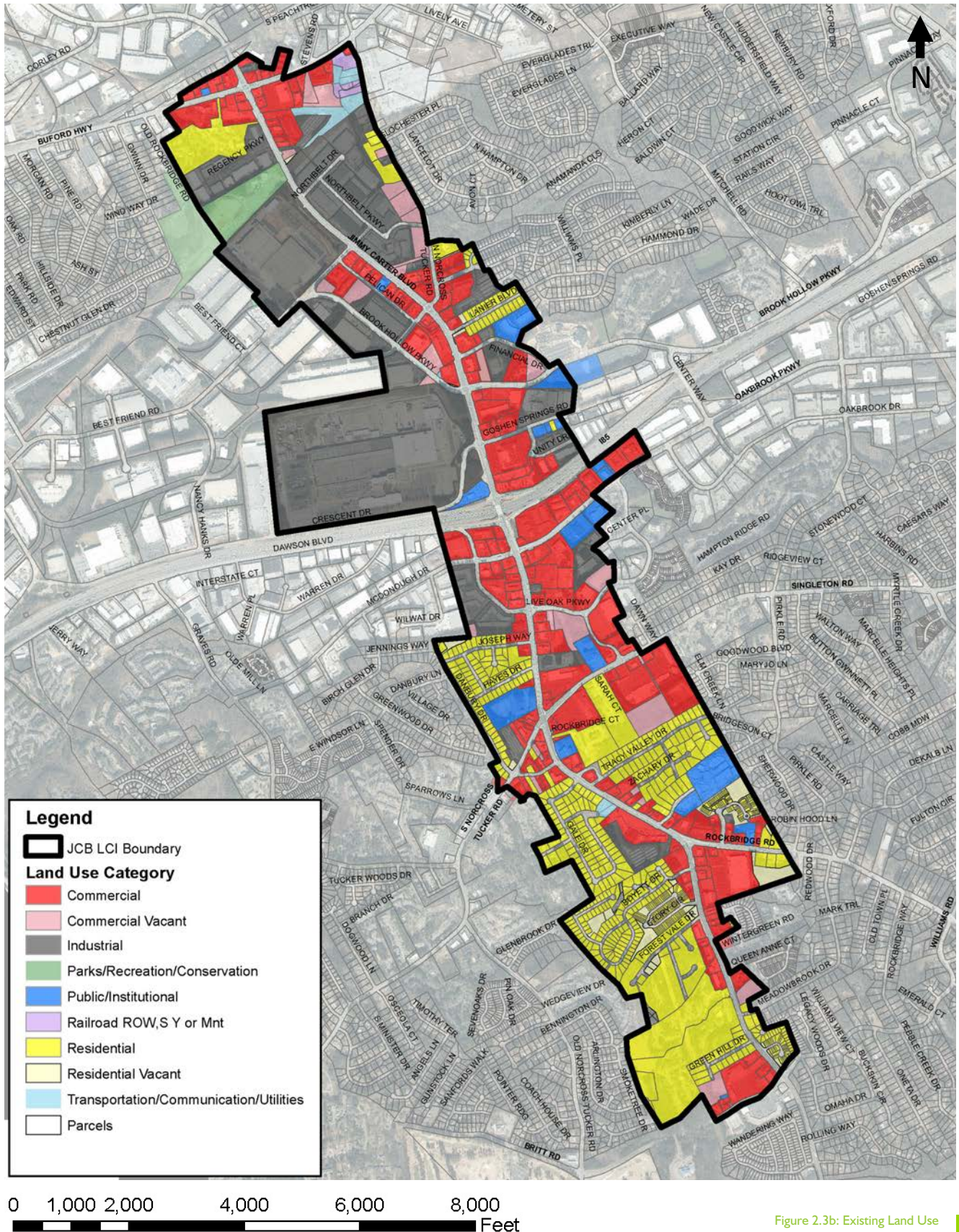


Figure 2.3b: Existing Land Use

## Vacant Land

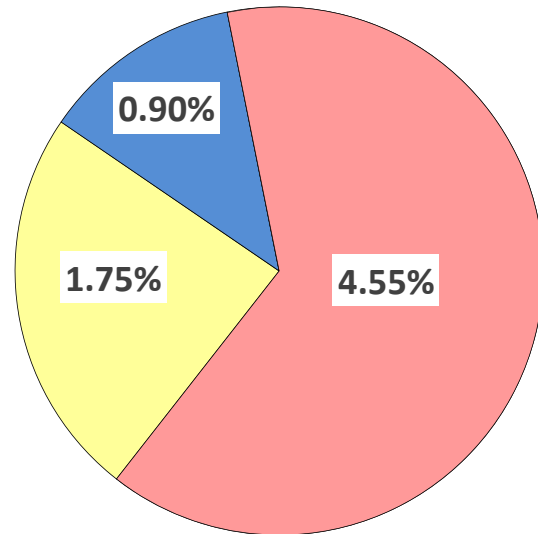
In order to identify potential areas for infill development and redevelopment, a map of vacant land was created. Refer to Figure 2.3c.

About 7% of land in the study area is vacant. This includes commercial vacant, residential vacant, and land with utilities.

The pie chart on this page shows the distribution of the 7% of available vacant land. The majority of the vacant land is zoned commercial.

## Vacant Land

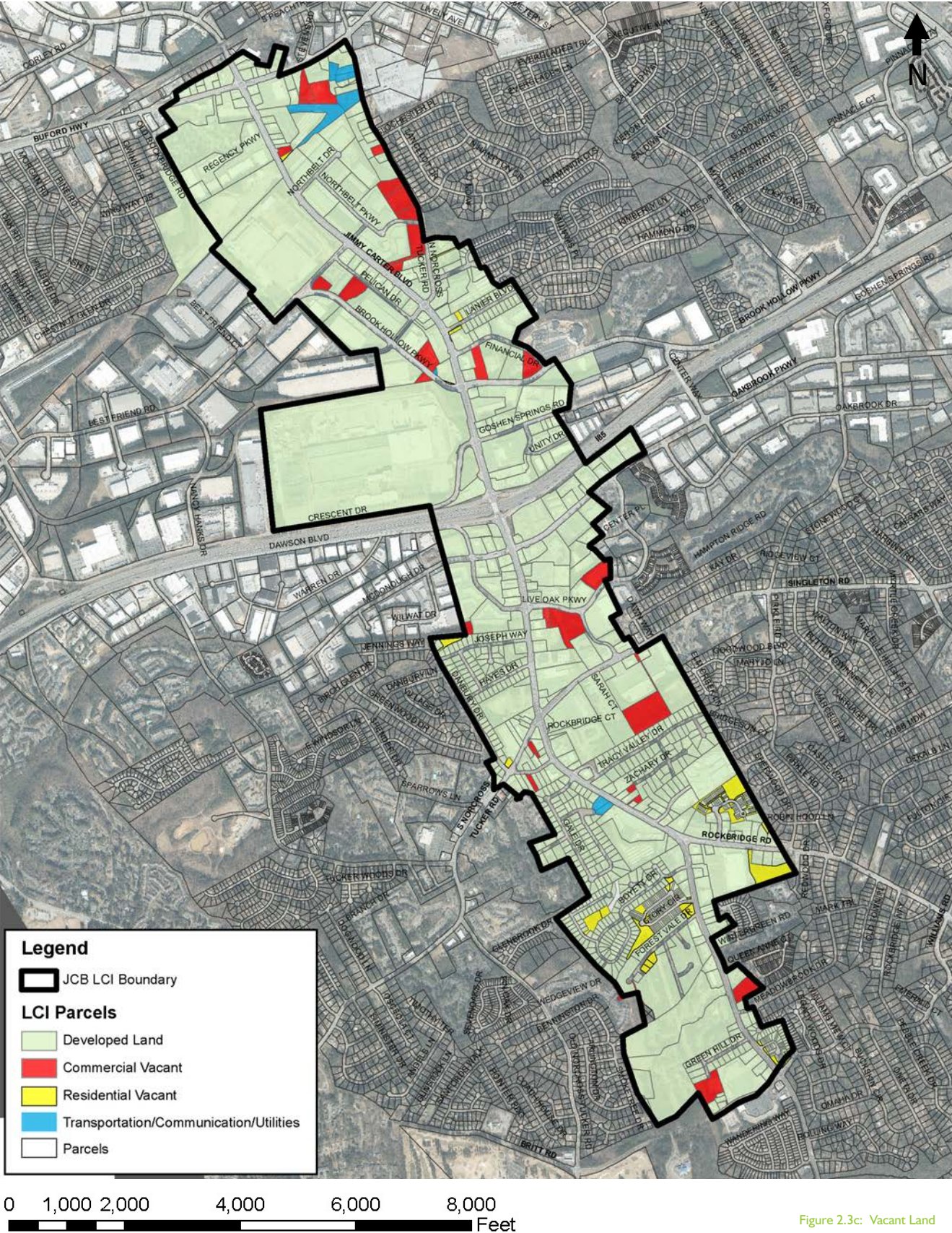
**7.28% Developable Land**



- Commercial Vacant
- Residential Vacant
- Transportation/Communication/Utilities



# Vacant Land Map





## Existing Zoning

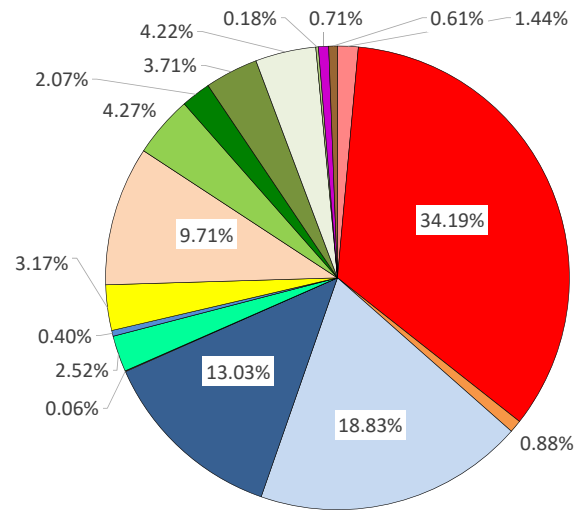
Figure 2.3d provides a map of the currently adopted zoning categories in the Jimmy Carter Boulevard LCI study area. The zoning coincides more or less to the existing land use in the area with heavy and light industrial zones located north of I-85 and commercial (General Business) located along the corridor, particularly to the south of I-85.

The pie chart on this page gives a percentage distribution of the zoning, identifying C-2 - General Business District as the majority zoning, at 34%. M1 - Light Industrial follows closely behind at 28%.

## Zoning

34% General Business

28% Light Industrial



- C2 General Business District
- M1 Light Industry District, minimum lot size = 1 acre
- ODW Office-Distribution-Warehouse
- PUD Planned Unit Development
- R75 Single Family Residence District, 4 units per acre min.
- RM Multi Family Residence District
- RM13 Multi Family Residence District, 13 dwelling units per acre
- RMD Multi Family Residentnt Duplex
- C1 Neighborhood Business District
- C3 Highway Business District
- M2 Heavy Industry District, minimum lot size = 1 acre
- OI Office-Institutional
- R60 Single Family Residence District, 6 units per acre min.
- RA200 Agriculture-Residence District, 1 unit per acre min.
- RM10 Multi Family Residence District, 10 dwelling units per acre
- RM8 Multi Familt Resident District, 8 dwelling units per acre
- RZT-S F R Zero Lot Line/Townhouse



# Existing Zoning Map

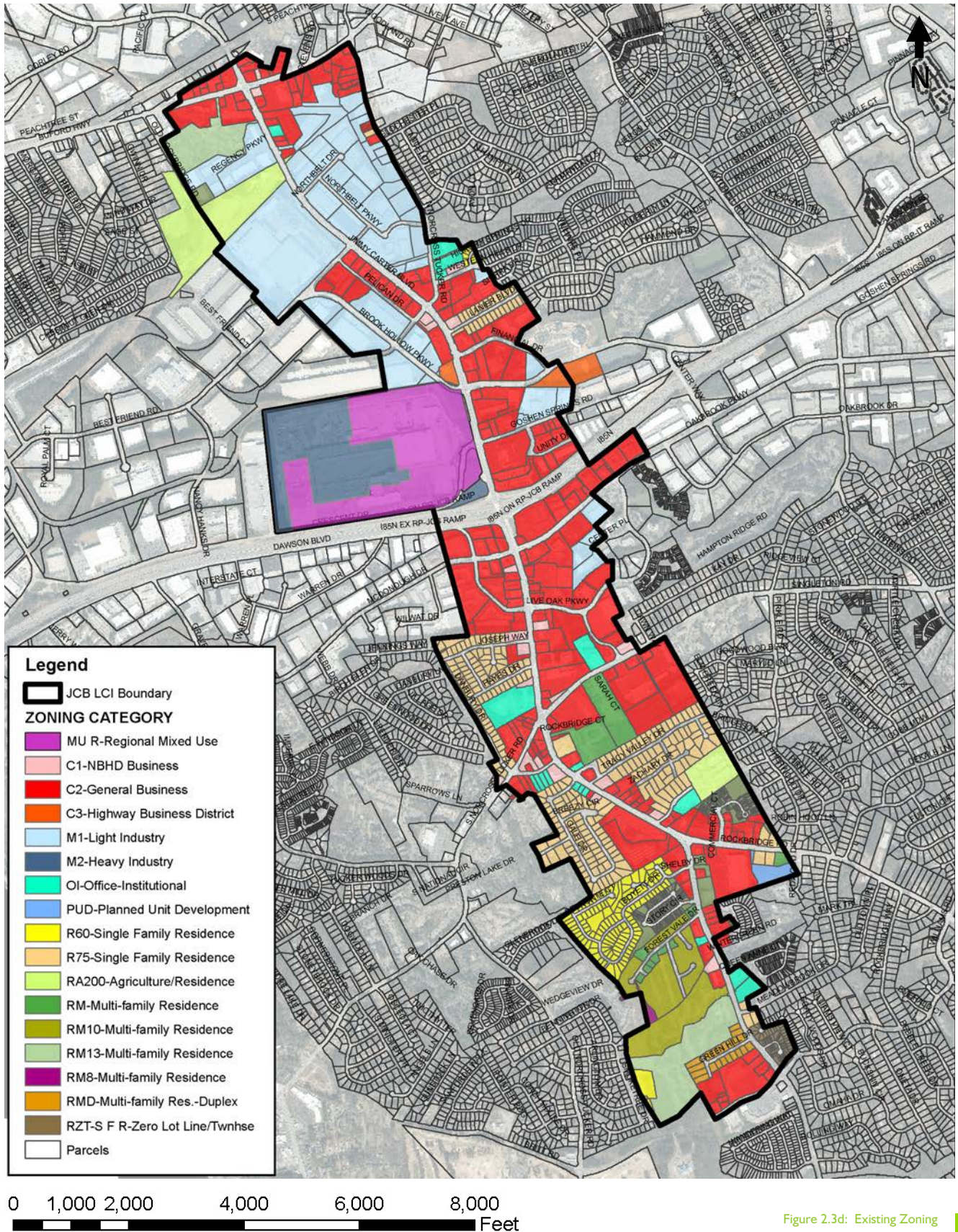


Figure 2.3d: Existing Zoning



## Future Development Map

Gwinnett County published the 2030 Unified Plan in 2009. Included in the Unified Plan is the County's Future Development Map, Refer to Figure 2.3e.

The Future Development Map identifies Character Areas and associated development standards. The study area includes Regional Mixed-Use Character Area to the north of Oakbrook Parkway. South of this, the area is split between Mixed Housing Types and Existing and Emerging Suburbs designations.

Under the 2030 Unified Plan for Gwinnett County, the Regional Mixed Use Character Area encourages mixed use, office professional, ultra high density residential, high density residential, institutional public, and public open space uses while discouraging light industry, heavy industry, single family and estate residential. Density requirements include a minimum of 30 dwelling units per acre and no maximum, although the density must conform to an FAR of 2.0 (tracts less than 10 acres) and 2.5 (tracts of 10 acres or more).

The Mixed Use Housing Types Character Area encourages all residential categories, except for single family detached (limited).

The Existing and Emerging Suburbs Character Area encourages public open space, parks, recreation and conservation along with single family residential.

In addition to County Character Areas, City Character Areas were established. As the City of Norcross extends into the study area, a city designation of Regional Mixed Use overlaps with the County's designation of the same name.

The Department of Planning and Development for Gwinnett County is currently working on the Gwinnett 2040 Unified Plan. The aim of this plan is to build on the 2030 Unified Plan and provide a guideline for Gwinnett residents and stakeholders on growth and development in the county over next 20 years. The plan is currently in its initial phases.

# Future Development Map

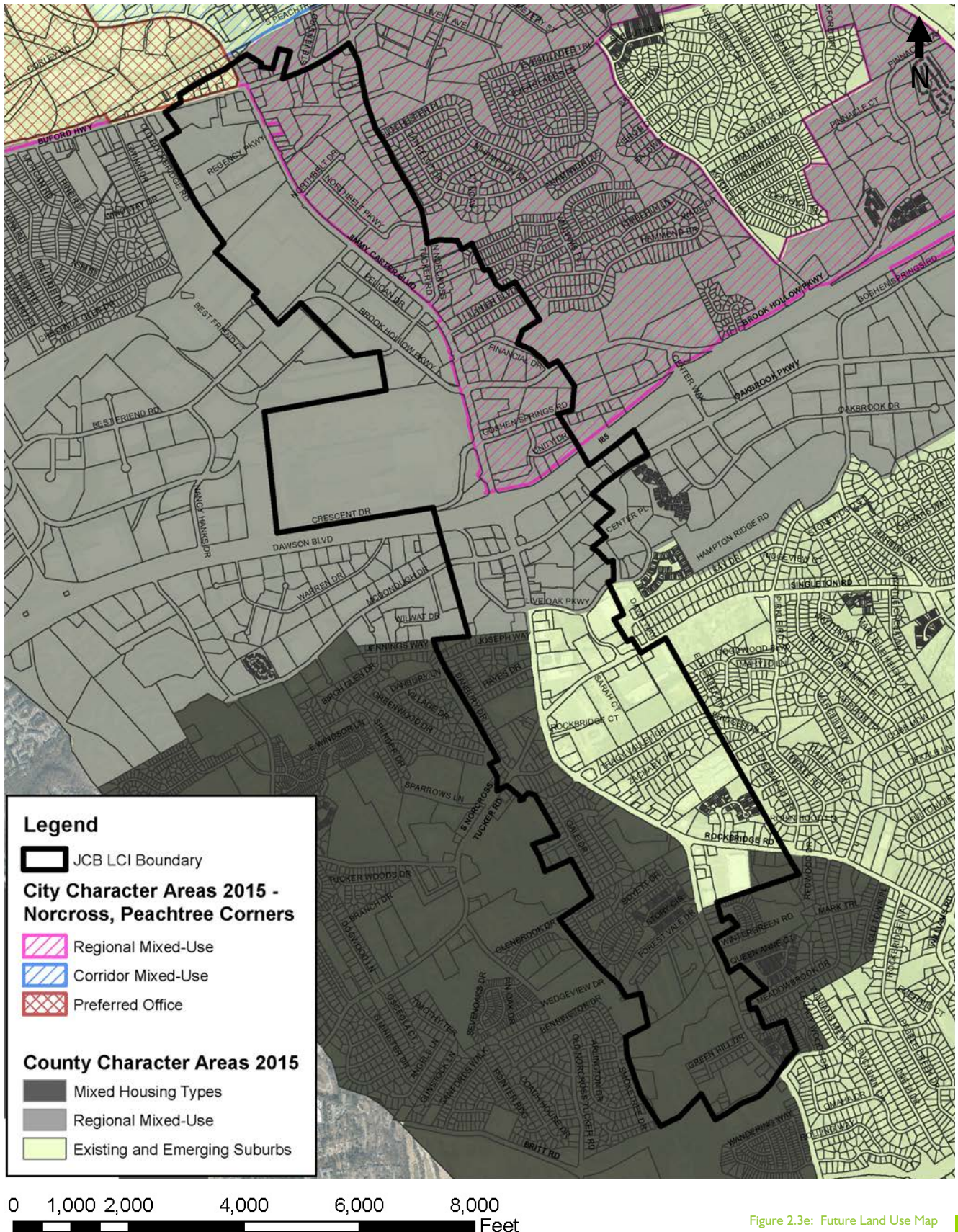


Figure 2.3e: Future Land Use Map



### Land Conditions

#### Topography

Figure 2.3f provides a map of the elevation contours within the LCI study area. Jimmy Carter Boulevard is situated more or less along a ridge and the land slopes down on both sides (east and west). The high point for the ridge is on the west side of Jimmy Carter Boulevard at the mid-point between I-85 and Live Oak Parkway. Low points are found along stream paths, that intersect the study area.

#### Water Resources

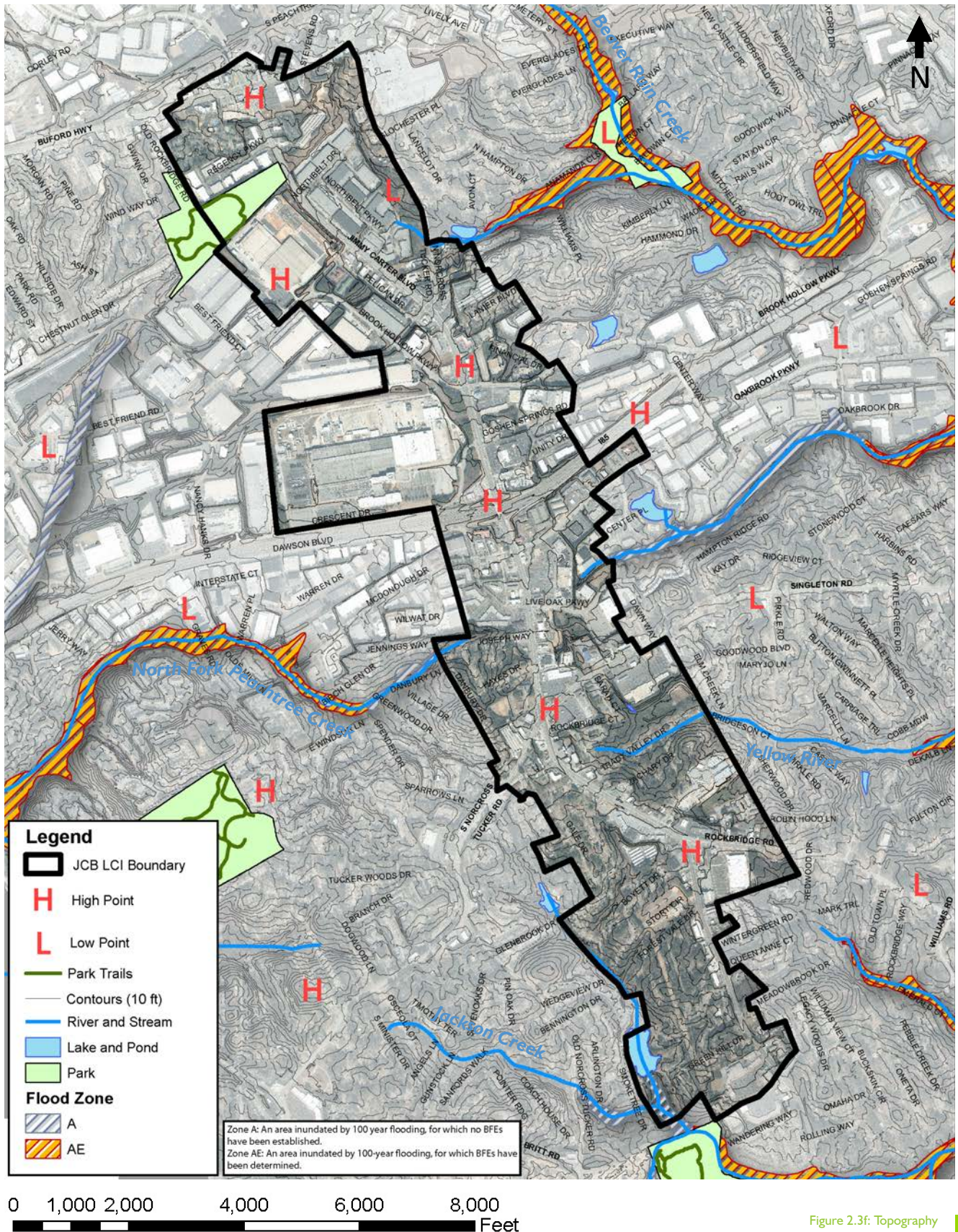
Figure 2.3f also provides the stream/river and lakes/ponds information for the study area.

Three major creeks extend into the study area: North Fork Peachtree Creek (to the west), Beaver Ruin Creek (to the east), and Jackson Creek (to the south).

A tributary of the Beaver Ruin Creek flows out of the study area to the north. Tributaries of the Yellow River and Jackson Creek flow out of the study area near the southern end.



# Topography and Hydrology Map





### Economic Development Resources

Figure 2.3g provides a map of the existing economic development tools and resources available within the study area.

The study area includes a Tax Allocation District (TAD) and an Opportunity Zone (OZ).

TADs are a form of tax increment financing available to properties in a designated area. The idea behind a TAD is that the incremental tax value of any property improved within the district boundary can be sequestered from the general fund and reinvested in a variety of ways back into the district with the goal of facilitating the redevelopment or improvement of underutilized or distressed properties.

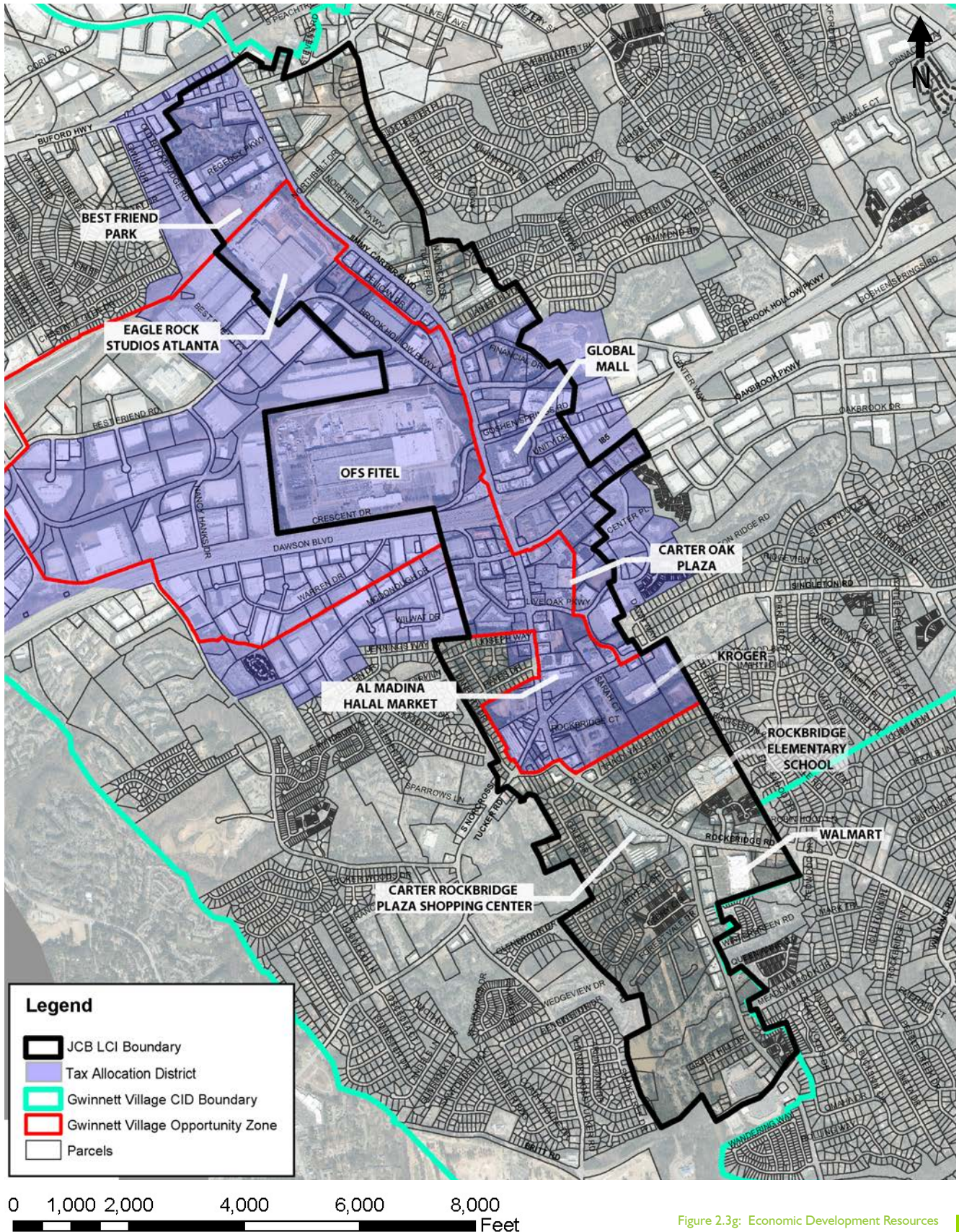
The Jimmy Carter Boulevard TAD was approved in December 2013. It includes most of the study area near the DDI and extends to Buford Highway. The TAD extends south to commercial properties at the Singleton Road and Jimmy Carter Boulevard intersection. The TAD area consists of over 1,400 acres and covers approximately a 1.5 mile radius surrounding the I-85 interchange. The largest single parcel in the TAD is the OFS Fitel site.

Sites within the Jimmy Carter TAD boundary could be eligible for TAD funding to support redevelopment concepts that improve the property or increase its value as long as that concept is supportive of the goals of the TAD as stated in the TAD Redevelopment Plan.

The study area also includes the majority of the Gwinnett Village OZ. This county sponsored OZ includes the OFS Fitel site along with industrial and commercial areas. Under the Opportunity Zone, any new or existing business is eligible for state tax credits based on new jobs created.



# Economic Development Resources Map





## 2.4 Transportation

This section provides an overview of existing transportation facilities within the LCI Study Area.

### Roadway Network

Jimmy Carter Boulevard is a key north-south corridor in western Gwinnett County and also serves as Georgia State Route 140 west (generally north on the map) of Interstate 85. It forms part of the western boundary of the City of Norcross and provides a direct link from Norcross and Peachtree Corners to Interstate 85 (I-85). The roadway otherwise runs through unincorporated Gwinnett County, and east (south on the map) of Interstate 85 it is a County-owned and maintained road.

The Jimmy Carter Boulevard LCI study area extends approximately 3.8 miles between Buford Highway to Williams Road. From Buford Highway to I-85, the typical roadway cross-section includes six travel lanes (three lanes in each direction) and a center two-way left turn lane. From I-85 to Rockbridge Road, the roadway configuration features six travel lanes, with a center raised median in most of the corridor that provides left turn lane pockets at intersections. Between Williams Road and Rockbridge Road, the roadway cross-section includes four through travel lanes (two lanes per direction), a center two-way left turn lane and right turn lanes at key intersections and driveways.

The Georgia Department of Transportation (GDOT) classifies Jimmy Carter Boulevard as an urban principal arterial, as illustrated in Figure 2.4a. The roadway connects to several major east-west arterials as well as I-85. Significantly, it is an important regional route for freight movement: the entire study area is within the I-85/Peachtree Industrial Boulevard/Jimmy Carter Boulevard freight activity cluster, which features 6 percent of the Atlanta region's warehouses and distribution centers and 5 percent of its manufacturing facilities, or 24 percent of Gwinnett County's industrial development. Jimmy Carter Boulevard is an important vehicle and truck access link to multiple industrial and commercial land uses in the northern and central portions of the study area. It also serves multiple single-family neighborhoods and multifamily developments mostly in the southern portion of the study area.

As the importance of the Jimmy Carter Boulevard corridor has grown along with increased development in western Gwinnett County, additional travel demand and traffic pressures have placed increasing burden on the I-85 interchange. GDOT and the Gwinnett County Department of Transportation have responded to this in recent years by converting the interchange into a DDI design, where the conventional right-side traffic flow of the non-free-way interchange road is reversed for a short length so that traffic moves on the left through the interchange and left turns to and from ramps can occur through free-flowing movements.

### Traffic Patterns

Due in part to this significant regional transportation function, the Jimmy Carter Boulevard corridor carries high traffic volumes—48,000 vehicles per day in the south end of the study area to 64,000 vehicles per day in the north, with over 70,000 vehicles per day approaching the I-85 interchange (based on one-day GDOT traffic counts). During the AM and PM peak hours in both the northbound and southbound directions, traffic volumes are generally higher approaching the I-85 ramps (Figure c and Figure d). This is not surprising given the importance of both corridors, but as a result the major intersections along the corridor and significant extents of the corridor itself experience traffic congestion, due largely to these high traffic volumes.

Figures 2.4b and 2.4c and Table 2.4a provide detail on the vehicular, pedestrian, and bicycle volumes within the study area during the peak hours (7 am to 9 am and 4 pm to 6 pm). During a typical weekday, the busiest intersections during the AM peak hour are Buford Highway and Brook Hollow Parkway. The busiest intersections during the PM peak hour are Buford Highway, Live Oak Parkway, and Singleton Road. Each of these intersections carries more than 5,000 vehicles per peak hour (based on the sum of all directions of travel).

Non-motorized travel modes, however, have much less activity along the Jimmy Carter Boulevard corridor, despite the adjacent single-family residential neighborhoods and the commercial and retail uses that front directly on the corridor. The highest concentration of pedestrian movements during the PM peak hour occur at the intersections of Buford Highway, North Norcross Tucker Road, Live Oak

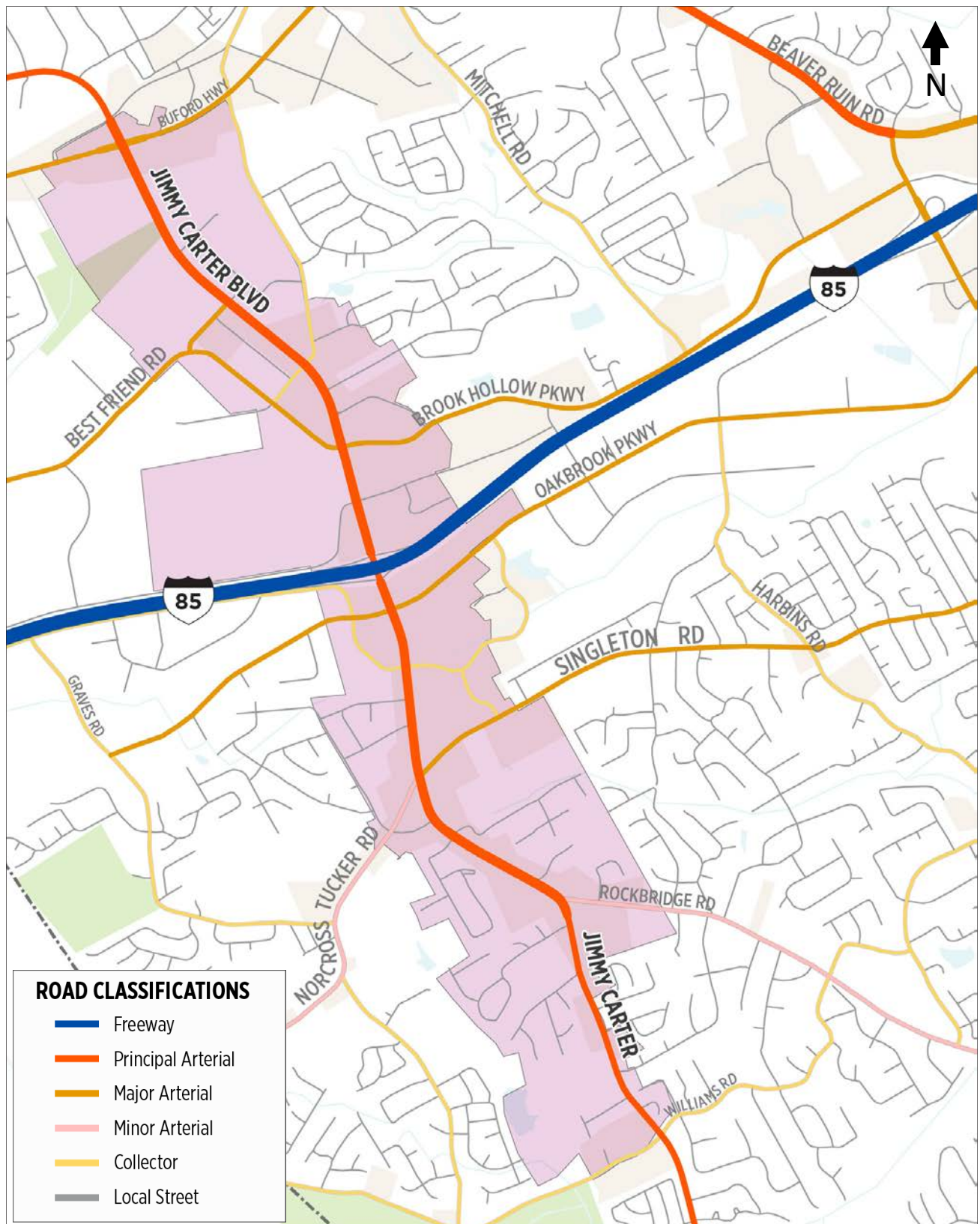


Figure 2.4a: Roadway Classification



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

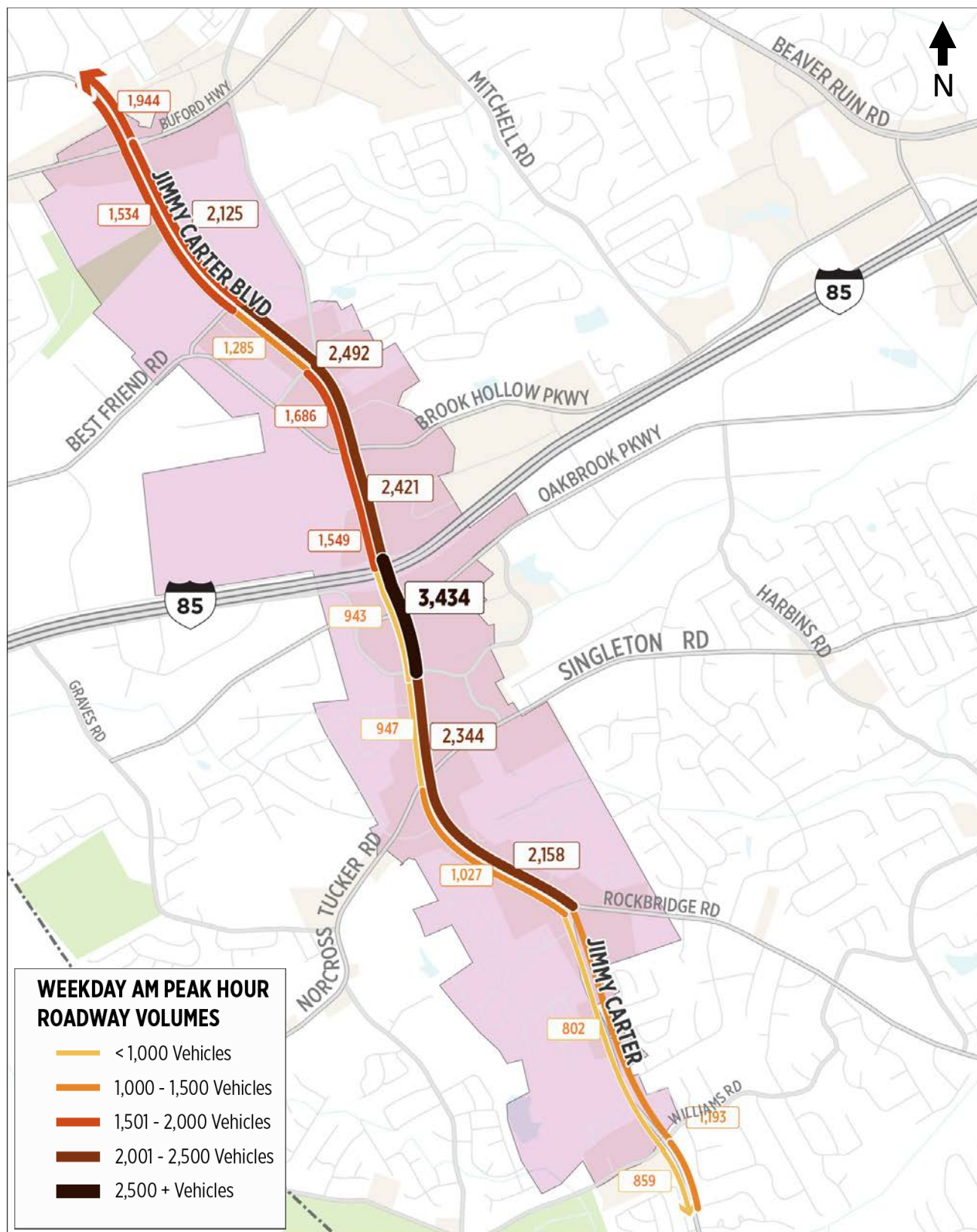


Figure 2.4b: AM Peak Period Directional Volumes

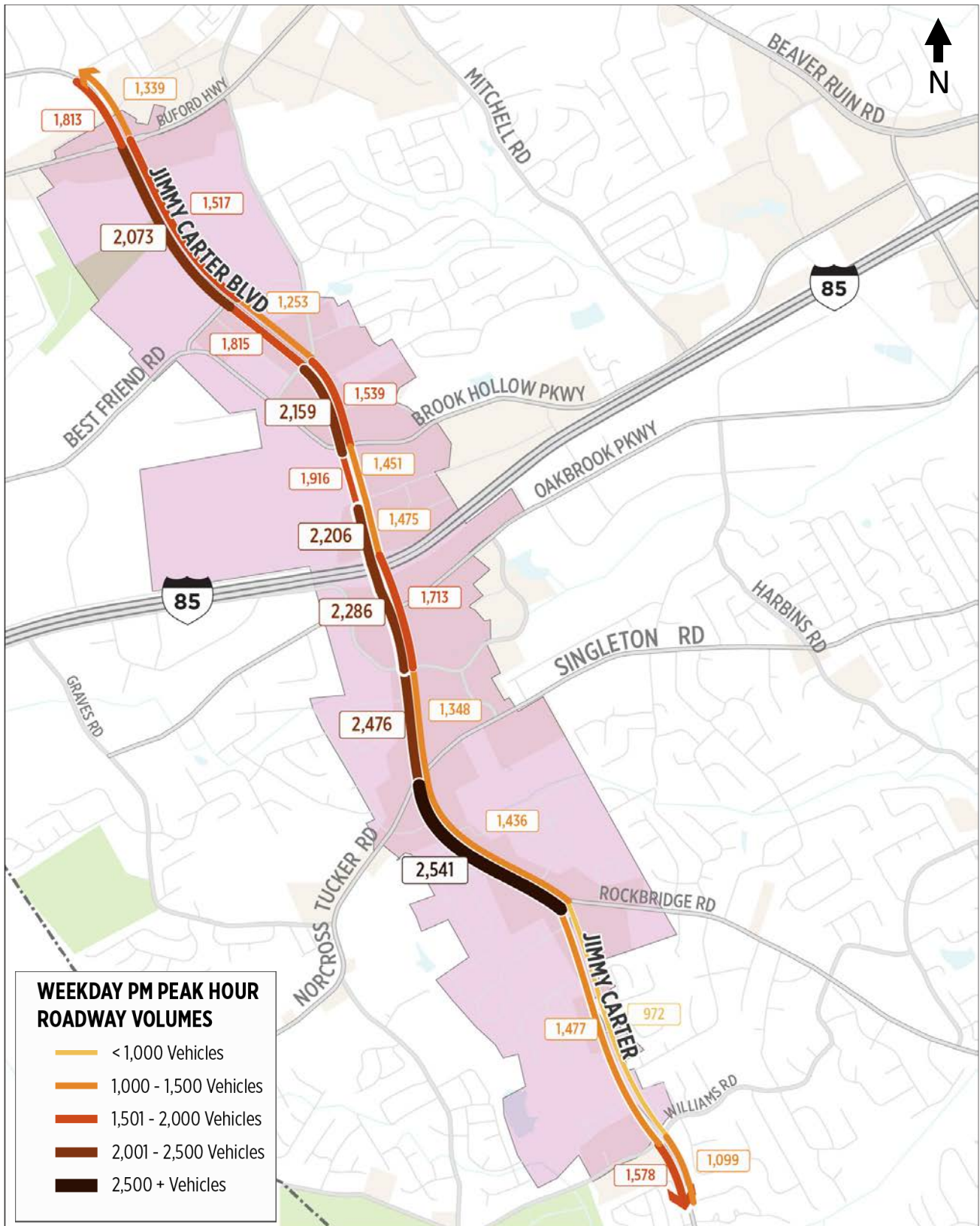


Figure 2.4c: PM Peak Period Directional Volumes



Parkway, and Singleton Road, although none of these locations currently serves more than 50 pedestrians per intersection during this peak period. Few, if any, bicycle volumes were observed at each intersection along Jimmy Carter Boulevard. During the AM peak hour, the intersections with Buford Highway and Singleton Road served 2 and 3 bicycles, respectively; during the PM peak hour, the intersections with North Norcross Tucker Road and Singleton Road served 1 and 2 bicycles, respectively (see Table 2.4a below).

The lack of comfortable sidewalks, dedicated bicycle infrastructure, and the high vehicular traffic volumes are all clear contributors to the low rates of walking and bicycling along this corridor. The intersection with Singleton Road is the busiest intersection during the afternoon peak hour for each travel mode, but still shows a striking difference between vehicular traffic and bicycle-pedestrian use: 5,819 vehicles but only 44 pedestrians (fewer than one percent of travelers) pass through the intersection.

Pedestrians are also, in some cases, transit users, and pedestrian activity to reach bus stops typically involves crossing one of these intersections. Gwinnett County Transit does not have a consistent placement of stops relative to the near side or far side of intersections, but based on a transit user’s point of origin, crossing through one of these intersections to reach a stop is likely.

Refer to Figure 2.4f for the location of bus stops.

Intersection Operations and Control

As stated previously, traffic congestion is a known challenge on the Jimmy Carter Boulevard corridor, especially during peak hours. Using the Level of Service (LOS) quantitative measure of traffic operating conditions, whereby a letter grade (LOS “A” – LOS “F”) is assigned to an intersection or roadway segment representing average delay based on vehicle volumes during peak periods, several of the intersections along Jimmy Carter Boulevard operate at levels of service of D or lower.

Intersection LOS is based on the observed “peak hour”, which is typically defined as the one continuous hour of peak traffic flow counted within the two-hour period in the morning and afternoon during the weekday. Per standards set forth in Gwinnett County’s Comprehensive Transportation Plan, LOS E is considered near capacity, and any county intersection that operates at LOS F is considered at capacity or congested. As illustrated in Figure 2.4.4, most of Jimmy Carter Boulevard’s intersections operate at LOS E or better. The intersection of Live Oak Parkway operates at LOS F in the AM peak hour and the intersection of Goshen Springs Road operates at LOS F in both AM and PM peak hours.

Intersection (named by cross-street)	AM Peak			PM Peak		
	Vehicle Volume	Pedestrian Volume	Bicycle Volumes	Vehicle Volume	Pedestrian Volume	Bicycle Volumes
Buford Highway	5,192	1	2	5,090	34	0
Best Friend Road	3,916	4	0	3,696	9	0
North Norcross Tucker Road	4,359	7	0	3,869	13	1
Brook Hollow Parkway	5,433	5	0	4,831	8	0
Goshen Springs Road	4,482	3	0	4,428	4	0
Live Oak Parkway	4,802	4	0	5,091	15	0
Singleton Road	4,687	12	3	5,819	44	2
Rockbridge Road Northwest	3,337	3	0	4,005	23	0
Williams Road	2,902	3	0	3,614	8	0

Table 2.4a: Comparative Volumes between major Travel Modes

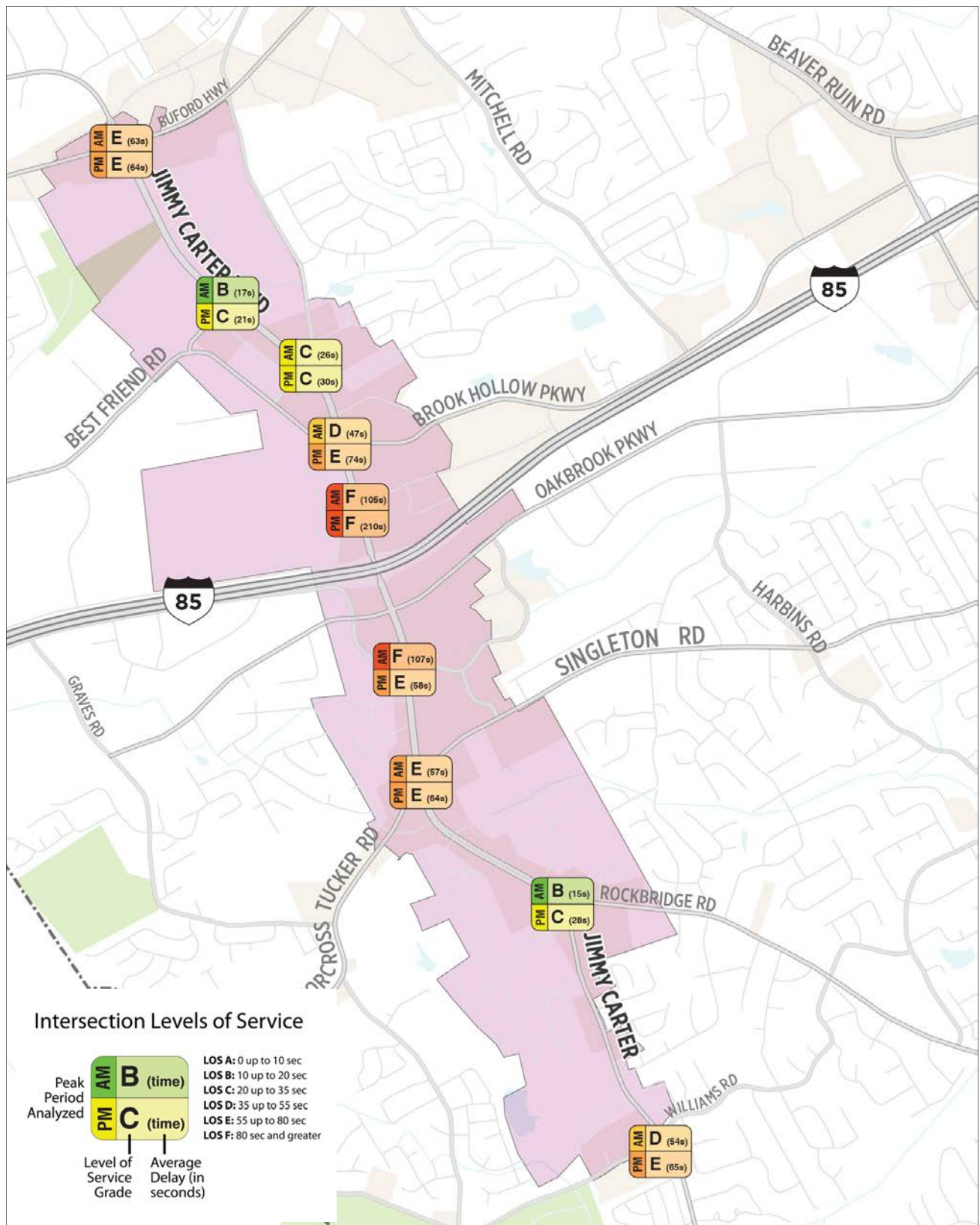


Figure 2.4d: Intersection Levels of Service



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

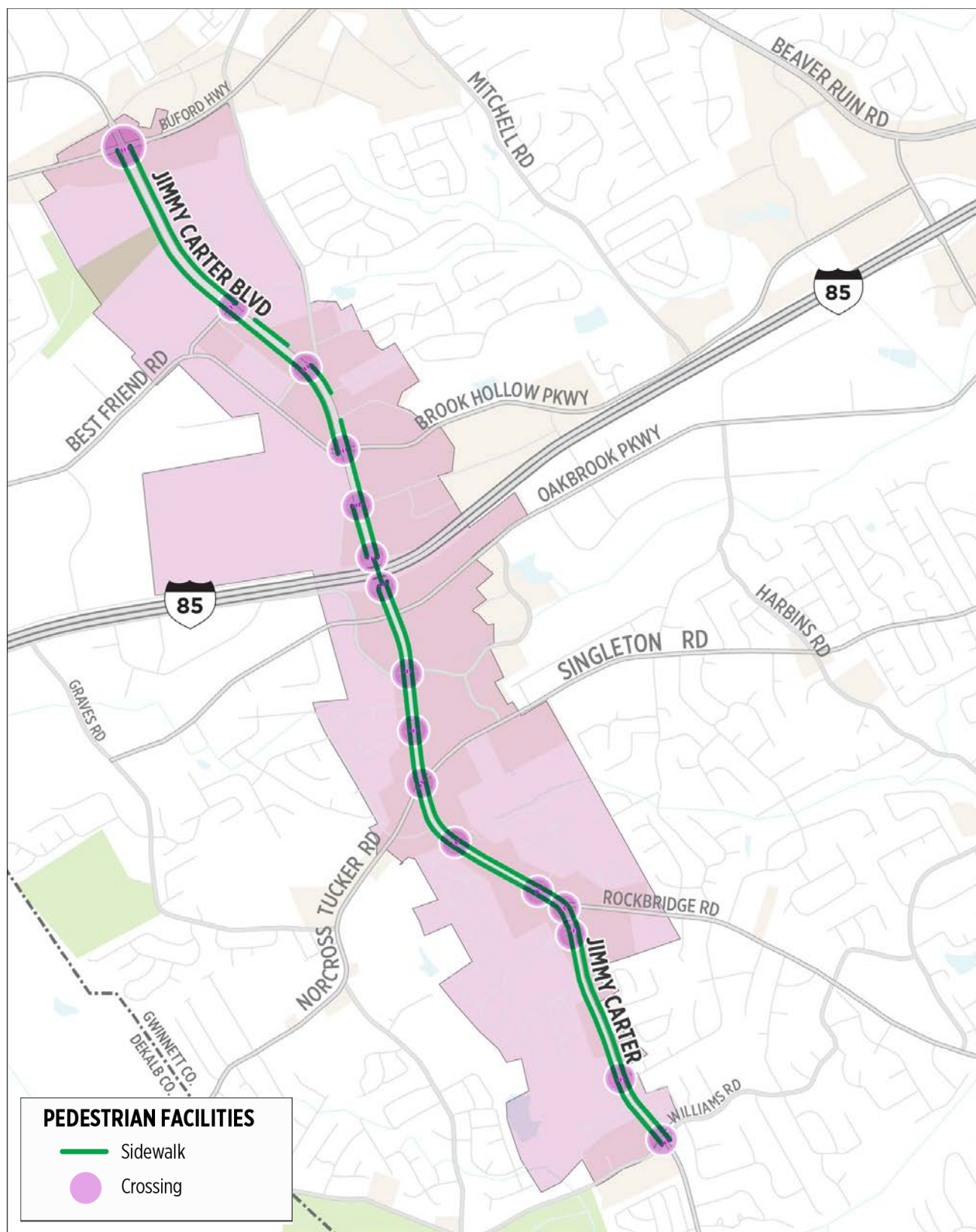


Figure 2.4e: Sidewalk and Marked Crossing Locations

## Sidewalks and Pedestrian Infrastructure

Jimmy Carter Boulevard has sidewalks on both sides of the street along approximately 95% of the study area (Figure 8). Sidewalk improvements are missing on the western side of the road between Goshen Springs Road and Brook Hollow Road and on the east side of the road between Financial Drive to Lanier Boulevard. It is important to note that clearly visible path lines just past the curbside indicate significant pedestrian use without a sidewalk in these areas. Between Norcross Tucker Road and Best Friend Road, there is no sidewalk for most of the block on east side of Jimmy Carter Boulevard, despite the presence of a Gwinnett County Transit Route 35 bus stop in this area. The Gwinnett County 2017 Special Purpose Local Option Sales Tax (SPLOST) has identified funding for these locations for sidewalk infill projects.

Fifteen major intersections along Jimmy Carter Boulevard are signalized and feature fully marked, signal-protected pedestrian crossings. However, since most intersections are spaced more than 300-400 feet apart (with some crossings being a half mile apart), pedestrians are inclined to cross between signal-protected crossings in order to get to their destinations more quickly. There are no mid-block crossings along the corridor to accommodate crossing in these areas of long distances, forcing pedestrians to walk far out of their way. Based on current signal cycle lengths, the wait times to cross Jimmy Carter Boulevard at signalized crossings are typically two minutes, but can be as long as 3.5 minutes (at Rockbridge Road Northwest), which is a long time for pedestrians to wait to cross. At these locations, pedestrians might be further inclined to take risks to avoid waiting for their opportunity to cross, especially in inclement weather. This significantly increases the potential for pedestrian/vehicle conflicts and crashes.

Smaller side streets generally lack marked crosswalks and access ramps for wheelchairs or strollers. Some of these streets, as well as select driveways and private streets, feature channelized right-turn lanes that can create conflicts with crossing pedestrians. As a roadway with numerous commercial land uses, there are also many wide driveway curb cuts to access businesses along the corridor where vehicles drive across the sidewalk, resulting in potential conflicts with pedestrians. The site layout of these commercial uses tends to be set back from the road with parking located in front of buildings, increasing the distance

pedestrians (including transit riders) must travel to reach destinations from the sidewalk. Jimmy Carter Boulevard currently does not feature street trees, curbside landscaping, on-street parking, or other enhancements that would provide shade, comfort or buffered protection between moving traffic and people walking.

## Bicycle Facilities

Jimmy Carter Boulevard and its intersecting streets in the study area have no on-street bicycle facilities. In Gwinnett County's 2014 Open Space & Greenway Master Plan Update, Jimmy Carter Boulevard is not identified as a proposed greenway or roadside trail corridor. The plan does feature a proposed greenway at Best Friend Park that would intersect Jimmy Carter Boulevard; however the County has not identified the proposed trail as a priority project.



## Transit Service

Gwinnett County Transit operates five local fixed bus routes (10A, 10B, 20, 30, and 35) along portions of Jimmy Carter Boulevard. Local service operates with 30-minute headways during weekday commute periods, and at 60-minute headways during mid-day periods and Saturdays. No service is offered on Sundays. Bus stops are located approximately a quarter-mile apart on average and are marked with a post and sign. There are no shelters or other transit-related facilities along the corridor. Refer to Figure 2.4f for a detailed illustration of route alignments and stops

What is notable about this transit service along the Jimmy Carter Boulevard corridor is that no single route provides service for the corridor's entire length or even a majority of it. Routes use Jimmy Carter Boulevard for relatively short distances before connecting to other streets. Traveling the corridor from end to end would require a minimum of two transfers, and select locations (such as the Global Mall and Carter Oak shopping centers) do not have direct transit access via Jimmy Carter Boulevard.

Route 30 operates along that portion of Jimmy Carter Boulevard south of I-85 whereas Route 35 operates north of I-85. Routes 10A, 10B, and 20 do not operate along Jimmy Carter Boulevard, but cross the roadway with connecting bus stops. Routes 10A, 10B, 20 and 35 terminate at the Doraville MARTA Station, with Route 20 serving the employment centers around I-85. Route 35 serves Norcross, Peachtree Corners, and Berkeley Lake. Route 30 connects Lilburn to the study area as well as Gwinnett Place Mall.

Due to the many factors and conditions that limit rider access, transit ridership in the Jimmy Carter Boulevard corridor (shown by stop location in Figure 2.4g) is lower than might be expected. The average number of weekday boardings per stop is approximately five per day, and the most heavily used stop has an average daily boarding of 38 passengers. Given the reduced service on Saturdays, the number of boardings is less than on weekdays.

At the time of this report, Gwinnett County Transit was working toward completion of a comprehensive operations analysis of its system-wide transit operations. Service and route changes that could impact mobility options on Jimmy Carter Boulevard may be considered.

## Roadway, Pedestrian, and Cyclist Safety

From 2015 through 2017, there were 354 collisions reported along Jimmy Carter Boulevard in the study area. Of the total number of reported collisions, there were none involving pedestrians, and one involved a cyclist. Over this 3-year period, 117 collisions involved injuries, and there were no fatalities (see Figure 2.4h). Though numbers of crashes are not normalized for vehicle volume due to a lack of location-specific vehicle volume data, there are clear high collision hotspots along Jimmy Carter Boulevard at Buford Highway, Brook Hollow Parkway, the I-85 off-ramps, and Singleton Road. These are the same high-collision areas identified using 2005 data for The Comprehensive Transportation Plan for Gwinnett County.

Notably, all of the high crash locations identified, with the exception of Brook Hollow Parkway, have channelized right turns with raised concrete islands or a concrete buffer. Brook Hollow Parkway features a similar geometric design but only pavement marking for islands. Wear on the paint and concrete buffers indicates that some drivers are navigating turns at high speeds and encroaching into the areas defined by marking and curbs.

The most common type of collision on the roadway was rear-end collision at 49%. Angled collisions (27%) and same-direction sideswipe (17%) made up the next most significant categories of collisions. Head on, sideswipe-opposite direction, and collision with something other than a motor vehicle were all less than 5%.

It is also useful to consider how crash patterns and frequency on the Jimmy Carter Boulevard corridor compare to similar roads, since it is typical that higher-volume roads and intersections have more crashes than those with lower volumes. This is done by normalizing crash occurrences by the volume of traffic using a road, calculating a crash rate for a period of time (such as one year) for a fixed rate of vehicle travel in that same time (this rate is typically expressed as a number of crashes per million vehicle-miles or per 100 million vehicle-miles traveled in the corridor).

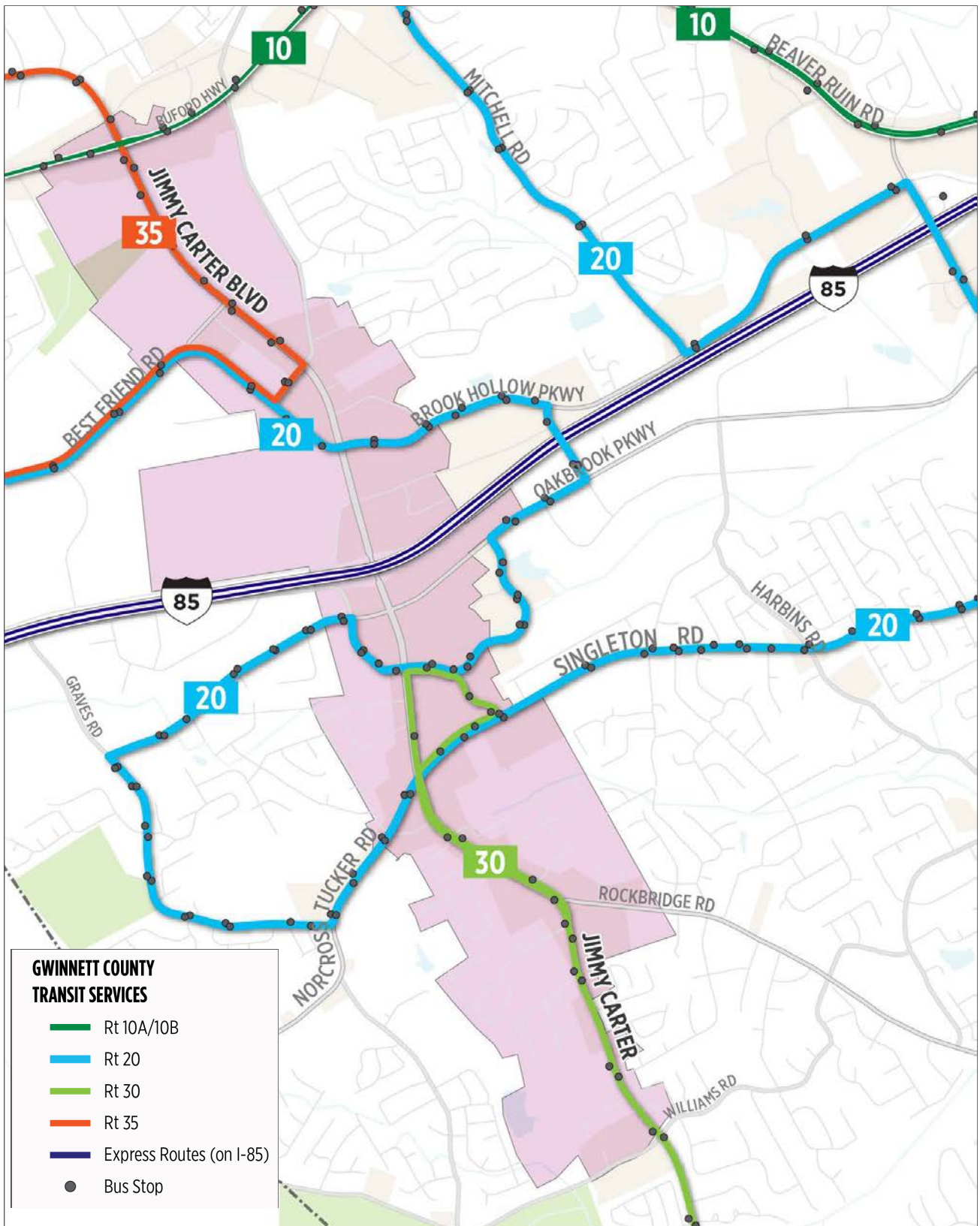


Figure 2.4f: Fixed-Route Transit Service



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

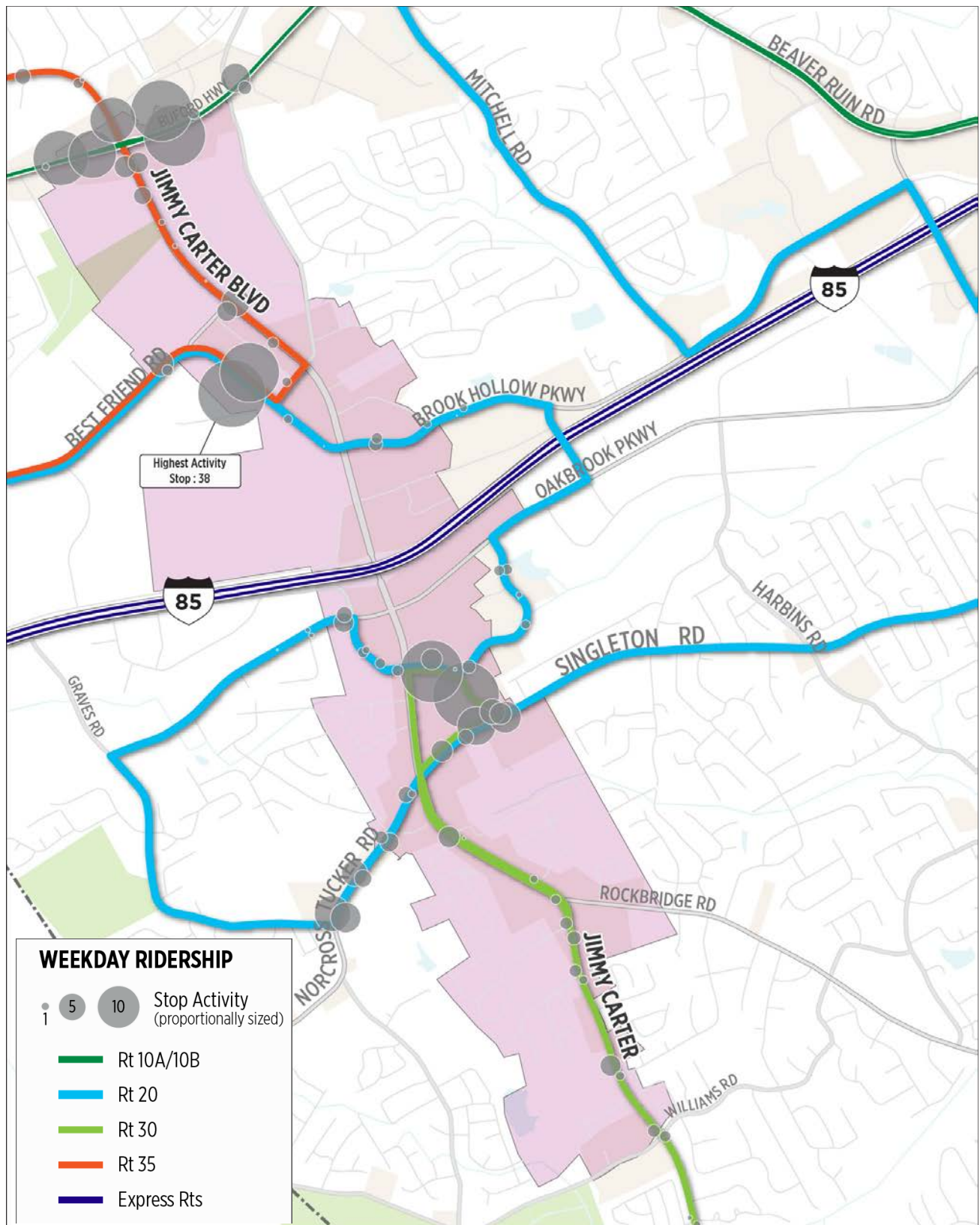


Figure 2.4g: Weekday Transit Ridership by Stop

Table 2.4b provides a summary of crash rates on Jimmy Carter Boulevard based on 2016, the most recent full year of available crash data at the time of the study's analysis, and compares these rates to Georgia statewide averages for urban principal arterials (in 2016, these were 628 crashes per 100 million vehicle miles traveled). As the table indicates, the crash rates for all segments of the study area corridor exceed statewide average crash rates, both for general crashes and for crashes specifically involving injuries.

The highest rates, both for all crashes and for crashes with injuries, occur on the section of the corridor between I-85 and Singleton Road. This section has a crash rate over three times the statewide average. The two sections of the corridor south of Singleton Road also have rates more than twice the statewide average.

Segment	Length of Segment (Miles)	ADT	100 MVM	Total Crashes	Actual Rate (Crash/100MVM)	Crash Rate Above State Avg?	Injury Crashes	Actual Rate (Crash/MVM)	Crash Rate Above State Avg?
Between Buford Highway and Best Friend Road	0.64	64600	0.2	137	907.9	Yes	38	251.8	Yes
Between Best Friend Road and I-85	1.01	76000	0.3	345	1231.4	Yes	78	278.4	Yes
Between I-85 and Singleton Road/ South Norcross-Tucker Road	0.7	71900	0.2	401	2182.9	Yes	92	500.8	Yes
Between Singleton Road and Rockbridge Road	0.66	48200	0.1	172	1481.3	Yes	50	430.6	Yes
Between Rockbridge Road and Williams Road	0.86	31700	0.1	169	1698.4	Yes	41	412.0	Yes

Table 2.4b: Comparative Crash Rate Values between Major Travel Modes



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

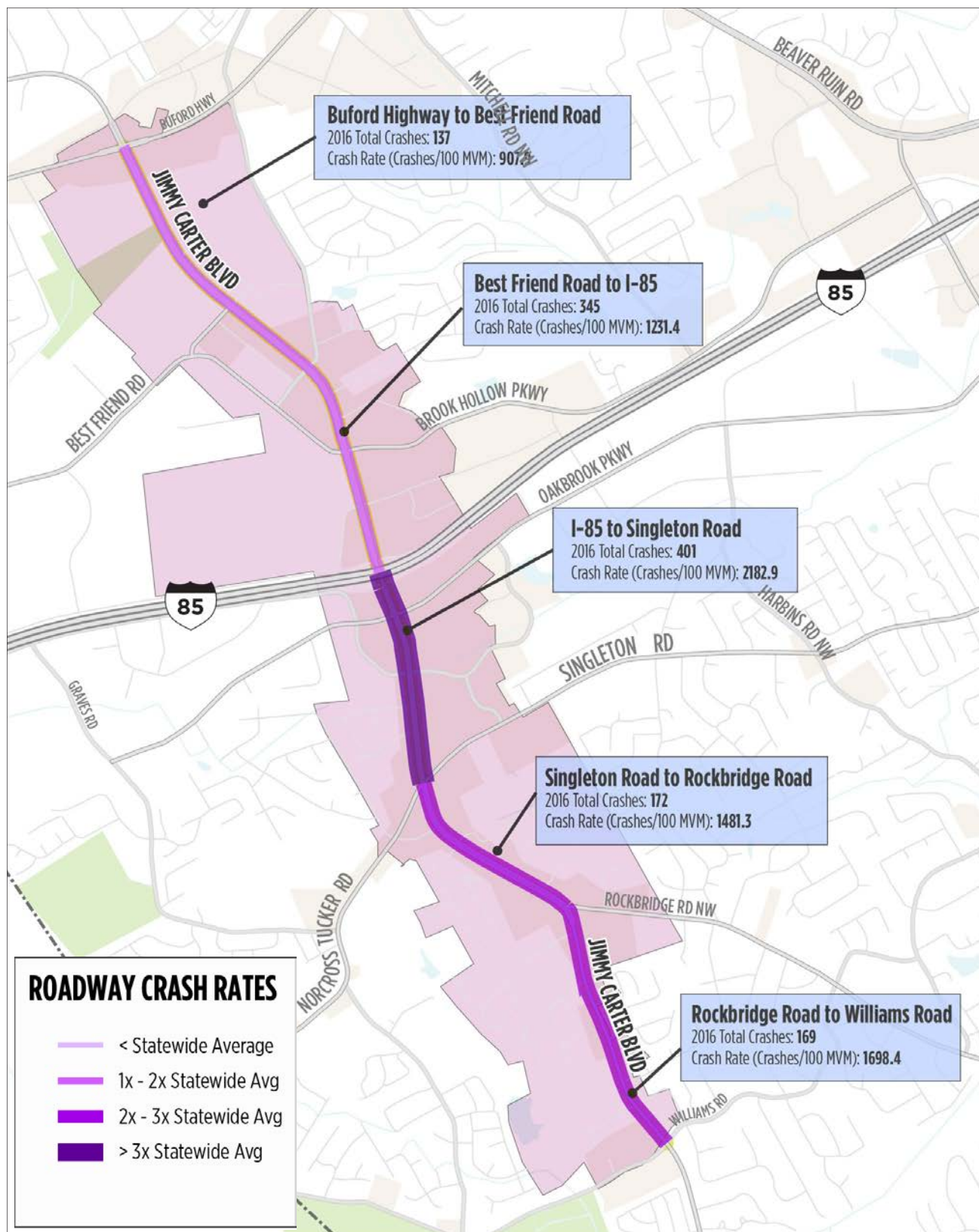


Figure 2.4h: Roadway Crash Rates

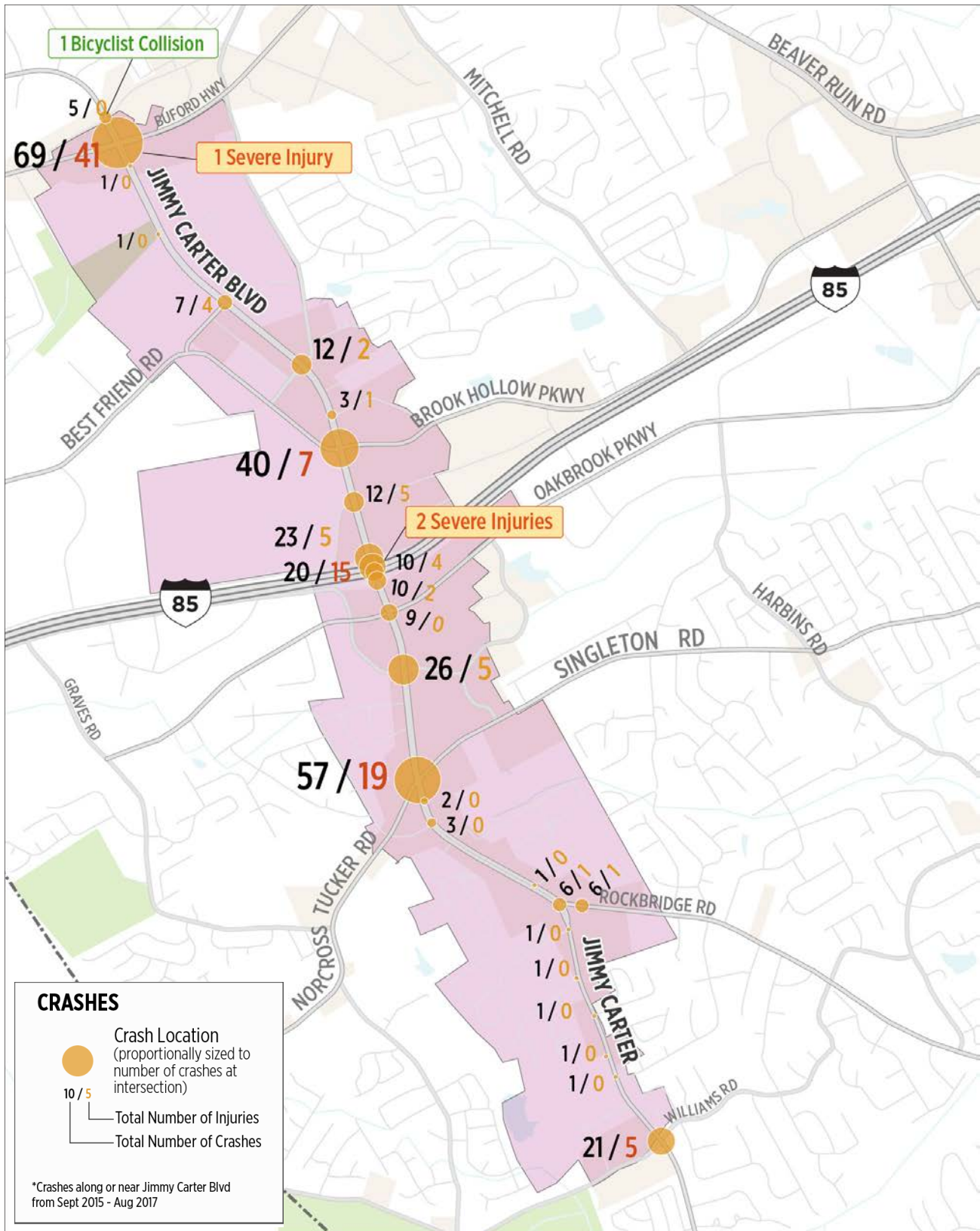


Figure 2.4i: Crash Locations



### 2.5 Market and Demographic Summary

The Jimmy Carter Boulevard LCI study area is located in western Gwinnett County. The corridor is primarily commercial, with a mix of retail, office and industrial. The study area falls entirely within the Gateway85 CID.

The northern terminus is Buford Highway and the southern terminus is Brit Road/Williams Road. Interstate 85 crosses the center of the Corridor. This study analyzes and compares the study area from several different geographical perspectives:

1. Jimmy Carter Boulevard LCI study area (from Britt Road to Buford Highway)
2. Jimmy Carter Boulevard LCI Market Area, defined as a 2-mile radius from the corridor. This area approximates the residential population that would be likely to patronize commercial businesses within the LCI study area
3. Gateway85 CID
4. Gwinnett County
5. Atlanta Metro Statistical Area

Jimmy Carter Boulevard within the LCI study area is a busy commercial roadway with up to 8 travel lanes. Much of the study area's building stock dates to the 1970s and 80s, and it is dominated by in-line retail centers, auto-oriented retail buildings, and flex-office parks. The corridor is a commercial activity center in the midst of one of the region's largest concentrations of industrial, logistics, and flex-office space, located primarily on either side of Interstate 85. Over the past 40 years, major shifts in industrial and retail trends and consumer preferences have made many of area's the buildings less competitive for today's commercial and residential tenants. This will be the key challenge or opportunity for redevelopment in this corridor.

### Demographics

The residents of the Jimmy Carter Boulevard LCI study area define the character of the area. They are also the primary customers of the area's housing, retail, and restaurants, as well as a potential work-force for the area's businesses. The study area's residents are far more likely to be young, foreign-born, and Spanish-speaking than Gwinnett County as a whole. These residents are also much more likely to rent homes in multi-family buildings, and to have modest household incomes.

### Population & Households

The Jimmy Carter Boulevard LCI study area has 9,310 residents. The larger Market Area has 105,195 residents.

### Age

The median age is 32 years, 3.5 years younger than the Gwinnett County median. 30% of the Market Area residents are children (17 years or younger), compared to 27% for Gwinnett County. Just 6.7% of Market Area residents are seniors, compared to 9.6% for Gwinnett County.

### Race and Ethnicity

The LCI study area and Market Area are among the most diverse areas within one of the nation's most diverse counties.

69% of the population in the study area corridor and 48% in the Market Area identify as Hispanic/Latino. Refer to Figure 2.5a. The LCI Corridor and Market Area form the heart of the Atlanta region's largest concentration of Hispanic/Latino residents. This unique culturally and ethnically diverse area is located primarily along the I-85 Corridor through north DeKalb and south Gwinnett Counties. 64% of Gateway85 CID households speak a language other than English at home, compared to just 35% county-wide. In the LCI Market Area, 44% of residents are foreign-born, significantly more than Gwinnett County's 24% or the Atlanta region's 13%.

### Income

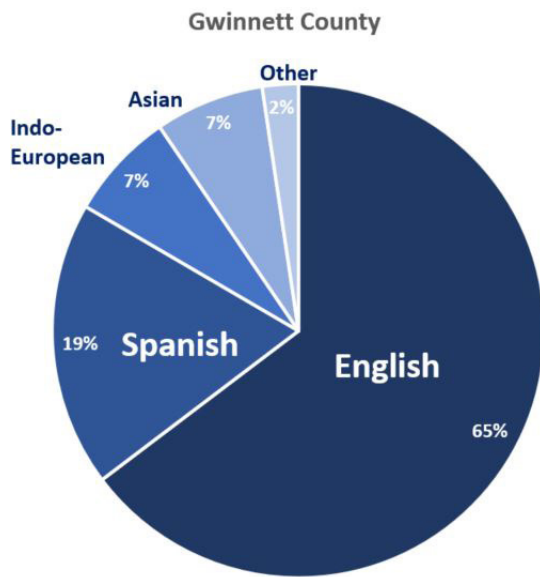
Incomes in the Jimmy Carter Boulevard LCI Market Area are modest, with a median household income of \$40,644.

### Housing & Tenure

In the 2-Mile Market Area, there are over 105,000 residents living in 35,382 housing units. 58% of Market Area residents rent their homes, and 42% own their homes. Refer to Figure 2.5b.

33% of the Market Area's housing units were built in the 1980s. 39% of Market Area residents reside in single family homes, 10% live in townhomes and 50% occupy multifamily buildings

## Language spoken at home



Source: US Census ACS, 2016

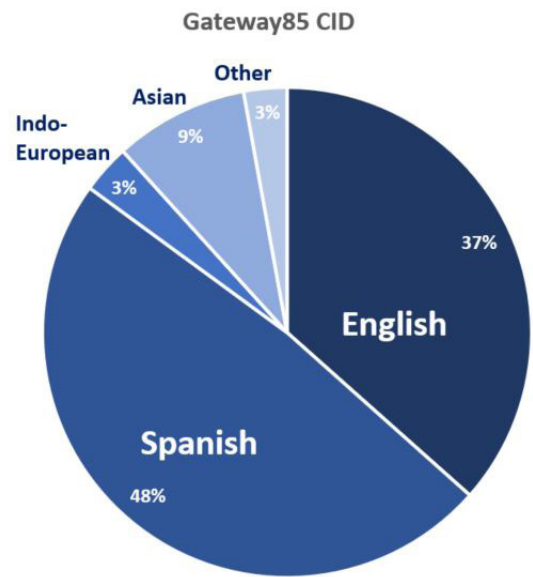
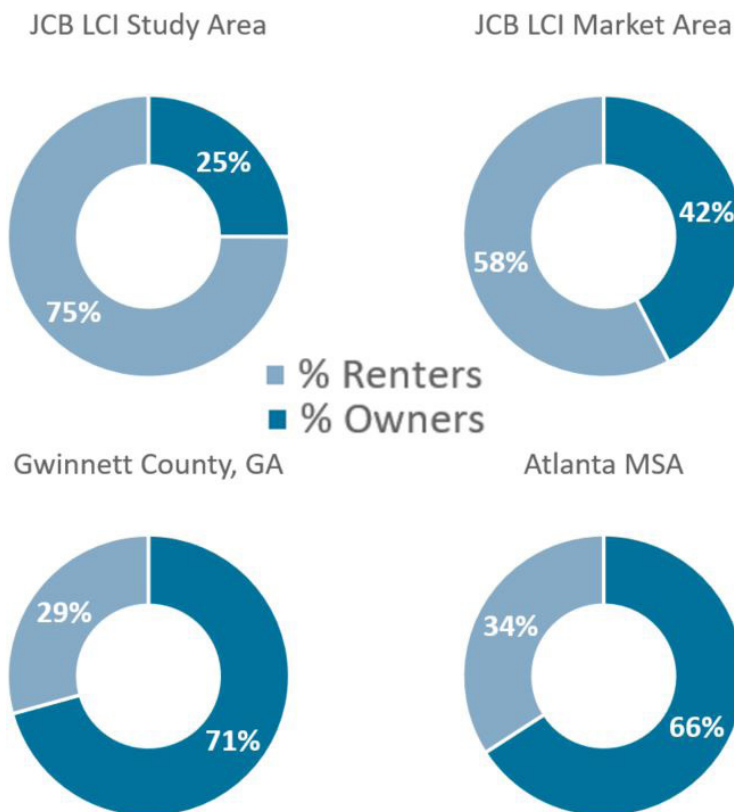


Figure 2.5a: Language spoken at home

## Housing and Tenure



Source: Environics Analytics, Inc. 2017

Figure 2.5b: Housing and Tenure



### Household Characteristics

Market Area households tend to be small, with fewer children per household.

The average household size in the LCI Market Area is 3.0 persons, the same as Gwinnett County. 50% of households consist of just one or two people.

### Education

LCI study area and Market Area residents are less likely to have 4-year college or advanced degrees: 23.2% of LCI Market Area residents have 4-year college or advanced degrees, compared to 34.5% for Gwinnett County. A higher percentage of LCI-area residents lack a high-school diploma: 26.7% of LCI Market Area residents do not have a high school diploma or equivalent, compared to 12.5% for Gwinnett County.

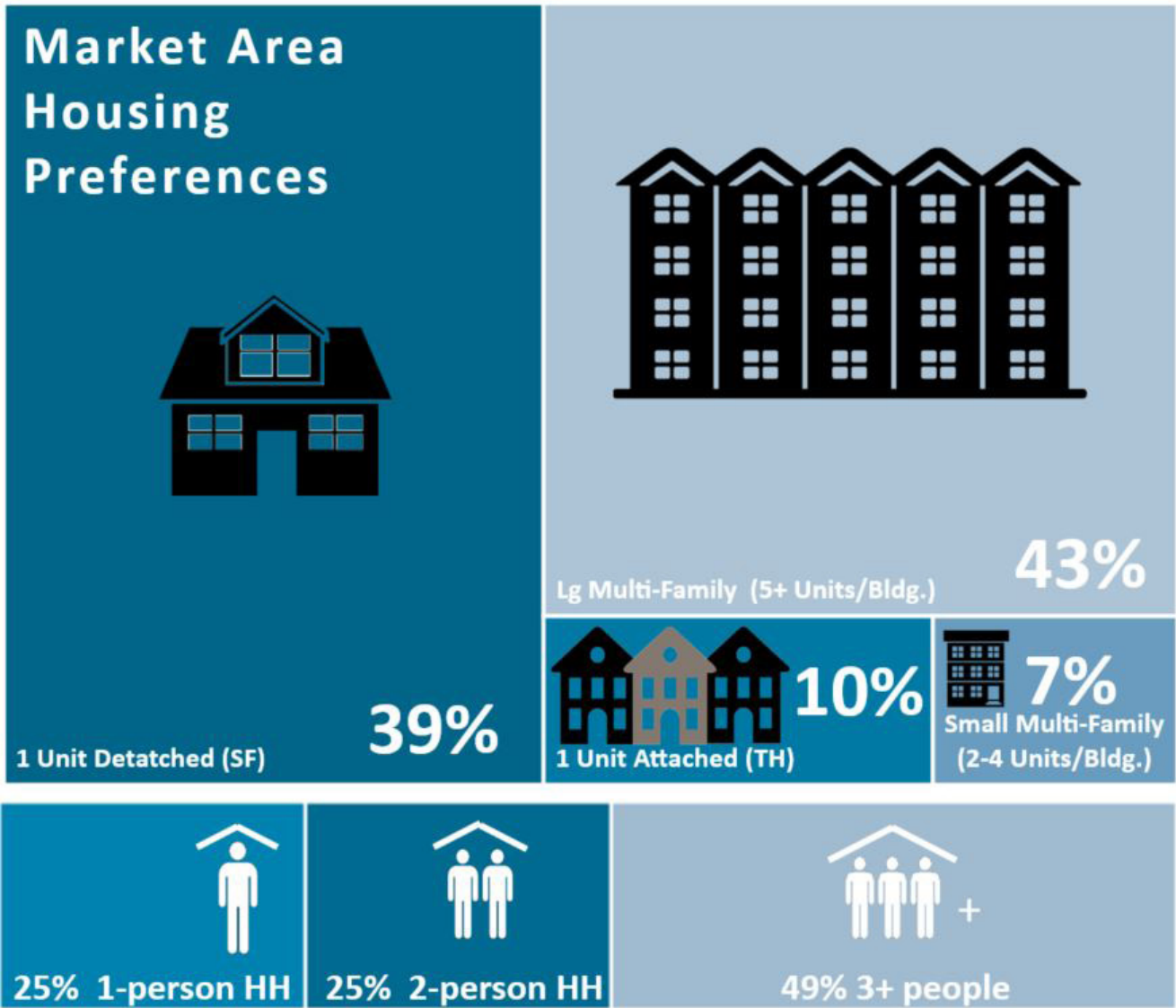
### Employment

The Jimmy Carter Corridor functions as a major regional employment center, with 10,000 jobs in the LCI study area and nearly 70,000 jobs in the 2-Mile Market Area. The Great Recession of 2008 hit this part of Gwinnett County particularly hard. This was due largely to traffic challenges, demographic shifts and global changes in industrial and retail trends that combined to slow the area's recovery. The area has still not recovered all the jobs lost during the recession.

Recently, the pace of recovery has accelerated and job growth has been strong. The Market Area added over 9,000 new jobs between 2010 and 2015, however it is still below its 2005 peak of 74,416; nearly two thousand of those jobs were created in the Jimmy Carter Boulevard LCI study area.

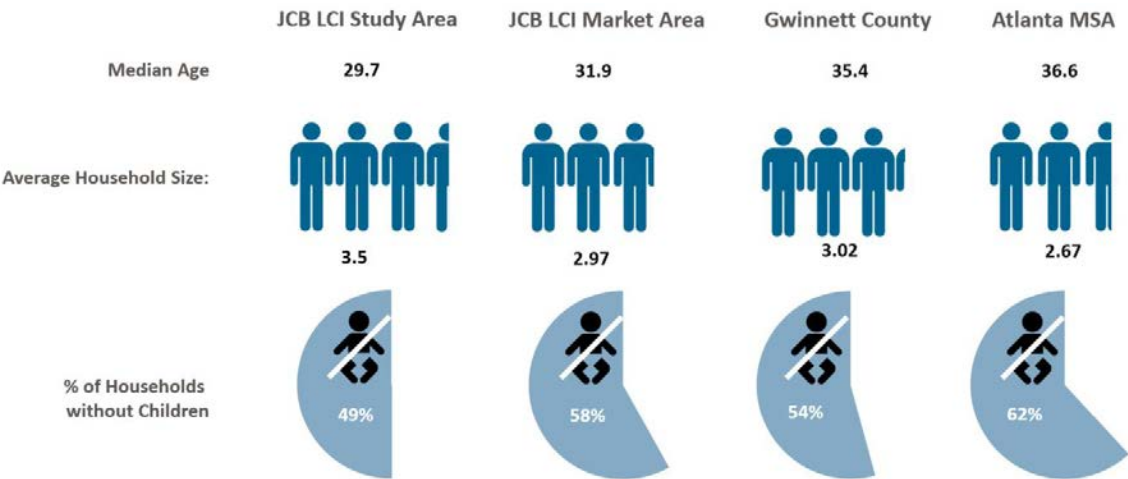
Top Market Area employment sectors include Manufacturing, Wholesale Trade, and Administration and Support. Georgia's growing film and television industry has established two strong footholds in the area with Eagle Rock studios and production facilities at the OFS site.

# Residents: Housing and Households



Source: Environics Analytics, Inc. 2017

Figure 2.5c: Market Area Housing Preferences



Source: Environics Analytics, Inc. 2017

Figure 2.5d: Household Characteristics



### Real Estate Inventory

The LCI Market Area is large, with 53.3 million SF of commercial real estate, of which (refer to Figure 2.5e):

41.8 million SF (78%) is Flex/Industrial  
6.1 million SF (11%) is Retail, and  
5.4 million SF (10%) is Office.

9 million SF, or 17% of the Market Area's commercial space inventory, is located within the LCI Corridor study area. Much of the commercial real estate inventory is aging and becoming obsolete, with 74.8% of the inventory in buildings older than 25 years.

The LCI Market Area's apartment inventory includes 80 rental communities encompassing over 15,000 units. This represents 28% of Gwinnett's apartment units. Since the low point of the Great Recession in 2010, apartment rents in both the Market Area and Gwinnett County have risen steadily while vacancy rates have declined. Market Area average apartment rents have increased by 43% in seven years, from a low of \$678/unit average rent in 2010 to an average rent of \$972/unit today.

Over the past ten years, just 8 buildings have been built in the study area:

- 7 retail buildings ranging from 3,000-29,000 SF, for a total of 79,000 SF
- 1 Industrial building of 65,000 SF

Much of the existing building stock was developed in the 1980s in a suburban, auto-oriented layout. Since that time, industrial and retail sectors have undergone significant changes, and inner Gwinnett County has transitioned from a suburban area to a largely urban area without corresponding changes in the building stock or supporting infrastructure. As a result many of the area's industrial, office, retail, and residential properties are not competitive with other, newer areas of the metro area.

### Commercial Real Estate Overview

As stated earlier, this study analyzes and compares the study area from several different geographical perspectives:

1. Jimmy Carter Boulevard LCI study area (from Britt Road to Buford Highway)
2. Jimmy Carter Boulevard LCI Market Area, defined as a 2-mile radius from the corridor. This area approximates the residential population that would be likely to patronize commercial businesses within the LCI study area
3. Gateway85 CID

### 4. Gwinnett County

### 5. Atlanta Metro Statistical Area

This section looks at different types of real estate stocks, availability, and vacancies for the study area using the stated geographical perspectives as required.

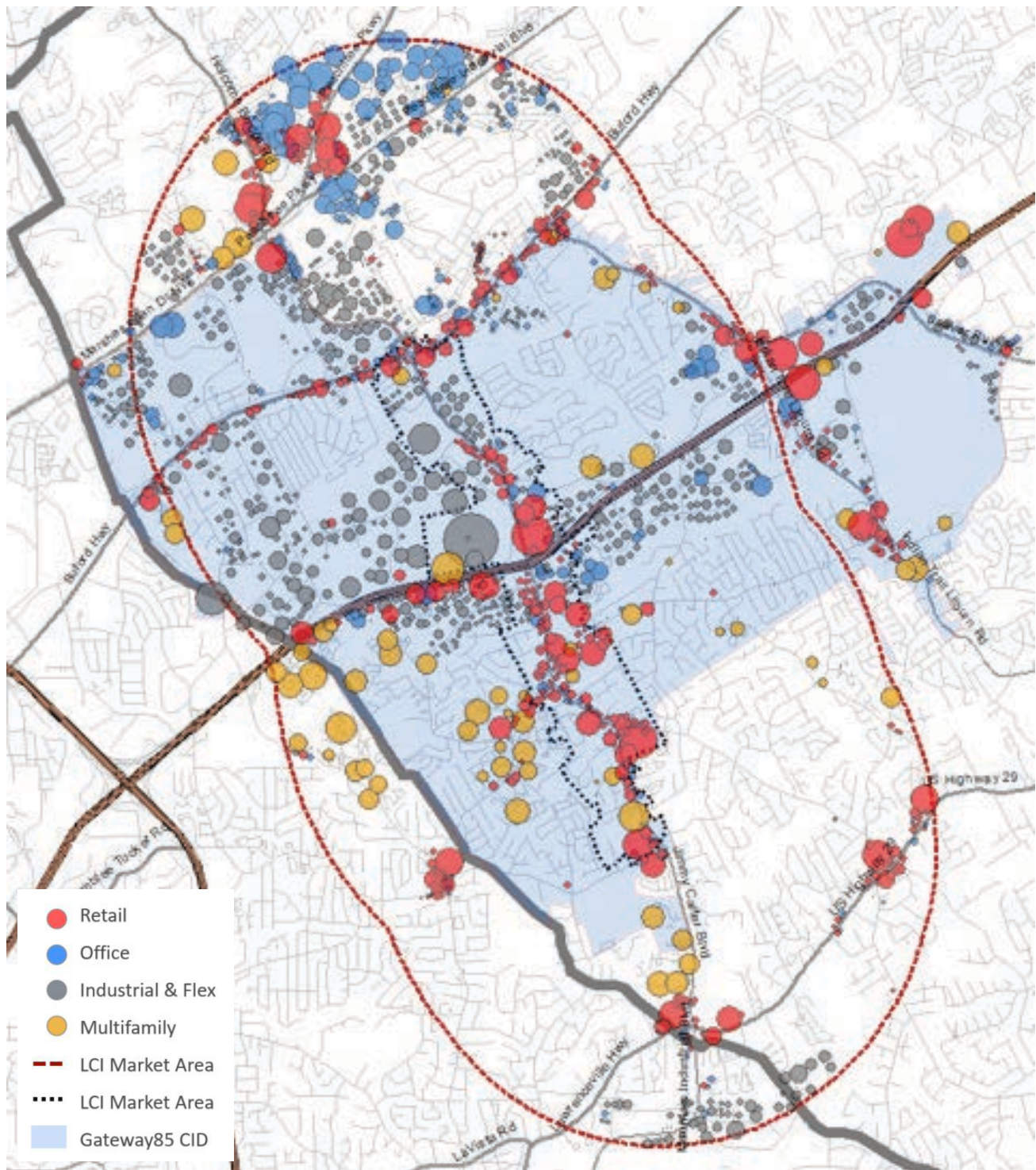
Rapid suburbanization of the Jimmy Carter Boulevard Area, which began in the 1970s led to real estate and development patterns characterized by broad areas with similar land uses and building types constructed over a short period of time. As buildings age and the needs of commercial tenants evolve, areas from similar time periods face common challenges.

The Market Area's commercial real estate inventory is dominated by warehousing and flex-industrial space built in the 1970s and 1980s, originally conceived to serve trucking, manufacturing and logistics uses based on proximity to the interstate highway system and regional distribution hubs.

Several concurrent trends have caused disruptions or changes to that business model:

- Increasing congestion on the area's roadways and interstates has created an increasingly challenging environment for firms that depend on trucking and transportation.
- Growth of interstates and roads in outer counties such as Henry, Barrow and Spalding, combined with inexpensive, large tracts of undeveloped land make those locations more attractive for new development and business recruitment.
- The growth in containerized shipping has shifted both the business model of shipping and the shape of regional distribution networks.
- Changes in trucking, container, and warehousing technology have led to a preference for larger buildings with different physical characteristics than those constructed in the 1980s.
- Increased globalization and inexpensive shipping has led to the decline of small "jobber" type distribution and manufacturing customers, who typically use the flex-industrial space that is prevalent in the area.
- While these changes within the warehousing industry have resulted in higher vacancy rates and decreases in employment, they provide an opportunity for reimagining and redeveloping the I-85 area in the vicinity of Jimmy Carter Boulevard. The Market Area's commercial rents and land costs tend to lower than elsewhere in Gwinnett and region.

# Combined Commercial Real Estate Distribution



Source: CoStar Inc. and Bleakly Advisory Group

Figure 2.5e: Combined Commercial Real Estate Distribution



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

## Retail Space Distribution (Refer to Figures 2.5f and 2.5g)

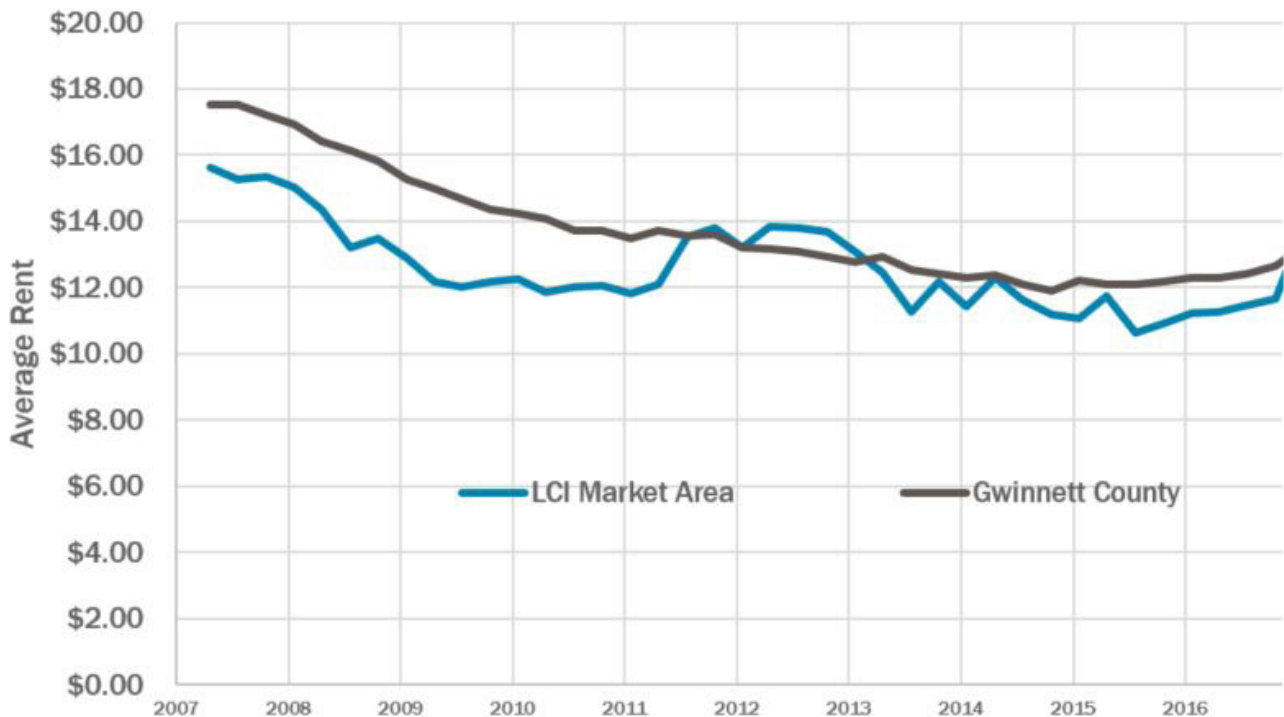
The Jimmy Carter Boulevard LCI Market Area has a retail inventory of 6.1 million SF in 477 buildings. Very little new retail space has been built in the PMA during the past 10 years after strong construction activity prior to the recession in 2008, and 72%, are more than 25 years old. Currently 3.8% of the Market Area's retail space is vacant, compared to a typical "healthy" vacancy rate of 8%-10%, indicating that the area has significant pent-up demand for new retail space.

Market Area retail rents average \$11.36, 91% of the County average. The Market Area has absorbed an average of 94,083 SF of retail space annually over the past five years (CoStar Inc. 2017).

Retail rents have trended downwards over the past ten years. Gwinnett County's average retail rent has fallen from \$17.53 in 2007 to \$13.24 in 2017, a decrease of 24%. The Market Area's retail rents have fallen by 2% over the same period, to \$11.36. Refer to Figure 2.5k. 344 of the Market Area's 477 retail buildings (72%) are more than 25 years old.

**Average Retail Rent (NNN) 2007-2017,  
LCI Market Area & Gwinnett County**

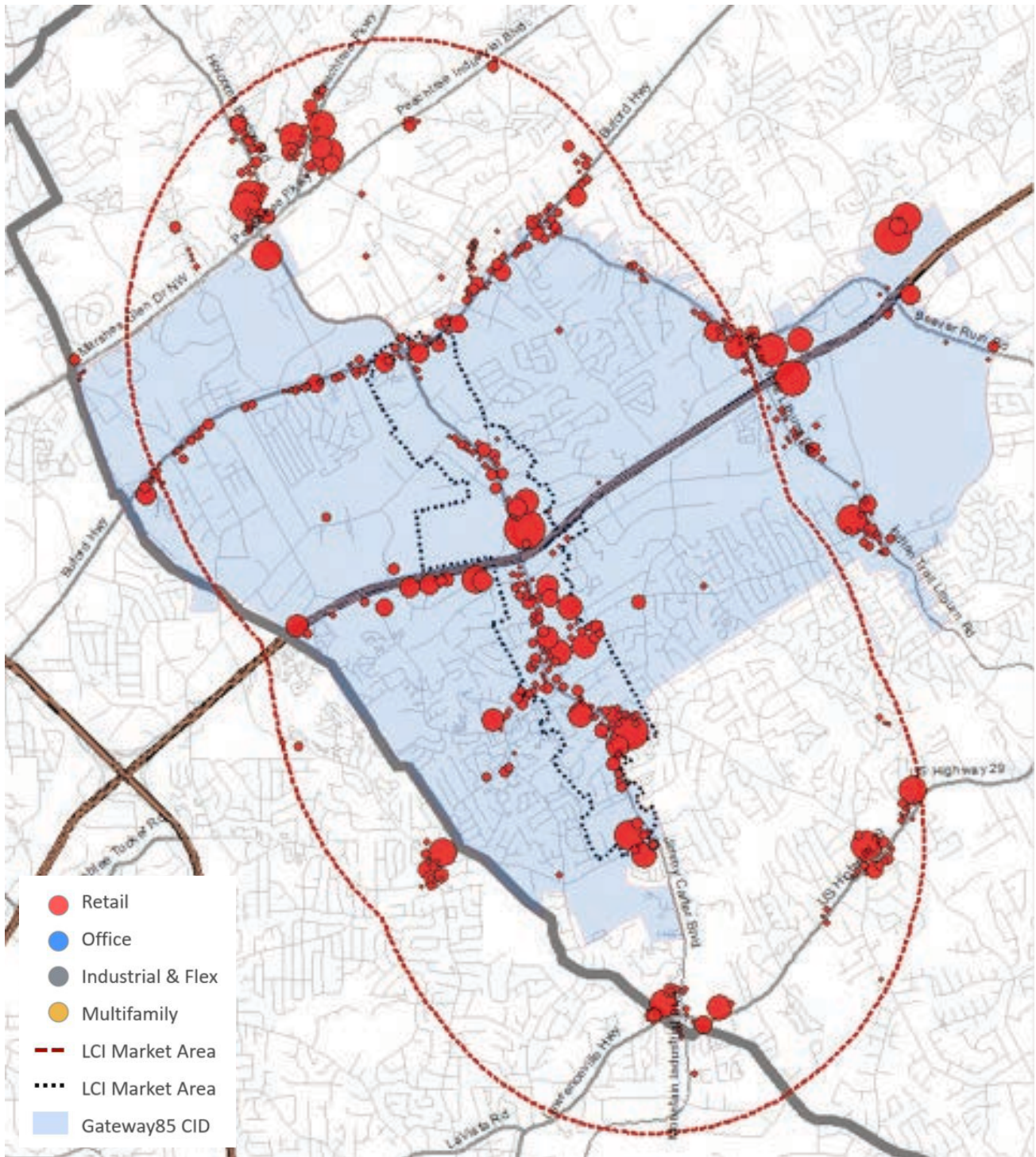
NNN = Triple Net



Source: CoStar Inc. 2017

Figure 2.5f: Average Retail Rent Trend

# Retail Space Distribution



Source: CoStar Inc. and Bleakly Advisory Group

Figure 2.5g: Retail Space Distribution



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

## Office Space Distribution (Refer to Figures 2.5h and 2.5i)

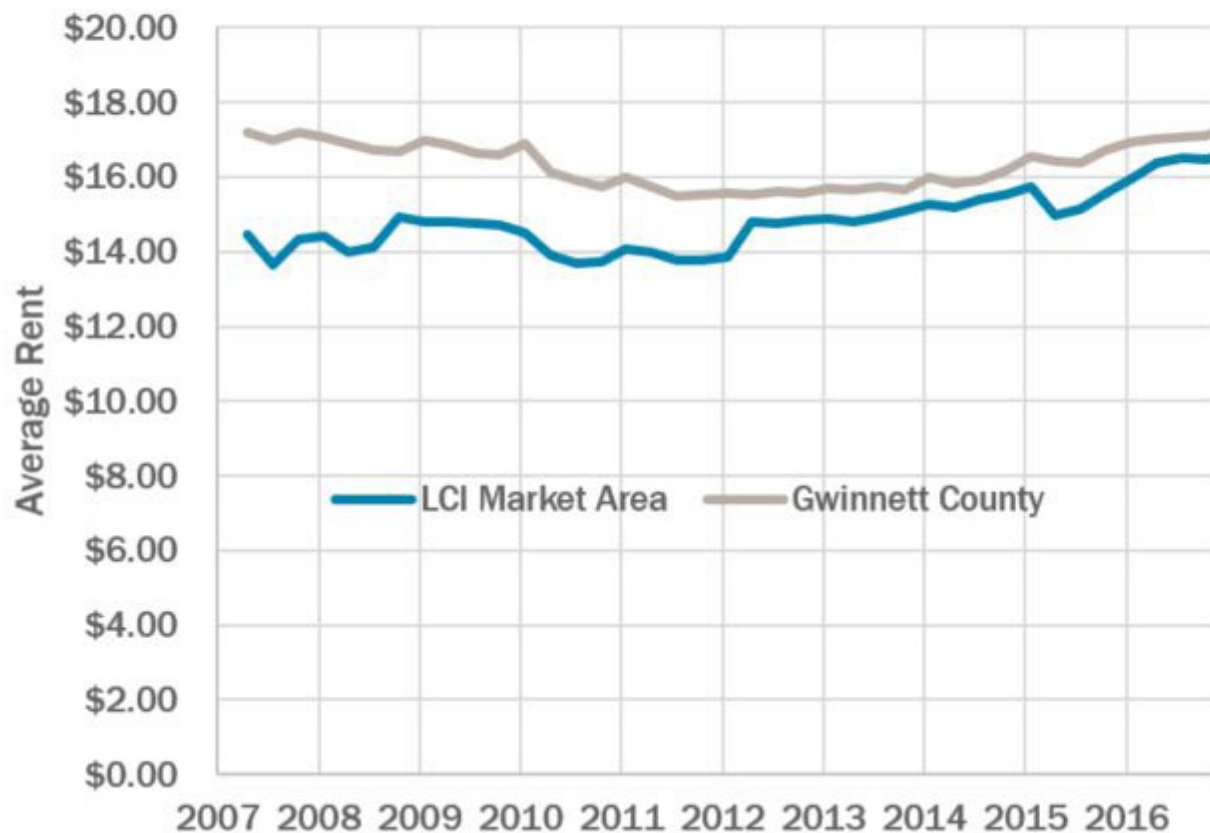
The Jimmy Carter Boulevard LCI Market Area has an office inventory of 5.4 million SF, most of which is concentrated at the far north edge of the study area, in Peachtree Corners. Currently 22% of the office space is vacant.

Market Area office rents average \$16.14, 94% of the Gwinnett County average. The Market Area has absorbed an average of nearly 3,500 SF of office space annually over the past five years.

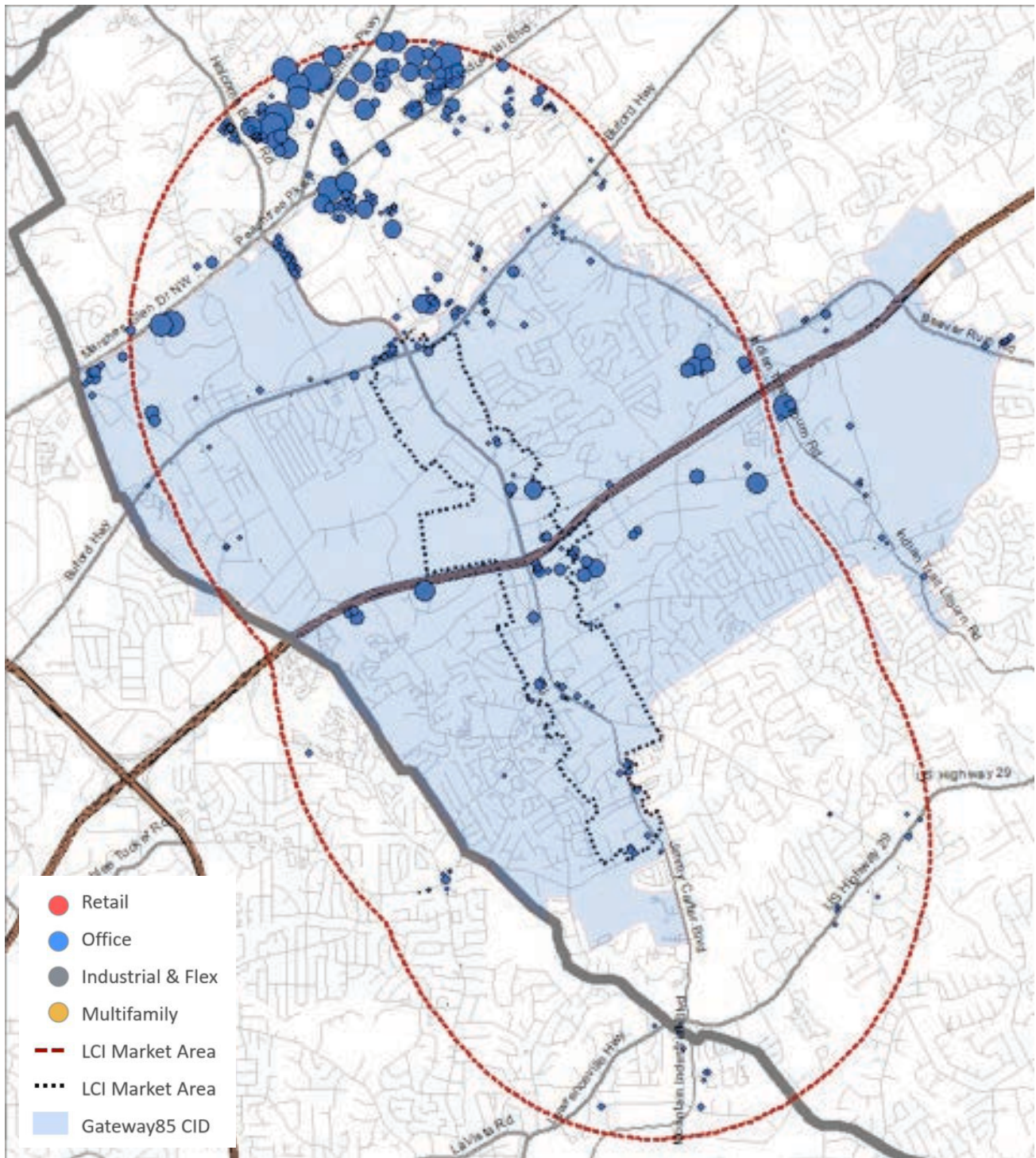
The Market Area's office inventory tends to be dated, with 307 of 356 buildings in excess of 25 years old.

While county-wide office rents have languished over the past ten years, with an increase of just 1% over that period, office rents in the Market Area have increased by 12%, from an average of \$14.45 to \$16.14, approaching the county average of \$17.37.

## Average Office Rent (Gross) 2007-2017, LCI Market Area & Gwinnett County



# Office Space Distribution



Source: CoStar Inc. and Bleakly Advisory Group

Figure 2.5i: Office Space Distribution



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

## Industrial Inventory (Refer to Figures 2.5j and 2.5k)

The Jimmy Carter Boulevard LCI Market Area has an industrial inventory of over 35 million SF. Currently 5.3% of the industrial space is vacant.

Market Area industrial rents average \$5.05, 107% above of the County average.

The Market Area has absorbed an average of 626,480 SF of industrial space annually over the past five years.

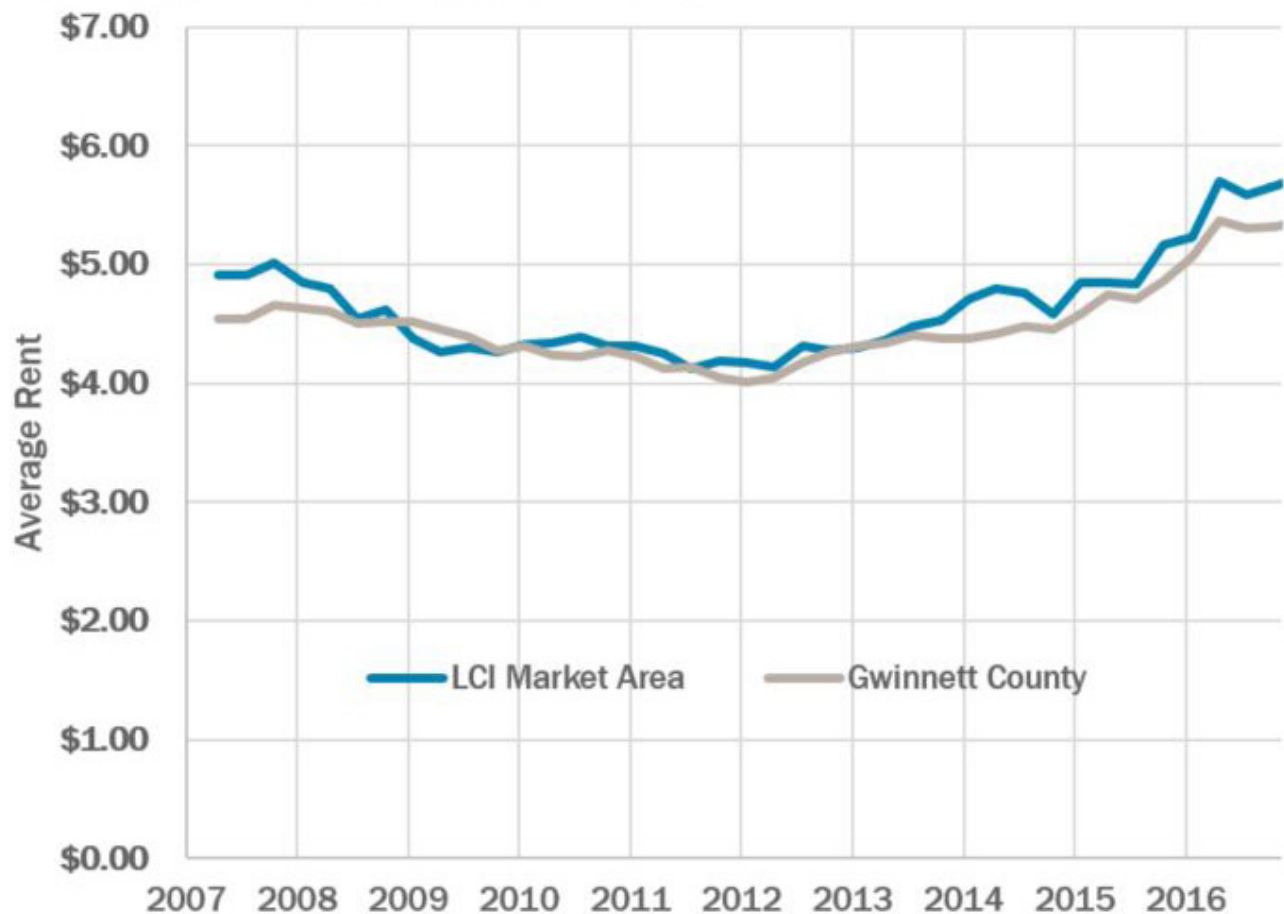
5,081,541 SF of the Market Area's industrial inventory is inside the LCI corridor.

## Flex-Office Inventory (Refer to Figure 2.5k)

Much of the Market Area's office and industrial space is within its significant inventory of 6.6 million SF of flex-office space. Currently 16.85% of the flex space is vacant. Market Area flex rents average \$8.24, 94% of the County average.

The Market Area has absorbed an average of just over 99,774 SF of space annually over the past five years. Over one million SF of the Market Area's office inventory is inside the LCI corridor.

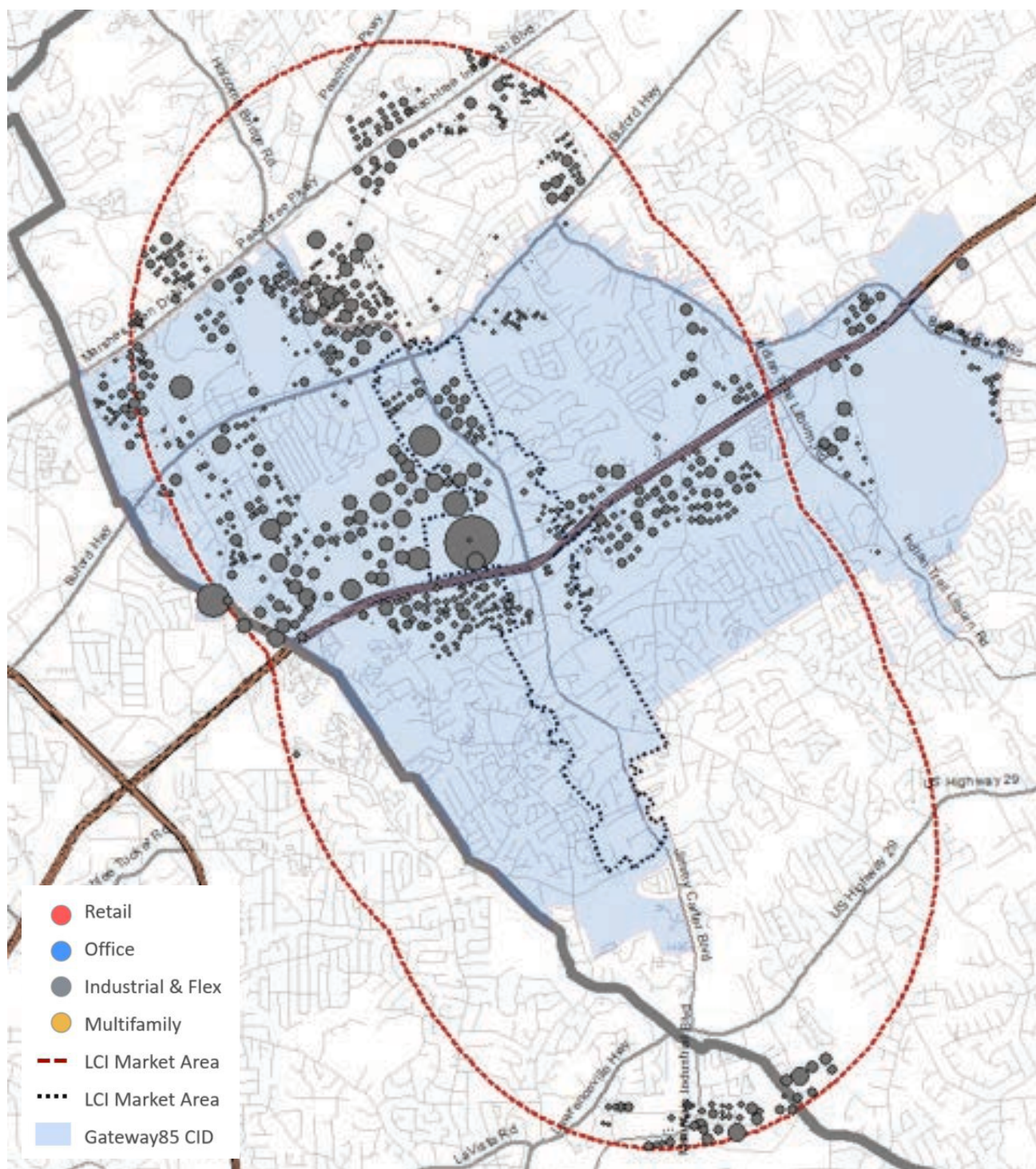
**Average Industrial Rent (Gross) 2007-2017,  
LCI Market Area & Gwinnett County**



Source: CoStar Inc. 2017

Figure 2.5j: Average Industrial Rent Trend

# Industrial and Flex Space Distribution



Source: CoStar Inc. and Bleakly Advisory Group

Figure 2.5k: Industrial and Flex Space Distribution



## Residential Real Estate: Multi Family (Refer to Figures 2.5l-n)

The LCI Market Area's apartment inventory includes 80 rental communities encompassing over 15,000 units, representing 28% of Gwinnett County's apartment inventory. The Market Area's apartments market is currently showing a combination of relatively low vacancy rates of 5% to 6% and record high-rents. Refer to Figure 2.5l.

Average Apartment rents (2 BR) within the LCI Corridor currently rent at \$872, just 80% of the County-wide average of \$1,093. Market Area rents are slightly higher, at \$996 for 2 BR unit, 91% of the county average. Refer to Figure 2.5n.

The Market Area's apartment inventory is aging- 86% of the units in the Market Area are more than 25 years old. 100% of the apartment buildings within the LCI study area are older than 25 years.

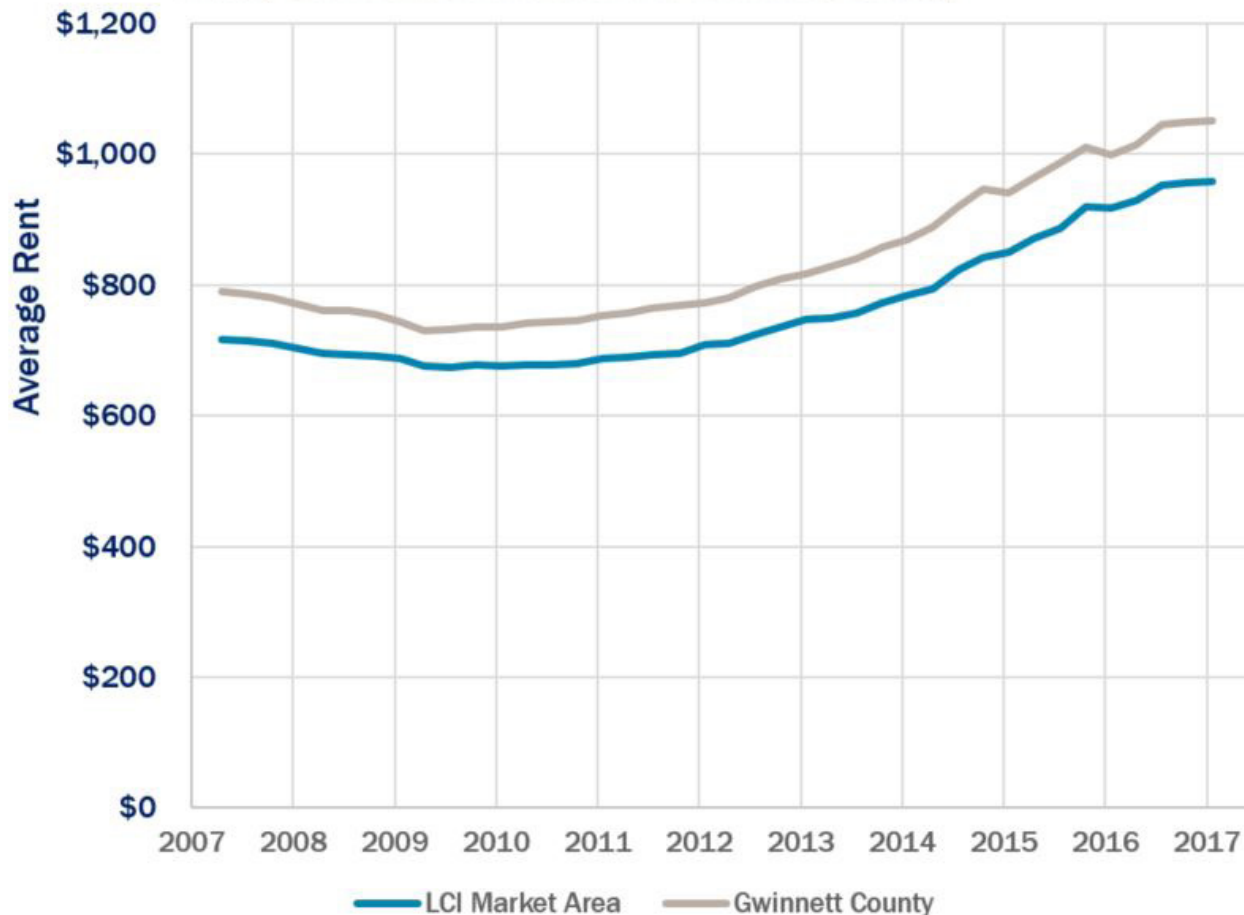
2,270 new units have been added to the Market Area in the past 25 years.

Since the low point of the recession in 2010, apartment rents in both the Market Area and Gwinnett County have risen steadily while vacancy rates have declined. Market Area average apartment rents have increased by 43% in seven years, from a low of \$678/unit in 2010 to an average rent of \$972/unit today. This trend parallels county-wide rent trends. However, the Market Area average apartment rents are about 10% lower than the county-wide average.

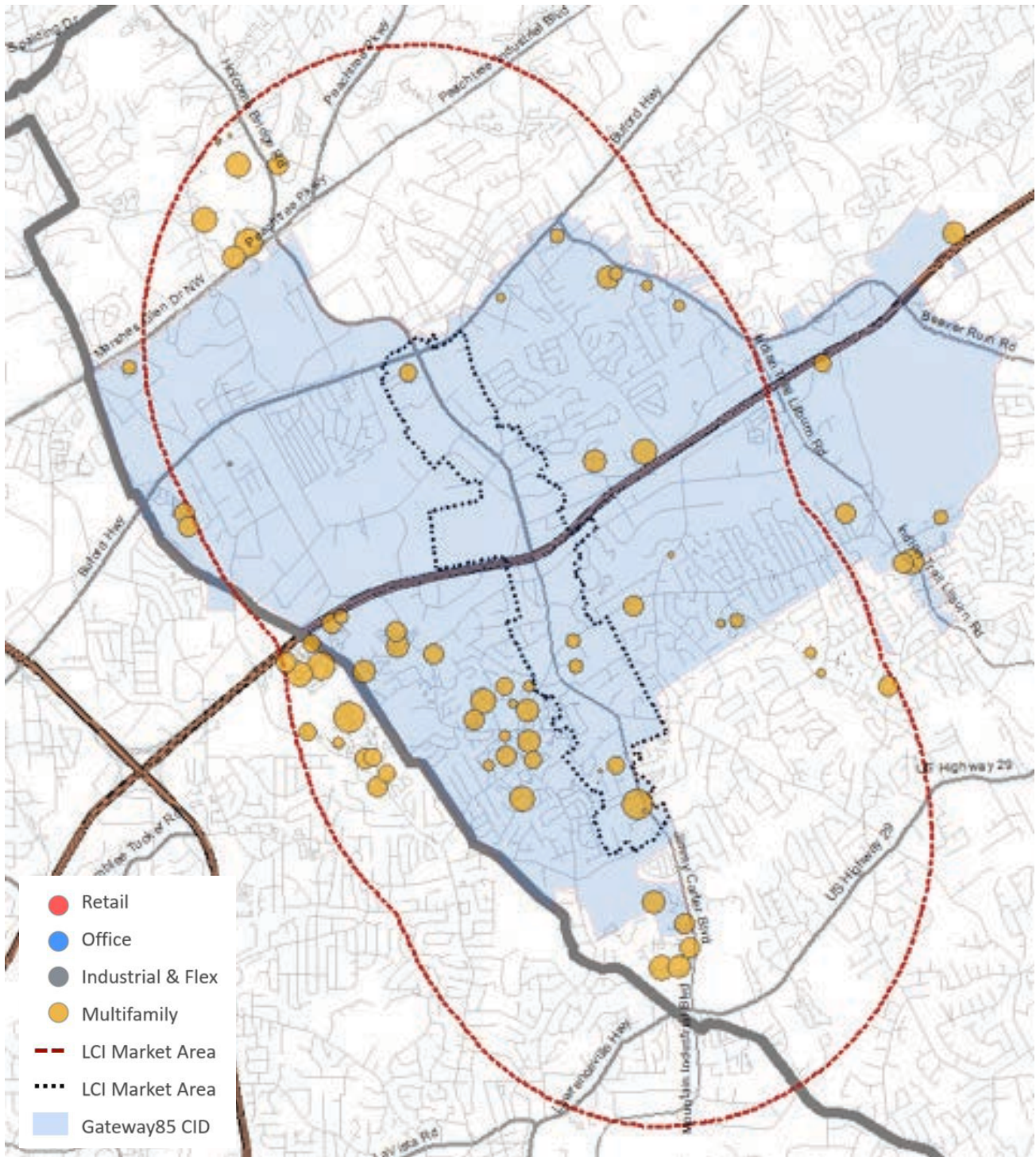
As of August 2017, 42 new homes have sold in the 2-mile Market Area, all of them single-family homes. The average price for all new homes (single family and townhome) in 2017 is \$384,000, compared to a Gwinnett County average of \$329,000.

Existing home sales prices (resales) in the area are modest, with the majority of recent single family existing home sales occurring in the \$125,000-\$175,000 range.

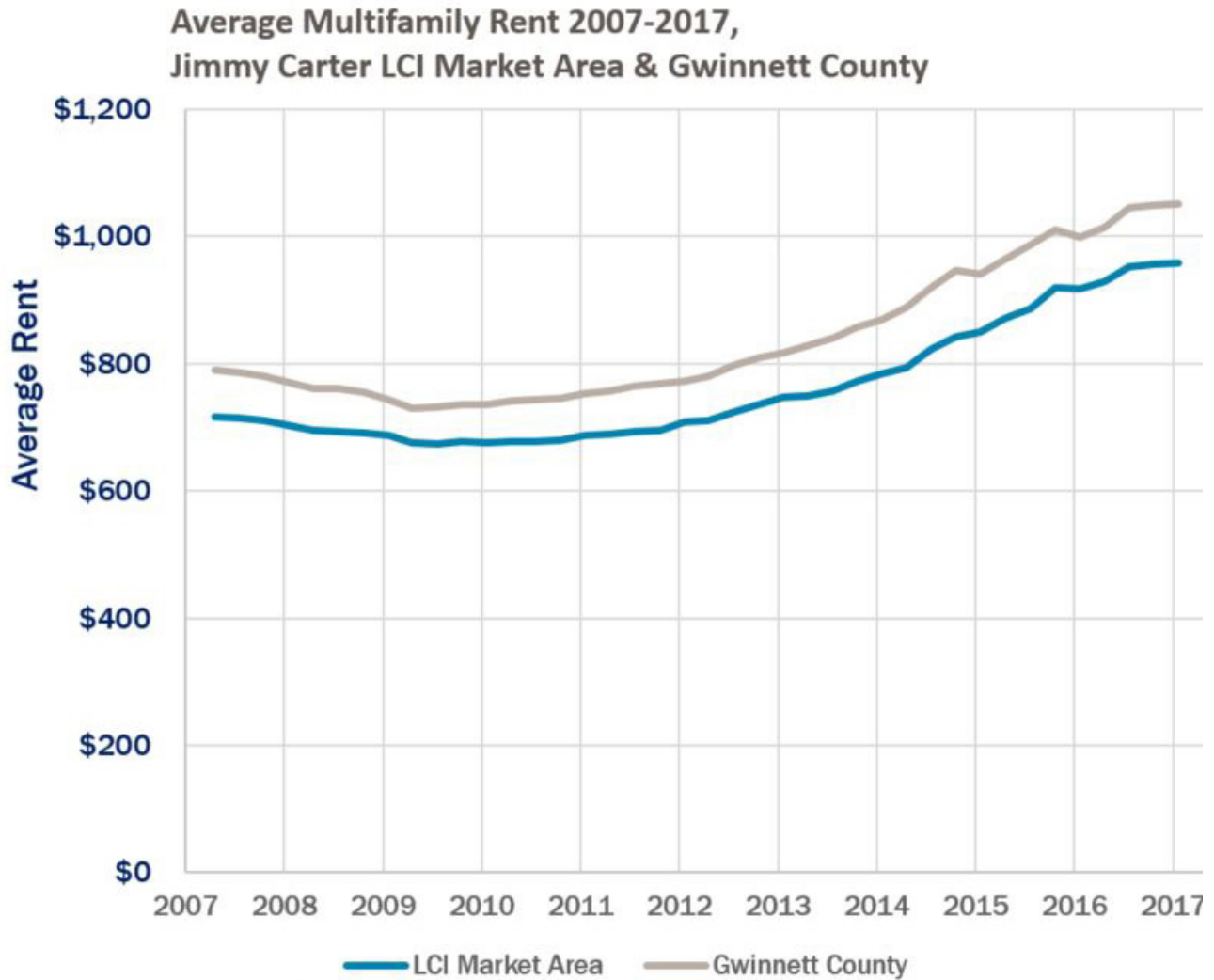
**Average Multifamily Rent 2007-2017,  
Jimmy Carter LCI Market Area & Gwinnett County**



# Multifamily Space Distribution







Source: CoStar Inc. 2017

Figure 2.5n: Average Industrial Rent Trend

## Data Sources:

**Current demographics (for market area, corridor, or county):** Environics Analytics, Inc. 2017

**Current demographics (for census tract and block groups):** US Census American Community Survey 2015

**Job, Population and Household Forecasts:** Atlanta Regional Commission and Environics Analytics, Inc. 2017

**Language spoken at home and country of origin:** US Census American Community Survey 2015

**Employment History (Gwinnett County and MSA):** Bureau of Labor Statistics and Georgia Department of Labor 2017

**Employment History (Corridor and Subareas):** US Census longitudinal employer-household dynamics 2015, Bureau of Labor Statistics and Georgia Department of Labor, 2017

**Commercial Real Estate:** CoStar Inc. 2017

**Home Sales and Pricing:** SmartREData, Zillow 2017

**Other information:** Bleakly Advisory Group 2017

## Strategies to Promote redevelopment and incremental positive change

After 50 years of intensive development and demographic shifts, the Jimmy Carter Boulevard Corridor has emerged with a unique combination of development potential and structural challenges and opportunities.

Some of this context is universal and shared by much of Gwinnett County, as well as many of the Atlanta Region's other heavily trafficked commercial corridors:

- The corridor's suburban land-use pattern and sparse road grid makes the redevelopment of existing properties challenging;
- Most parcels in these corridors face major roadway with wide roads and extremely heavy traffic;
- Due to the structural and infrastructural layout of these areas, these areas tend to have few opportunities to create new, attractive community activity hubs;
- Most of the parcels are large and internalized, meaning that redevelopment typically requires major investment, limiting opportunities for small and medium-scale investors;
- Lack of internal connectivity between parcels inhibits the power of catalytic development to spread to adjacent parcels. Thus, the community and economic benefits of a major catalytic investment are less likely to spread to adjacent properties;

At the same time, many of the corridor's characteristics are specific to this particular area.

- At this point in time, the Jimmy Carter Boulevard Corridor has few sites with strong potential for catalytic redevelopment.
  - While some sites and shopping centers face moderate rent and vacancy pressures, there are few businesses or shopping centers in the corridor that are truly struggling. This is great for the corridor's overall health, but means fewer opportunities for change.
  - The OFS/Fitel site, long thought as one of the area's (or even the region's) key catalyst site, is currently facing a transition of ownership and thus is neither in or out of play as a potential redevelopment site at this moment.
  - The Carter Oak Shopping Center is clearly the corridor's strongest potential catalyst sites, possessing a rare alignment of conditions favorable to change, including infill opportunities for both new infill development and incremental redevelopment of existing structures.
- As addressed elsewhere in this study, the corridor faces significant transportation challenges, due to heavy congestion, operational issues related to the

DDI bridge, and a limited secondary roadway network.

- Moderate market conditions keep the area's shopping centers, offices, apartments, stores, and restaurants healthy enough to continue, limiting opportunities for the redevelopment of struggling, failing, or clearly obsolete properties
  - While commercial real estate market conditions have improved significantly in recent years, the overall commercial real estate market finds itself in an uneasy middle ground where rents and vacancies are favorable enough to keep revenues flowing and land prices high, but not strong enough for investors and developers to justify taking on the risk with a game-changing development concept conceived with the goal of shifting the market towards higher rents or price points.
  - The Jimmy Carter Boulevard Corridor and the Gateway85 CID have seen very little new construction in the area in the last decade, thus there are few examples of successful redevelopment in the area to point to as proof-of-concept and smooth market risk.

As a largely unincorporated commercial corridor without the benefit of a historic town focus, the Jimmy Carter Boulevard Corridor tends to be treated with relatively low priority among already-stretched County and municipal elected officials and staff.

- Locally funded and organized efforts by the Gateway 85 CID have been, and continue to be, helpful for organizing, planning, and technical support purposes throughout the corridor. Despite its organizational and executive capabilities, the CID does not have control of the funding, bonding capacity, and legislative-regulatory authority that is necessary to catalyze largescale redevelopment.
- Gwinnett County and the municipalities in which the corridor lies all have their own primary areas of focus for redevelopment efforts, leaving the Jimmy Carter Boulevard Corridor with few champions.

Despite these many challenges, there is great potential for the corridor to improve and redevelop incrementally. The most important of these is the joint efforts of the private sector (both through individual owners' actions and through the collective efforts of the CID) with the public sector, Gwinnett County staff and elected officials. In recent years, much has been done in terms of planning, economic development initiatives, enhancements to the transportation network and streetscapes, and continuing efforts to improve and promote the area.



There is no simple solution to easily overcome the challenges to growth and redevelopment. The solution lies in incremental progress: addressing and improving each of these challenges one by one to make it easier for property owners (both large and small) and speculative redevelopers to incrementally improve a small bit at a time, with benefits accruing over time.

The Gateway85 CID has been doing excellent work in this area. Their efforts should be recognized, and they also should continue. These efforts include:

- Identifying and securing funding for transportation projects, studies, special projects, and other efforts that allow local businesses to thrive and grow;
- Promoting and managing efforts such as LCI studies, OZ applications, and Tax Allocation District-related investment;
- Coordinating with County officials, to increase awareness of issues and opportunities in the Jimmy Carter Boulevard corridor;
- Acting as a point of entry and facilitator between property owners, potential development partners and public officials, particularly in instances where favorable treatment in terms of regulatory or economic support could be awarded to projects that support redevelopment vision or otherwise foster incremental improvement;
- Promoting the corridor to ensure that regional partners are aware of business, leisure, and development opportunities within the corridor;
- Providing technical support by facilitating and/or funding the participation of professional experts to consult with property owners and potential developers/redevelopers, including watershed engineers, transportation professionals, and economic developers.

### Redevelopment toolbox

Most of the tools that can be used to catalyze redevelopment in commercial corridors sit in the hands of elected officials and staff of Gwinnett County and municipalities. If these individuals and organizations focus their time, money, and political capital on revitalizing areas of the Jimmy Carter Boulevard Corridor, there are a wide range of strategies and tools that Gwinnett County or the municipalities can utilize to promote incremental change:

- Set up positive regulatory environment
  - Zoning & land use— regulations and overlays (with staff-level approvals) that support mixed use, higher densities, and expedient redevelopment;
  - Expedited permitting;
  - Enable mixed-use walkable development;
  - Tax credit programs;
  - Opportunity Zones & GRAD designation (industrial sites-that are pre-cleared by the state as ready for fast-track construction based on environmental, zoning, and technical criteria);
  - Site marketing and partner outreach.
- Support key public infrastructure and site preparation
  - Roads & bridges;
  - Stormwater and sewer;
  - Environmental mitigation;
  - Parks, plazas and greenspace;
  - Other supportive projects and deals.
- Focus efforts on sites with the greatest potential for placemaking and catalytic redevelopment
  - Parcel depth and size;
  - Consolidated ownership;
  - Connectivity.
- Mitigate risk
  - Place public uses (such as libraries, museums, visitor centers, or public offices) in or near catalyst redevelopment areas;
  - Enhance the public realm (streetscapes, buried utilities, parks & paths).
- Offer financing support
  - Tax Allocation Districts;

- o Advocate for small, Incremental TAD deals;
- o Municipal bonds;
- o Development authority engagement.
- Do the hard work ahead of time
  - o Buy and assemble small parcels into marketable parcels;
  - o Buy aging or contaminated sites and clean them up.
- Direct subsidy
  - o Help a property owner development partner write down land cost in early-phase projects in untested markets which support the redevelopment vision;
  - o Purchase key redevelopment sites.
- Regional shared-stormwater facilities
  - o Coordinated efforts reduce the financial burden on individual property owners and encourages solutions that provide regional amenities rather than a patchwork of small ponds.
- Extend the reach of the TAD to a wider variety of projects and partners.
  - o Much of Gwinnett County's consideration of TAD funding since the TAD's inception has been related to major projects which would require bonding or other similar financing models.
  - o Gwinnett County should consider following the model of several local municipalities who have concentrated their TAD funding activities on a wider range of smaller projects, most of which could be funded through year-over-year "pay-as-you-go" funding. This makes TAD funding available to a wider range of redevelopment concepts and redevelopment partners, allowing areas within the TAD to increase incrementally rather than wait for a single large-scale catalyst, while also reducing the County's exposure to financial and political risk.

Favorable redevelopment is more likely to occur if local government can help property owners and potential development partners "close the gap" in terms of money, time, or risk. While market conditions in the Jimmy Carter Boulevard Corridor have improved the area, they are not likely to lead to significant catalytic redevelopment without public sector involvement to support early-phase catalytic projects. Prevailing rents compared to property values are not currently favorable for redevelopment. Public sector intervention is necessary to subsidize risk of early projects to establish a template for success.





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Community Participation



## 3.0 Community Participation

### 3.1 Community Participation

The following is a summary of the public outreach and stakeholder engagement process conducted for the Jimmy Carter Boulevard LCI study. The goal of the public outreach process was to provide multiple opportunities for meaningful engagement with all of the stakeholders and citizens in the LCI study area. It was critical for an in-depth understanding of the vision, goals and needs of the community.

Jimmy Carter Boulevard is a busy corridor that has drawn, and will continue to draw, people from not only around the region but from the world over. Within the Jimmy Carter Boulevard study area, 44% of the residents are foreign-born and only 37% speak English as their first language. It was essential to have a process that was inclusive from its inception through its conclusion. For this reason, the planning team sought to work with nonprofit and advocacy community partner organizations located within, or in close proximity to, the study area to translate and disseminate as many LCI study materials as possible into six languages: English, Spanish, Chinese, Korean, Vietnamese, and Arabic. These languages are spoken by the largest populations represented in the study area. Community partners included: Asian Americans Advancing Justice – Atlanta; the Latin American Chamber of Commerce of Georgia (LACC-Georgia); the Vietnamese American Community of Georgia; the Korean American Association of Greater Atlanta (KAAGA); the Chinese Community Federation of Atlanta; and the Muslim Voter Project.

Establishing various ways for people to engage in the planning process helps to ensure that local knowledge is accessed and used in developing master plan recommendations. It also maximizes the opportunities for the public to become involved in the overall process. The Jimmy Carter Boulevard LCI Study engaged stakeholders at three levels throughout the planning process: Core Team, Key Stakeholders, and the General Public.

The Core Team, comprised of residents, business owners, nonprofit organizations, and government leaders from relevant state, regional, and local government departments responsible for land use planning and transportation, was formed to guide the planning process. The Core Team was engaged in three meetings during the planning process and was committed to providing guidance, assisting in advertising public meetings, distributing information to the larger community, and providing feedback on content and format of materials to be presented at public meetings prior to each community engagement opportunity. The meetings were held at various locations

throughout the study area to enable the Core Team to experience the diverse business environment of Jimmy Carter Boulevard.

The Key Stakeholders consisted of major land and/or business owners within the study area as well as those with knowledge and expertise that could enhance and inform the study.

The General Public, which includes the study area community at large and others interested in the area, was engaged at three community meetings during the project. Since the study area includes several distinct cultural and ethnic groups, meetings were held at multiple locations to be as inclusive and accessible as possible. The Team also conducted street intercept surveys at cultural and international festivals to encourage public participation.

The public involvement process included a variety of outreach tools including key stakeholder interviews, community meetings, core team meetings, project information posted to the Gateway85 website, an online survey in six different languages including English, street intercept surveys, and a design workshop for stakeholders. Focusing on multiple means of collection and distribution of information, along with careful timing of activities to tie them directly to annual public festivals and gatherings, allowed for efficient and effective public engagement. Refer to Figure 3.1 a-b for images of the community process.

### COMMUNICATION METHODS

A variety of communication strategies were used to reach the widest possible audience of citizens and stakeholders, including traditional media, electronic media, and engagement with local organizations. While outreach efforts were focused on the LCI study area, many communications were extended to neighborhoods within a one-mile radius beyond the study area. The following communication methods were used to notify the public of meetings, workshops, and draft plans:

- **Emails** - Distributed via Core Team members and Gateway85 Database.
- **Flyers** - Distributed through e-mails via the same sources mentioned above and handouts at local businesses, churches, and community centers. The team prepared the meeting flyers in the same languages as surveys for broader community outreach. Refer to Figure 3.1a and 3.1b.
- **Norcross Progressive Development Committee:** A community group, including residents, business owners, and politicians that meets weekly to discuss issues facing the Norcross community.

**WE NEED YOUR INPUT!**

# COMMUNITY VISIONING SESSION

SEPTEMBER 26, 2017  
6:30 PM TO 8:00 PM

## JIMMY CARTER BOULEVARD LIVABLE CENTERS INITIATIVE STUDY

**Bento Cafe**  
What do you want to create?

**Bambu**  
What do you want to change?

**Hong Kong Supermarket**  
What do you want to preserve?  
**CHECK-IN HERE**

Join us at each of these locations to share your ideas on what to preserve, change, and create on Jimmy Carter Boulevard and enjoy free samples of delicious food!

**PROJECT WEBSITE**  
<http://www.gwinnettville.com/jimmy-carter-boulevard-livable-centers-initiative/>

Gwinnett Village CID, 1770 Indian Trail Lilburn Rd NW #150, Norcross, GA 30093  
(770) 449-6542  
[www.gwinnettville.com](http://www.gwinnettville.com)

Figure 3.1a: Community Meeting 1 Flyer - English

**REUNIÓN COMUNITARIA 2: TALLER DE DISEÑO**  
NOVIEMBRE 02, 2017  
6:00 PM TO 7:30 PM  
UBICACIÓN: COMMUNITY ROOM A, LUCKY SANDALS PARK, 4051 BRITT ROAD, NORCROSS, GA 30092

**COMMUNITY MEETING 2: DESIGN WORKSHOP**  
NOVEMBER 02, 2017  
6:00 PM TO 7:30 PM  
LOCATION: COMMUNITY ROOM A, LUCKY SANDALS PARK, 4051 BRITT ROAD, NORCROSS, GA 30092

Join us for a hands-on design work session.  
Put your ideas to paper.  
Build upon your input from Community Meeting 1.

VISIT OUR PROJECT WEBSITE FOR MORE INFORMATION AND SUPPORT

<http://www.gwinnettville.com/jimmy-carter-boulevard-livable-centers-initiative/>

Figure 3.1b: Community Meeting 2 Flyers - Multilingual



Figure 3.1c: Core Team Meeting 1: August 31, 2017, Eagle Rock Studios



- **Asian Americans for Advancing Justice:** This non-profit organization helped the team translate the hand written surveys collected at street intercepts and events for the database. Around 250 surveys were translated into English.
- **Project Website** - A project specific link was included on the Gateway85 website and included project information, meeting notices, and links to surveys and social media.
- **Social Media** - Included Gateway85 Facebook and Twitter pages with posts by Gateway85 staff; and Instagram posts and hashtags by the public outreach coordinator (WeLoveBuHi). This outreach method was not geographically constrained.

### STAKEHOLDER INTERVIEWS

The consultant team relied upon the expertise of those residing and working within and near the study area to identify a list of business professionals, organizations, and neighborhood groups for the consultant team to conduct in-depth stakeholder interviews.

These interviews, in combination with general public meetings, street intercepts and community outreach, and the community surveys, provided the foundation and direction for all the recommendations and ideas generated throughout the planning process.

The consultant team conducted stakeholder interviews to gain a clear understanding of the goals, objectives, existing market opportunities, and socio-economic characteristics of the study area. The interviews also provided insight into the overall vision for the study area from those living and/or working within the area. Interviews were consistent in format, utilizing a prepared questionnaire that included a range of discussion points.

Each interview began with an introduction to the study followed by background information prior to beginning the interview. Major transportation and land use needs/concerns were also discussed. Suggestions for how best to involve and inform the public concluded the interviews. A total of three interviews were conducted in person while the remaining nine were conducted via e-mail.

### CORE TEAM MEETINGS

The Core Team was made up of community residents, business and land owners, representatives of relevant state, regional, and city departments who were tasked

with guiding the planning process and reviewing draft materials. Core Team meetings were scheduled to precede each public workshop and allow members to preview outreach exercises and discuss draft materials. The Core Team met multiple times throughout the planning process. The following are summaries of these meetings.

1. Core Team Meeting #1 was held on August 31, 2017: The purpose of this meeting was to introduce the Core Team members to the project process; conduct a vision session, identify project goals and issues, and discuss outreach events, methods, and the upcoming Community Meeting 1 agenda. Refer to Figure 3.1c.

“What is your VISION for the Jimmy Carter Boulevard Study Area?” was the question addressed as part of the vision session. Following are the results gathered.

- Appreciation of multi-cultural character of the corridor.
- Neater aesthetic presentation of the area.
- Creating exciting destinations (eating/party venues).
- Creating an experience!
- Improve the perception of safety.
- Improve business and wayfinding signage.
- Provide better transit.

A site tour for the consultant team was conducted on September 5, 2017. The team toured the corridor in a van and was guided by Davida Baker, a community advocate, and the CID staff. This was conducted to familiarize the team with the corridor and identify problems and potential areas of design and development.

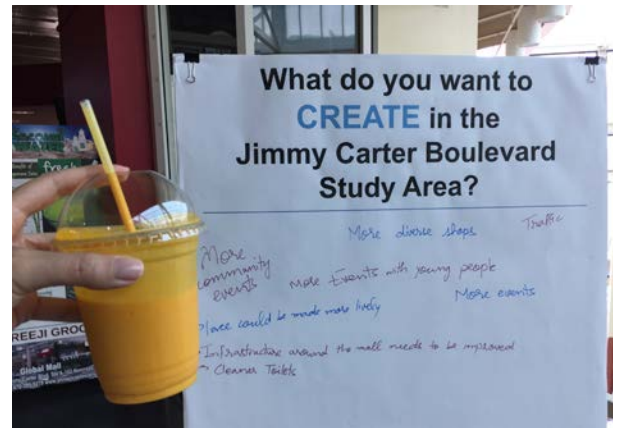
2. Core Team Meeting #2 was held on October 25, 2017: The purpose of this meeting was to present the analysis of existing topographic, demographic, geographic, market conditions, and trends in the corridor. The meeting also presented the existing transportation conditions along with the survey results collected through online distribution and manual distribution at events and festivals as part of community engagement. The meeting presented the agenda of the upcoming community meeting 2 and the two-day design workshop in November.



Participants checking-in to the restaurant crawl at Hong Kong Supermarket, a large Asian supermarket



Participants completing community surveys and discussing their vision for Jimmy Carter Boulevard at Bento Cafe, a Taiwanese restaurant



Milk tea at Bambu, a Vietnamese snack and street food store, where discussion centered on "What do you want to create in the study area?"



Zeen doy (sesame balls) from Hong Kong Supermarket, were enjoyed by participants



Participants outside of Hong Kong Supermarket

Figure 3.1.d: Community Meeting I, Restaurant Crawl



3. Core Team Meeting #3 was held on February 1, 2018: The purpose of this meeting was to present the draft master plan recommendations for the project for input. The meeting addressed changes in the concepts and discussed the upcoming Community Meeting 3.

## COMMUNITY MEETINGS AND DESIGN WORKSHOP

Three community meetings were held during the study process. The first meeting was held near the beginning of the study to provide an overview of the LCI process, the purpose of the study, and identify needs, strengths, weaknesses, opportunities, and threats in the study area. The second meeting was held near the middle of the process to review preliminary findings and solicit feedback on those findings. The final meeting was held to present the draft plan and allow for final input from community stakeholders.

The three meetings were held at different locations through out the study area to provide easy access and exposure to the community. The first meeting was held at Carter Oak Plaza, a shopping center with predominately asian restaurants and retailers, located in the center of the study area. The second meeting was held at the Lucky Shoals Park community center, located on the south end of the study area. The third, and final, meeting was held at Carter Rockbridge Plaza, a shopping center with predominately hispanic restaurants and retailers, located between the first two locations on Jimmy Carter Boulevard.

The first and third meetings were organized as **restaurant crawls** to expose participants to the variety of restaurants along the corridor, while gaining valuable input. For these sessions, the consultant team and CID staff, working closely with restaurant owners, set up study information boards at three restaurants within walking distance of each other. Boards at each location asked a different question or shared information on a different part of the master plan concept, encouraging participants to visit all locations. As further incentive, delicious food samples were provided for participants at each location. A summary of each outreach event is included below.

1. Community Meeting 1: Restaurant Crawl Visioning Session was held on September 26, 2017, at Carter Oak Plaza. Conceived as a restaurant crawl and open house. Meeting attendees were welcomed at a table located outside Hong Kong Supermarket, a large Asian supermarket with a diverse clientele.

“I’ve lived here for 30 years and never knew about all these great places!”

- Community Meeting 1, Restaurant Crawl Participant

They were invited to answer the question: “What do you want to preserve on Jimmy Carter Boulevard?” At the second stop, outside Bambu, a Vietnamese snack and street food store, community members were invited to write down responses to the question: “What do you want to change on Jimmy Carter Boulevard?” Finally, inside Bento Café, a Taiwanese restaurant, attendees were asked: “What do you want to create on Jimmy Carter Boulevard?” Each station was hosted by a planning team member who provided an overview and goals of the LCI study process. The planning team member also facilitated conversations and answered any questions regarding the process, study objectives, and future meetings/opportunities for public input. A Spanish speaker from the consultant team and multi-lingual students from the Georgia Tech Studio were stationed for ease of translation. Food samples were provided at each locations as a chance to experience the cuisine of the area, including zeen doy (sesame balls) at Hong Kong Supermarket, bubble milk tea at Bambu, and salt and pepper chicken and tofu nuggets from Bento Cafe. For many participants this was their first experience at these restaurants and an overwhelming majority expressed an interest in coming back. Refer to Figure 3.1d.

2. A two-day Design Workshop was held on November 2nd and 3rd, 2017 at the CID office. The Design Workshop brought together the consultant team, the Core Team and the Key Stakeholders for an intensive hands-on work session to produce draft recommendations for the area. The work session on November 2nd had the team present their findings, and after an optional site tour, the team was divided into three groups to work on Land Use and Development, Character and Placemaking, and Transportation issues. The team presented the results to the community at a second meeting from 6:00 to 7:30 pm on November 2nd. This meeting was conducted at a meeting space at Lucky Shoals Park. The community was invited to join the consulting team at each of the three tables to discuss the solutions proposed. Refer to Figure 3.1f.



Figure 3.1e: Community Meeting 3, Draft Master Plan Review, Restaurant Crawl

- Land Use/Nodal Development
- Placemaking/Character
- Transportation

The input from the second community meeting was incorporated into the design concepts for the study area on November 3rd. The hands-on workshop was conducted in the similar fashion on this day with next steps discussed at the end of the session.

3. Community Meeting 3: Restaurant Crawl Draft Master Plan Presentation was held on February 28, 2018, at Carter Rockbridge Plaza, a shopping center serving predominantly the Latin American community in the study area. Similarly to the first community meeting at Carter Oak Plaza, the meeting was held as a restaurant crawl featuring El Cafe de Siempre, a Latin American

coffee shop, Panaderia Elizabeth, a Salvadoran restaurant, and Eterna Primavera, a Guatemalan restaurant. Discussions focusing on one topic at each location, transportation, land use, or placemaking occurred at each location. Presentations of ideas were displayed, and comments regarding the planning team's recommendations were solicited and gathered. Food samples were provided at each restaurant to showcase the delicious cuisine of the area, including mini tacos, quesadillas, and papas locas at El Cafe de Siempre, pupusas at Panaderia Elizabeth, and flautas and empanadas at Eterna Primavera. Refer to Figure 3.1e.

## PROJECT WEB SITE

A project web page was created on the official website of the Gateway85 CID as a resource for all the information on the LCI study. The webpage provided information regarding the Livable Centers Initiative program along with a study area map for the project and basic description. The webpage also provided the links to the multi-lingual online surveys available to the community (under "Get Involved!") along with an "Upcoming Events" section to keep everyone updated. Dates and locations of all the community meetings were also provided. The webpage also displayed relevant Twitter updates from the CID.

<https://www.gateway85.com/portfolio/jimmy-carter-lci/>

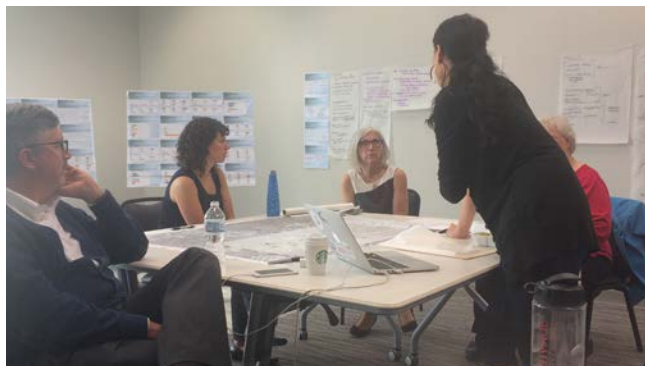


Figure 3.1f: Community Meeting 2, Design Workshop



## COMMUNITY MEETING I RESULTS

The results from the first community meeting were compiled into word clouds to highlight frequently repeated points. Refer to Figures 3.1g - 3.1i for the word clouds for Preserve, Change, and Create Boards. Refer to the appendix for images of the original boards from this meeting.

### What do you want to Preserve?



Figure 3.1g: Preserve, Change, Create, Word Clouds. The larger the word, the more often it was heard during Community Meeting I

## What do you want to Change?



Figure 3.1h: Preserve, Change, Create, Word Clouds. The larger the word, the more often it was heard during Community Meeting I

## What do you want to Create?



Figure 3.1i: Preserve, Change, Create, Word Clouds. The larger the word, the more often it was heard during Community Meeting I



## STREET INTERCEPT SURVEYS

In addition to the three general public meetings, the planning team conducted street intercepts at local events and places of community interest in the study area to engage other community stakeholders (Refer to Figure 3.1j). Planning team members and CID staff attended the Gateway International Festival on September 23, 2017, held at Lillian Webb Park in Norcross, where they talked with attendees and collected comments on paper versions of the Community Survey.

On October 6, 2017, the planning team set up a booth at the Night Market and Moon Festival at Carter Oak Plaza, and invited passersby attending an event celebrating the Vietnamese community to answer the following questions: “What do you want to preserve on Jimmy Carter Boulevard?”; “What do you want to change on Jimmy Carter Boulevard?”; and “What do you want to create on Jimmy Carter Boulevard?”

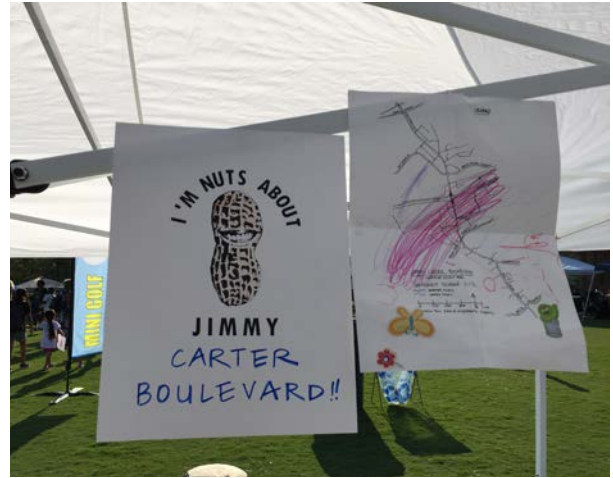
Posters with these questions were also mounted on easels on October 7, 2017, and placed at Global Mall, this shopping complex primarily serves the South Asian community. Team members solicited information and feedback about the issues and challenges.

The same day, planning team members attended the Atlanta Korean Festival, an annual event held at the Korean American Association of Greater Atlanta community center on Brook Hollow Parkway in Norcross. The three questions regarding preservation, change, and opportunities were discussed with Korean and Korean-American residents, business owners, and visitors.

The responses from each of these street intercepts are summarized and presented in Figure 3.1m-o.



At the Gateway International Festival, children were invited to participate in the planning process by coloring study area maps



Examples of children's coloring from the Gateway International Festival



Participants and lanterns at the Night Market and Moon Festival at Carter Oak Plaza



Participants at the Night Market and Moon Festival at Carter Oak Plaza



Participants at the Atlanta Korean Festival on Brook Hollow Parkway in Norcross



Participants at Global Mall



## STREET INTERCEPT SURVEY RESULTS

The results from the street intercept survey were compiled into word clouds to highlight frequently repeated points. Refer to Figure 3.1m-o for the word clouds for Preserve, Change, and Create Boards.

### What do you want to Preserve?



Figure 3.1m: Street Intercept Survey Result

What do you want to Change?



Figure 3.1n: Street Intercept Survey Result

What do you want to Create?



Figure 3.1o: Street Intercept Survey Result



## ONLINE COMMUNITY SURVEY

Surveying is a crucial tool in gathering relevant input from a large portion of the community and understanding the community character. As such, a community survey was designed for this project to gather input regarding the vision and future of the area. The survey was reviewed by Core Team members, the CID staff and other community members; and was opened to the public from September 26, 2017 to October 20, 2017. The following methods were used to share the survey links.

- Gateway85 CID e-blast
- Gateway85 CID newsletter
- Gateway85 CID Board
- Gateway85 CID website
- Core Team
- Social Media (WeLoveBuHi and Gateway85)
- Postcard with a QR code to the survey webpage on the CID website was distributed at the first community meeting.

Community surveys were prepared in English and translated into five other languages – Spanish, Chinese, Vietnamese, Korean, and Arabic – representing the diversity of stakeholders in the study area to reach as many community members as possible.

To thoroughly engage study area constituents in identifying needs, challenges, and opportunities within the study area, the planning team worked closely with the following local community organizations: Asian Americans Advancing Justice – Atlanta; the Latin American Chamber of Commerce of Georgia (LACC-Georgia); the Vietnamese American Community of Georgia; the Korean American Association of Greater Atlanta (KAAGA); the Chinese Community Federation of Atlanta; and the Muslim Voter Project.

Each community partner organization was tasked with distributing public meeting information to their members and networks, as well as administering surveys and providing interpretation to respondents as needed. After completion of surveys, they did English-language translation of hard copy responses.

Spanish-language surveys were conducted at several locations throughout the study area during the survey period

with the help of community partner organizations. Survey locations included the multi-ethnic businesses in Carter Oak Plaza, the Walmart Supercenter at Jimmy Carter Boulevard and Rockbridge Road, and Gwinnett Horizons Shopping Center. Study area residents were also surveyed at the John Wesley United Methodist Church, a predominately hispanic congregation. Other participants in the Spanish-language survey include parents of children attending Summerour Middle School in Norcross. These respondents are residents primarily of the Bella Apartments and Stanford Village Apartments off Beaver Ruin Road and attend church services at Norcross First United Methodist Church and St. Patrick's Catholic Church.

Printed surveys were also distributed at the Street Intercept Events.

At the conclusion of the survey period, a total of 587 responses were captured through online distribution and through the community partner organizations. The following breakdown lists the number of surveys collected in each language, with the number in parentheses indicating that the survey was answered in English by a person identifying with an ethnic group.

- English: 345
- Korean: 48 (3)
- Chinese: 35 (24)
- Vietnamese: 35 (12)
- Arabic: 43 (3)
- Spanish: 81 (6)

The following section provides a sample of the community survey results. The full survey results, including the multi-lingual survey responses, are included in the appendix to the document.



## Jimmy Carter Boulevard LCI Survey

### **WELCOME TO THE Gwinnett Village CID Jimmy Carter Boulevard Livable Centers Initiative (LCI) Study Survey!**

Thank you in advance for participating in this survey.

Through a Livable Centers Initiative (LCI) grant, the Gwinnett Village Community Improvement District (CID) is developing a Master Plan for Jimmy Carter Boulevard to create the vision for the future. Building on the strong base of existing businesses and current land use, the plan will guide the way to a more vibrant, walkable corridor.

The survey asks for input about what to preserve, change, or create to reach the desired future.

Please note that the survey is anonymous.

We look forward to your responses!

(This survey includes 23-26 questions, based on responses, and is anticipated to take 15 minutes)

**Click "Next" to continue.**



COMMUNITY SURVEY RESULTS (ENGLISH)

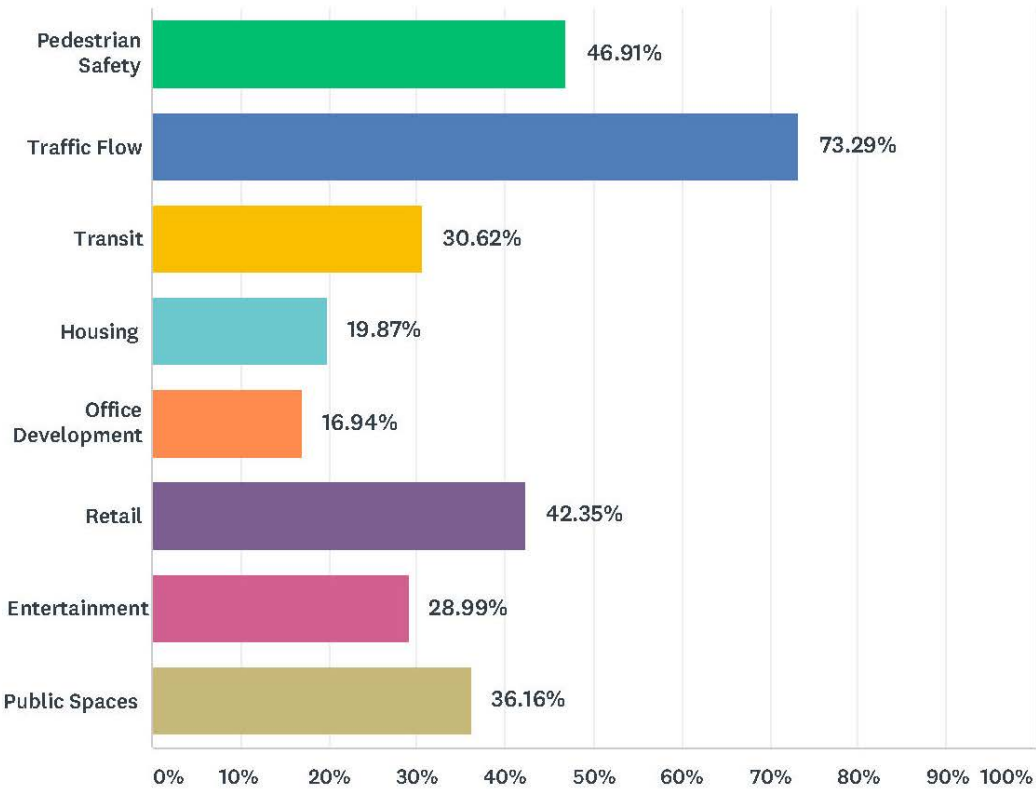
Survey Question 7

What SINGLE improvement would you make to attract people to this area?



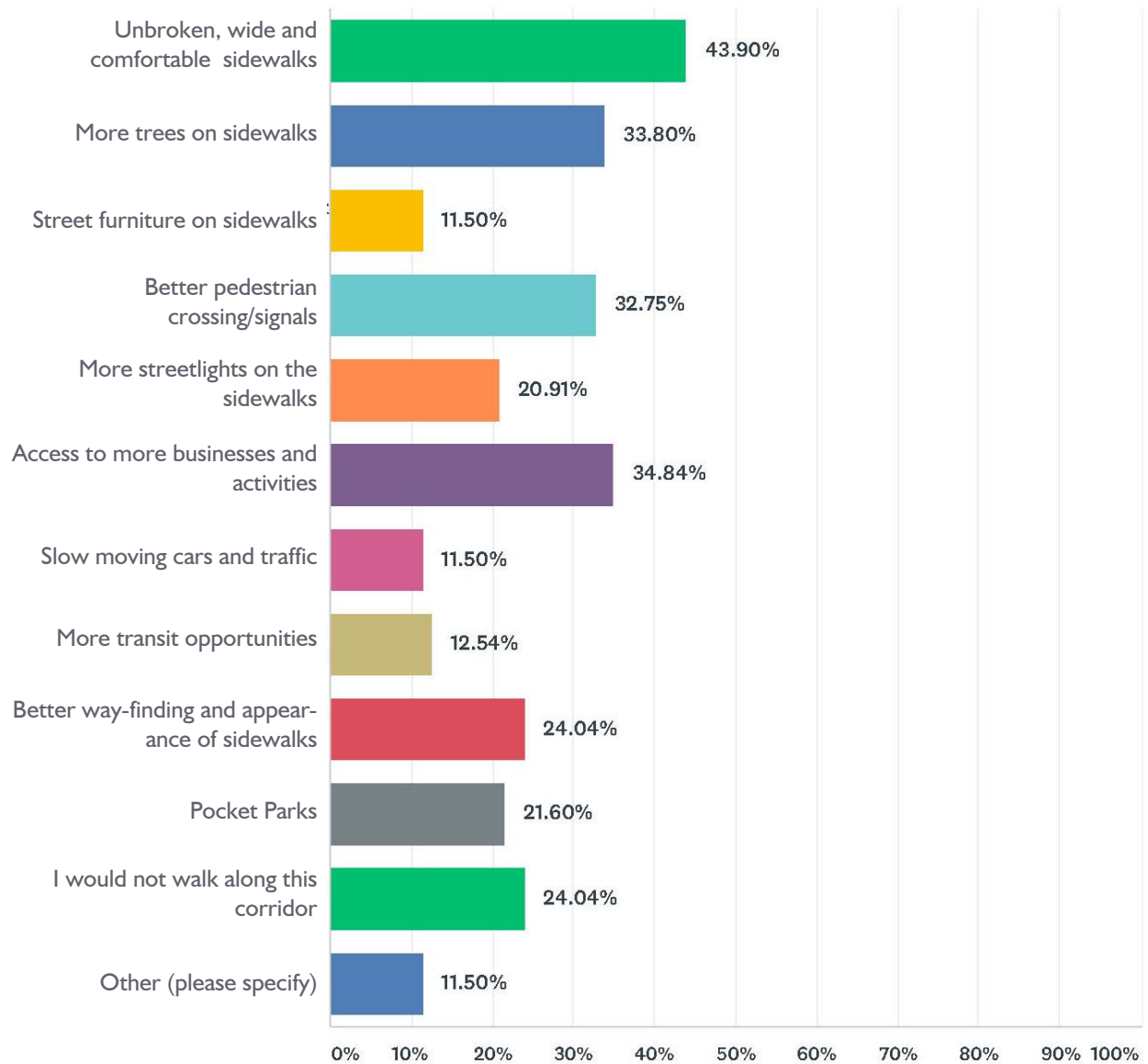
Survey Question 8

How should Gwinnett Village CID prioritize improvements within the Jimmy Carter Boulevard Study Area? Select Top 3.



### Survey Question 15

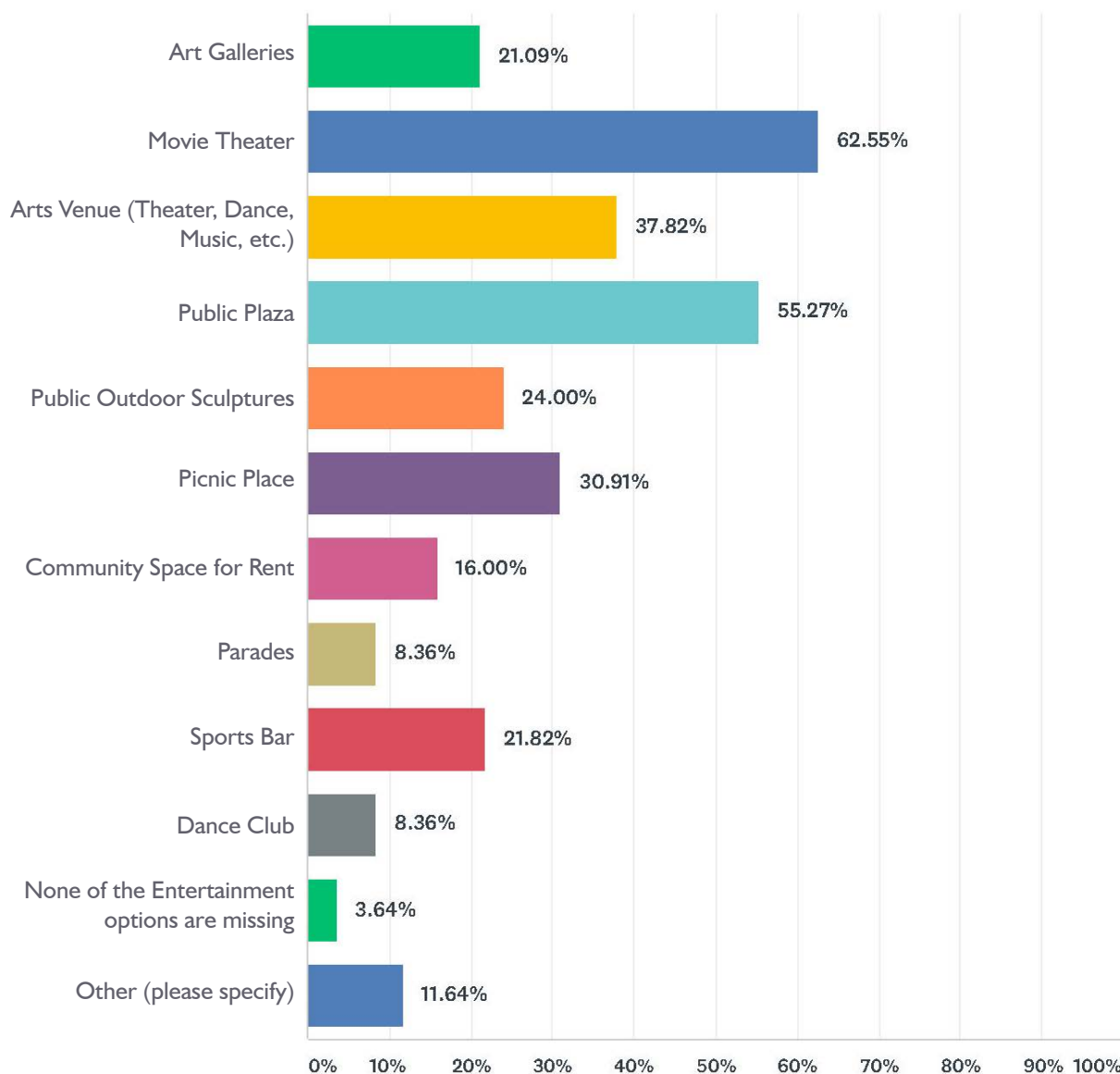
What would **ENCOURAGE** you to walk within the Jimmy Carter Boulevard Study Area?  
Select Top 3.





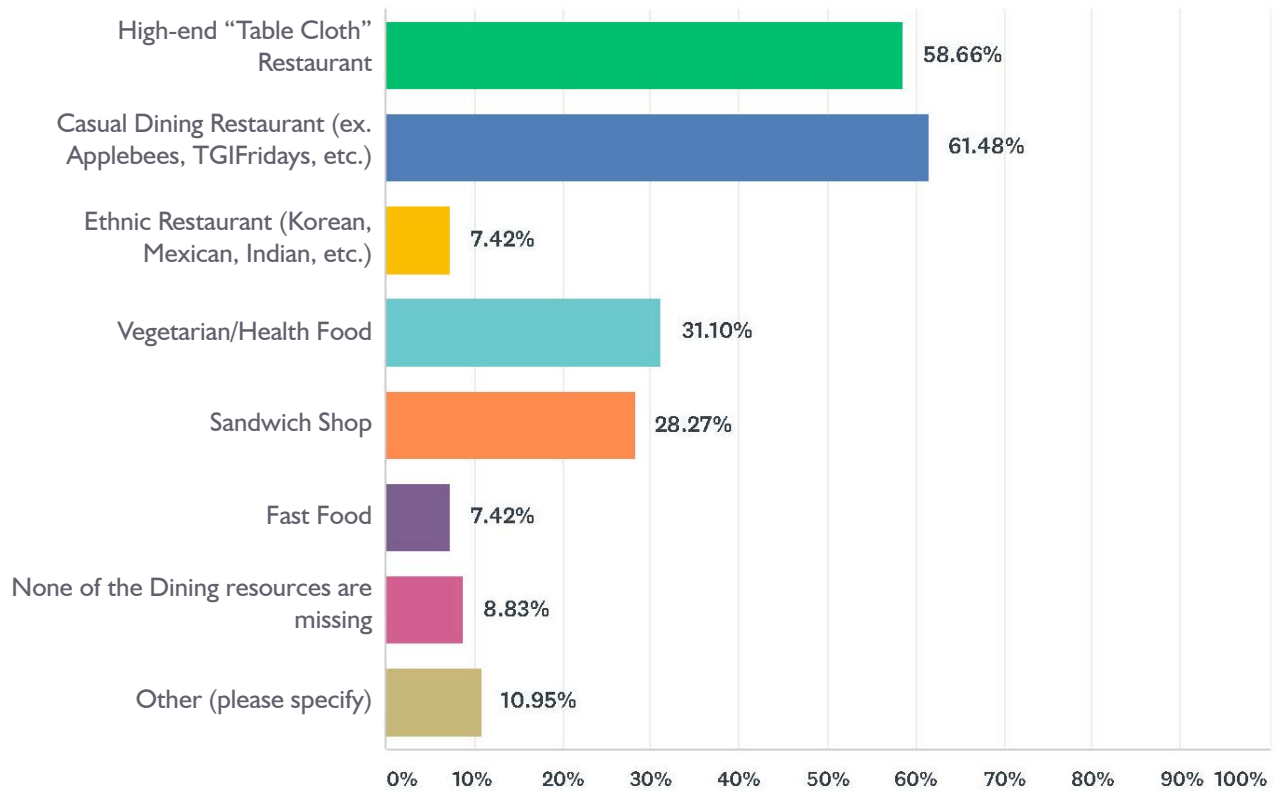
## Survey Question 20

Thinking of all the **ENTERTAINMENT** resources available within the Jimmy Carter Boulevard Study Area today, what do you think is **MISSING**? Select top 3.



## Survey Question 2I

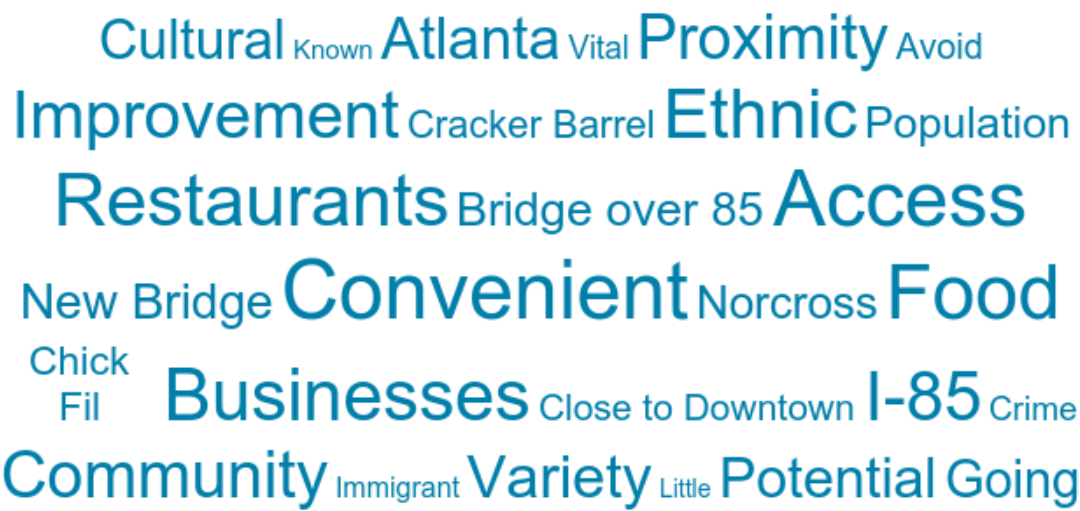
Thinking of all the **DINING** resources available within the Jimmy Carter Boulevard Study Area today, what do you think is **MISSING**? Select top 3.





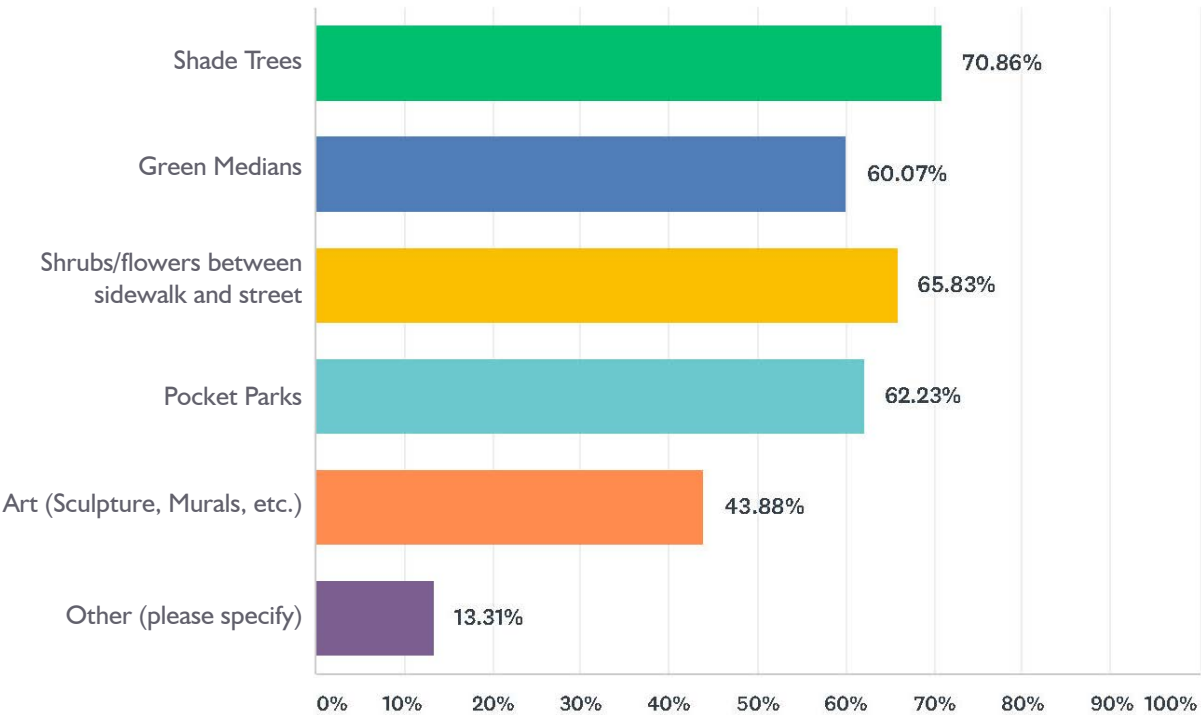
Survey Question 25

What do you like **MOST** about the Jimmy Carter Boulevard Study Area?



Survey Question 24

What landscape/beautification improvements would you like to see along Jimmy Carter Boulevard? Select all that apply.





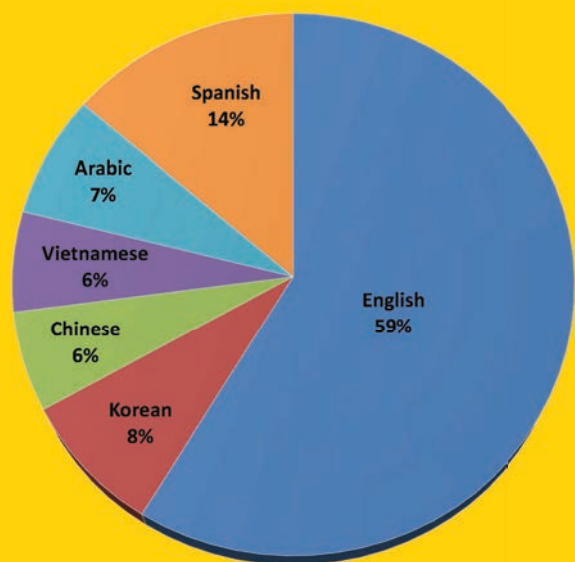
## Community Goals

As a culmination of the Community Process, the following Community Goals were identified to drive the master plan recommendations.

1. Preserve and enhance the **Multi-Cultural Identity** of Jimmy Carter Boulevard (food and events) - Create an Experience.
2. **Improve aesthetics** along the Corridor - Landscaping and Signage.
3. Increase **Pedestrian/Bicycle Safety** - Street Lights, Crossings, Dedicated Lanes, Wayfinding.
4. Improve access to **Transit**.
5. Create **Walkable Mixed Use Destinations**.
6. Increase **Public Spaces** - Pocket Parks, Plazas.
7. Improve **Traffic Flow** - Alternatives: Walkable, Bikeable.
8. Improve Perception of **Safety**.
9. Provide **Diverse Retail**, Restaurants, Grocery, Coffee Shops, Options for all.



A total of 587 community survey responses were captured through online distribution and community partner organizations.











Recommendations



## 4.0 Recommendations

### 4.1 Concept Plan Overview

This section provides an overview of master plan recommendations for the Jimmy Carter Boulevard LCI study area.

Recommendations aim to address project goals, key corridor issues and visions as identified through intensive community engagement, thorough analysis of existing conditions, and an understanding of market forces. Key issues addressed include:

1. Improve the aesthetic along the corridor in a way that showcases its international and multi-cultural identity.
2. Improve pedestrian-friendly infrastructure and create walkable mixed use destinations.
3. Provide improved connectivity for all modes of transportation.
4. Create opportunities for people to learn more about the wide variety of businesses and multi-cultural assets along the corridor and give them a reason to come back.

These issues are addressed with recommendations focused on:

1. Streetscape Improvements, Section 4.2
2. Key development node concepts, Section 4.3
3. Land use and zoning recommendations, Section 4.4
4. Transportation recommendations, Section 4.5
5. Trails and Pocket Parks (particularly focused on pedestrian safety and access), Section 4.6
6. Placemaking strategies, Section 4.7

The remainder of this section describes these recommendations in more detail. The following pages describe the process of identifying key focal areas. While this process identifies high activity and high potential for redevelopment centered around the I-85/Jimmy Carter Boulevard interchange, the recommendations aim to provide a range of strategic improvements for the whole corridor.



# Concept Master Plan

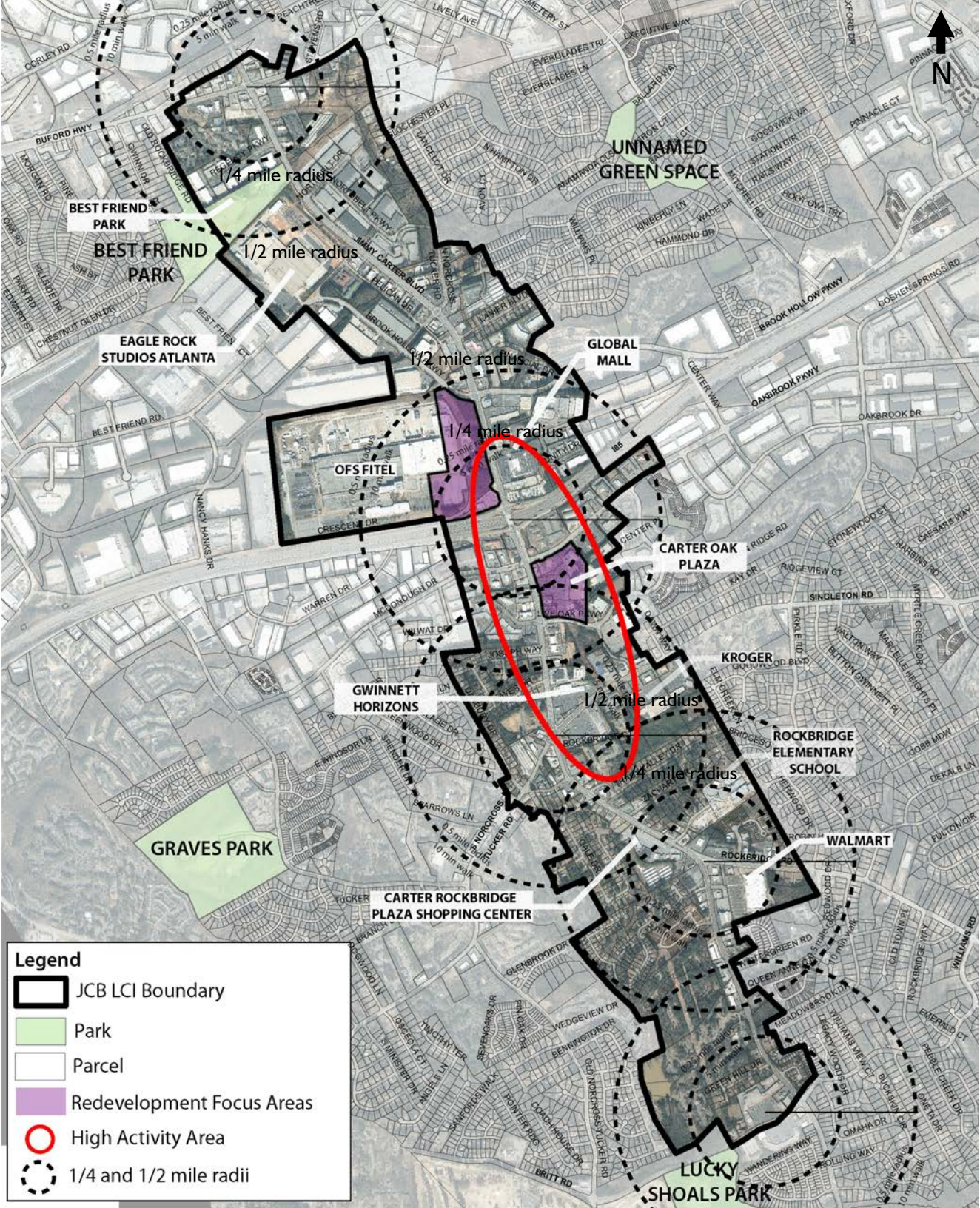


Figure 4.1a: Concept Master Plan

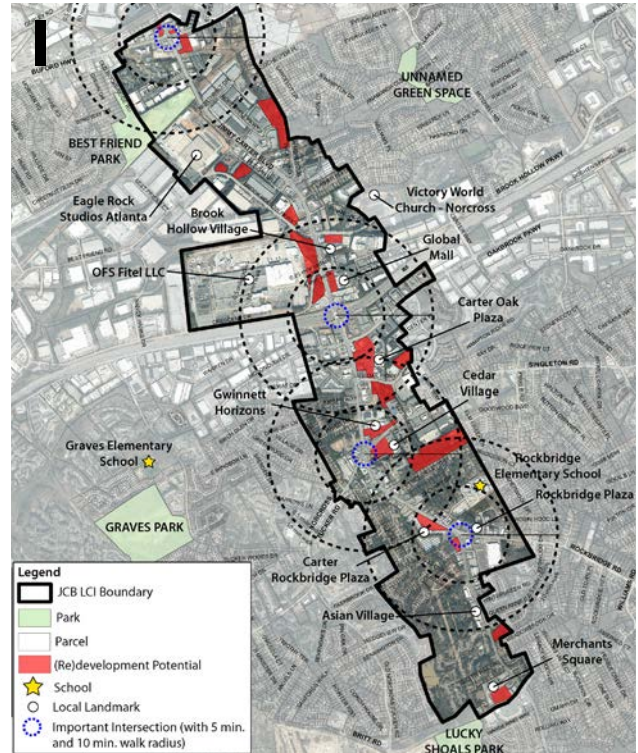


## Master Plan Development Process

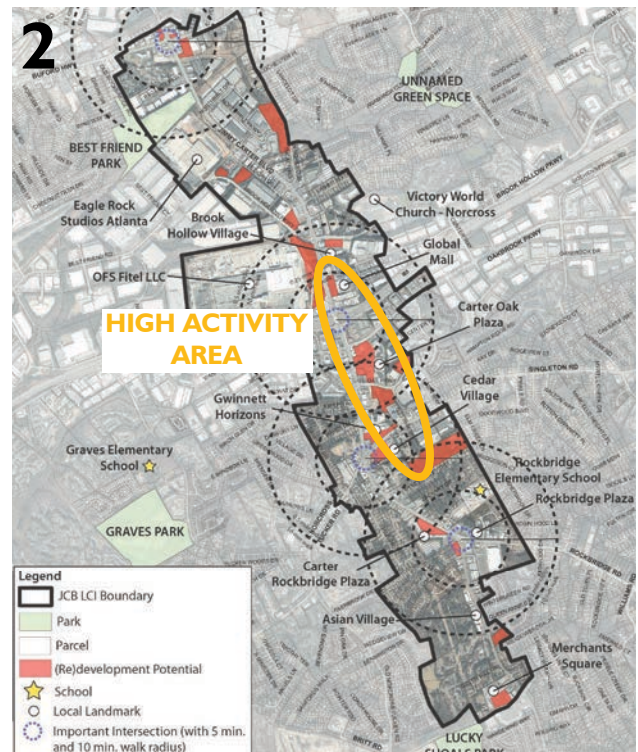
The following steps summarize the process that led to the understanding of key nodes of focus for the study.

1. Vacant parcels and underutilized properties in the study area were identified. This was based on data from Gwinnett County and field observations. The underutilized properties are comprised of large surface parking lots that front the corridor. A majority of these vacant or underutilized parcels are congregated near the center of the study area, in the vicinity of the I-85/Jimmy Carter Boulevard interchange.
2. High activity areas are identified in map 2. The high activity area includes the major destinations in the study area, including Global Mall, Carter Oak Plaza, and Gwinnett Horizons. These shopping centers sit within approximately a 1/2 mile of each other, offering increased potential for pedestrian connectivity.
3. Focus areas are identified in map 3 and were based on existing vacancies, the location of high activity areas, and an understanding of the market. Sites with access to and visibility from I-85 are prioritized as key development opportunities because the market momentum is anticipated to start at this regional core. The OFS site and Carter Oak Plaza both have vacant frontage (parking lots and/or undeveloped property) along Jimmy Carter Boulevard. These two strategically located nodes are the key development sites further explored in this study.
4. Due to the importance of increased walkability, identified through our community process, map 4 focuses on the need to strengthen connections between high activity areas and key redevelopment sites. Connecting across the interstate and to area amenities was an important consideration.
5. Map 5 focuses in on the two key redevelopment sites, OFS and Carter Oak Plaza, that were identified as priority nodes in the corridor.

While report recommendations address the entire corridor, it is recommended that the key redevelopment nodes and high activity area identified above be included in first steps to corridor improvements. These areas have the most visibility and access to I-85, are anticipated to open to market forces more immediately than the remainder of the corridor. Therefore, they can be catalytic to revitalization of the entire area.

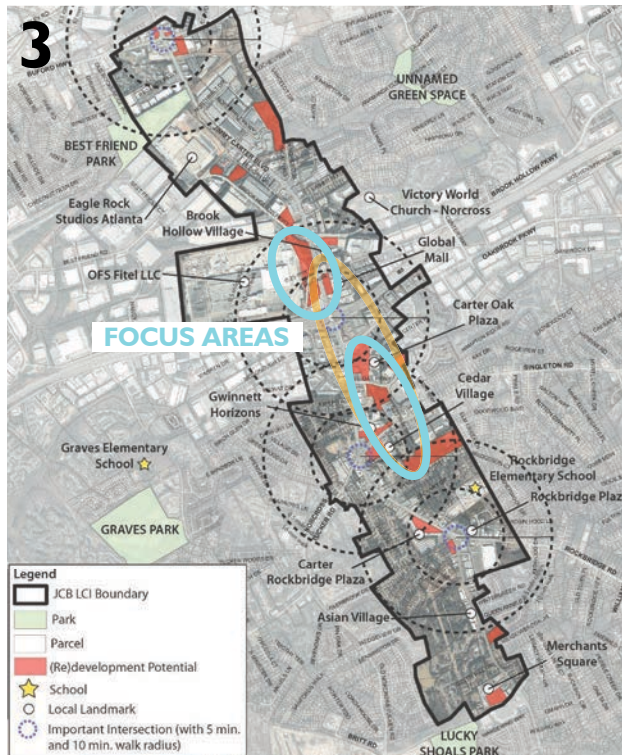


1. Identifying vacant and underutilized properties at key nodes.

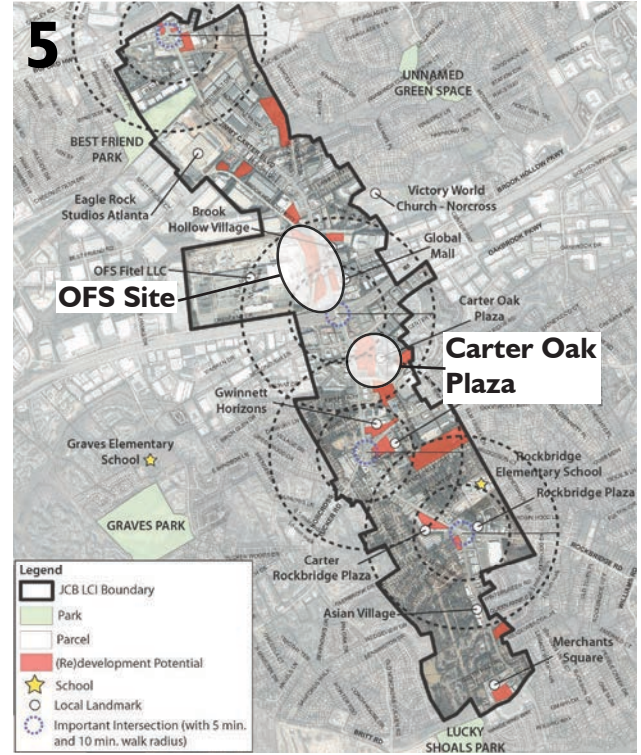


2. Identifying 'High Activity Area'.

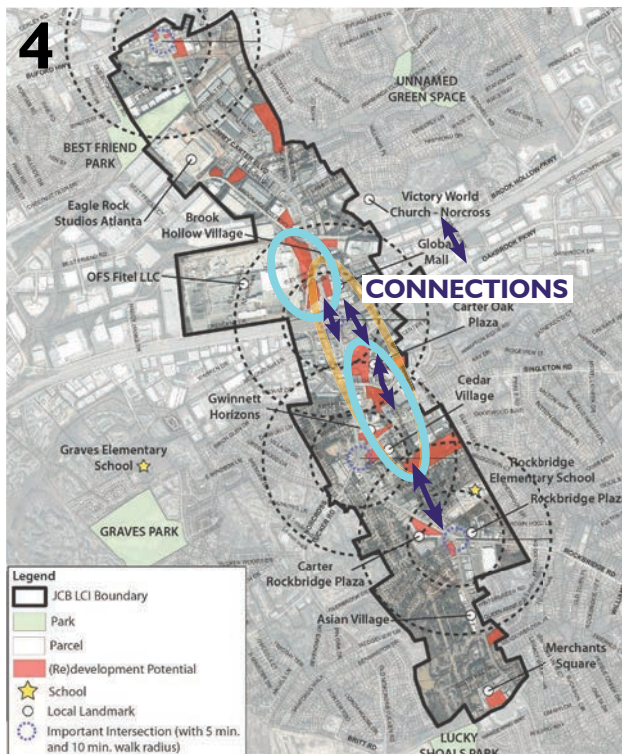
# Development Concepts Process



3. Identifying Focus Areas for (re)development and growth.



5. Redevelopment Sites.



4. Strengthening Connections.

Figure 4.1b: Master Plan Development Process



## 4.2 Streetscape Concept

### What is an International Street?

Jimmy Carter Boulevard is home to a diverse multi-cultural population. Ethnic retail, restaurants, and a diverse population have transformed this corridor into an international destination. However, when one drives along this roadway, the cultural expression is not evident, beyond monument signs identifying the businesses. In an effort to address the goal to “improve the aesthetic along the corridor in a way that showcases its international and multi-cultural identity”, our team began with asking the question, “What is an International Street?”. Upon research of international streets around the US and throughout the world, images of street festivals, food vendors, flags representing multiple nations strung above the street, places where pedestrians, scooters, and cars intermingled safely came to the forefront. Refer to Figure 4.2a for examples.

Creating this type of slow street, that prioritizes pedestrians and street activity along Jimmy Carter Boulevard will prove to be challenging, as the corridor is focused on moving cars with regional destinations quickly and efficiently through the area.

The Streetscape Concept identifies parallel streets to Jimmy Carter Boulevard that could be redesigned as shared space for pedestrians, cyclists, and slow-moving vehicles. Refer to Figures 4.2c-f for this vision. The Streetscape Concept is phased to allow for incremental, realistic change over time.

Phase one creates a landscape buffer between the pedestrian and Jimmy Carter Boulevard and incorporates improved aesthetics and amenities, such as landscaping, flags, wayfinding signage, lighting and art. Phase two creates a pedestrian-friendly road adjacent to Jimmy Carter Boulevard. The new road is defined by the sidewalk from Phase one, on one side, and temporary/pop-up street vendors along the other side. This phase temporarily utilizes a row of parking, in privately owned parking lots. Phase three formalizes the new pedestrian-friendly roadway with infill development. The new road is formalized into an activated streetscape with retailers and restaurants facing Jimmy Carter Boulevard.

This concept is envisioned to extend the length of the corridor, where applicable, focused on commercial properties. Figure 4.2b, however, identifies the priority area to pilot this concept: McDonough Drive to Singleton Road. This 1/2 mile portion of the corridor aligns with the identified “high activity area” and would connect Carter Oak Plaza to Gwinnett Horizons with an activated pedestrian street, adjacent to Jimmy Carter Boulevard.

Figure 4.2b shows, in dashed lines, the existing street network. Parallel to Jimmy Carter Boulevard, within

existing parking lots, a nearly seamless but unconnected secondary street network exists. This parallel street lacks interparcel connectivity, but if access between parcels is provided, the street could stretch from McDonough Drive to Singleton Road. The secondary network identified in Figure 4.2b highlights in light green the pedestrian friendly connectivity opportunities - including this Jimmy Carter parallel street. An additional pedestrian path that runs along the facade of the Carter Oak Plaza storefronts and connects to a proposed trail along an existing utility easement is also identified. Further street connectivity opportunities are illustrated with solid black lines.

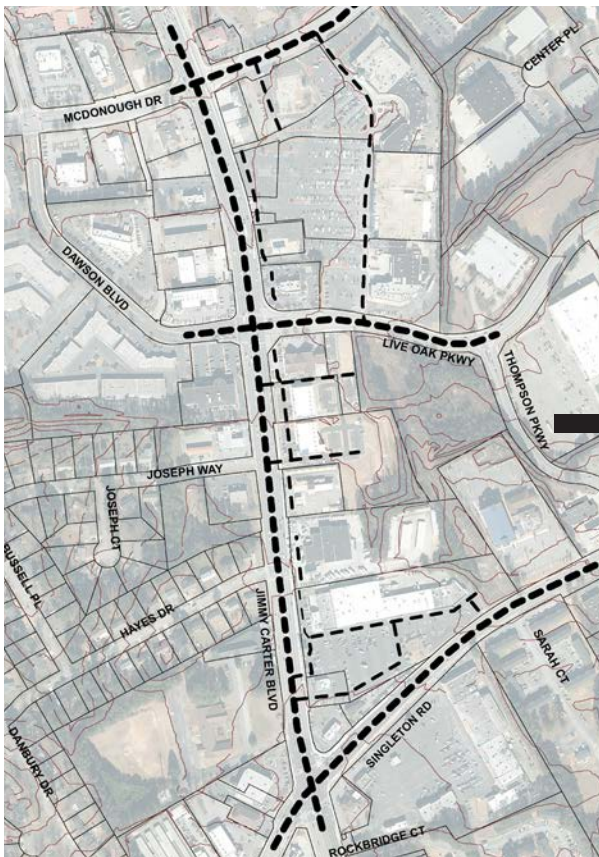
Figure 4.2b, further zooms in to identify where the International Streetscape Concept could be created. Site A sits in front of Carter Oak Plaza and Site B is in front of Gwinnett Horizon.

The streetscape concept is identified on the following pages in Figures 4.2c-f for each site. The concept is shown by phase, as follows:

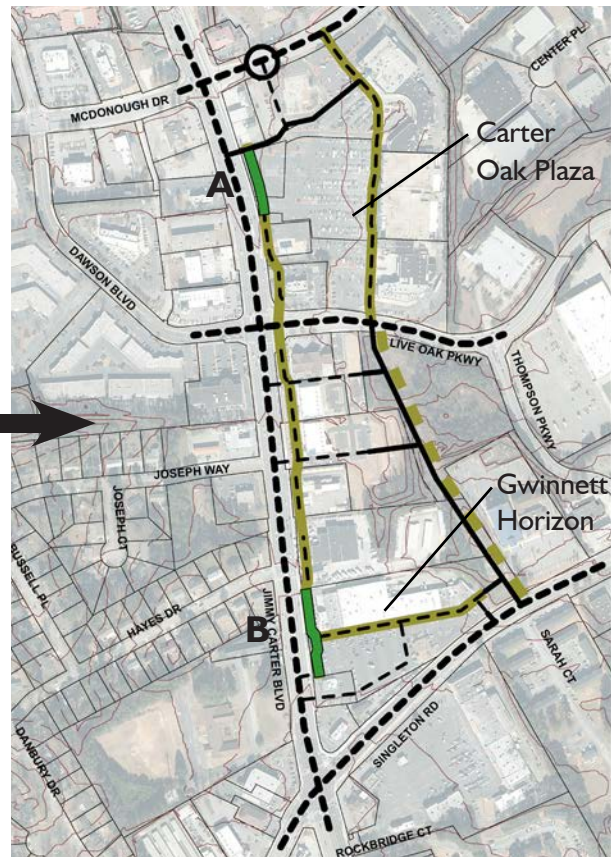
1. Phase One: This phase focuses on improving pedestrian safety and the aesthetics along the corridor. In this phase the existing streetscape, a 12 foot landscape and sidewalk strip is reconfigured. Currently, this streetscape includes a 6 foot sidewalk adjacent to the Boulevard with no buffer and, in most areas, a 6 foot landscape strip between the sidewalk and surface parking lots. Phase one reconfigures the sidewalk and landscape buffer by incorporating a 4 foot landscape strip along Jimmy Carter Boulevard. A 6 foot sidewalk sits adjacent to the landscape buffer and the remaining 2 feet provide a landscaped buffer between the sidewalk and the surface parking lots. In this phase, it is recommended to begin to build the character of the corridor with street trees, landscaping, CID flags, wayfinding and pedestrian signage that identify area assets, and appropriate public art (sculptural and mural). Not all situations will be as simple as Gwinnett Horizon, where the buffer and sidewalk just need to be flipped, and no limiting topographic challenges exist. The Carter Oak Plaza example shows a slightly more challenging condition, where the 6 foot wide sidewalk sits 2 feet above the parking lot. In this case, it is recommended to move the sidewalk to the parking lot level and landscape/plant the existing sidewalk to create a buffer between the pedestrian and the car.
2. Phase II creates a secondary street parallel to Jimmy Carter Boulevard inside the existing parking lot. The street is defined with marketplace style tents or stands. Initially the market can be temporary pop-up tents, allowing for the idea to be tested before becoming permanent. This new access street is a slow, traffic calmed street, where pedestrians and cyclist can safely mix with cars. This idea can be tested at an annual festival at Carter Oak Plaza.



Figure 4.2a: International Streets



Existing Street Network



Secondary Street Network

Figure 4.2b: Secondary Street Network



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

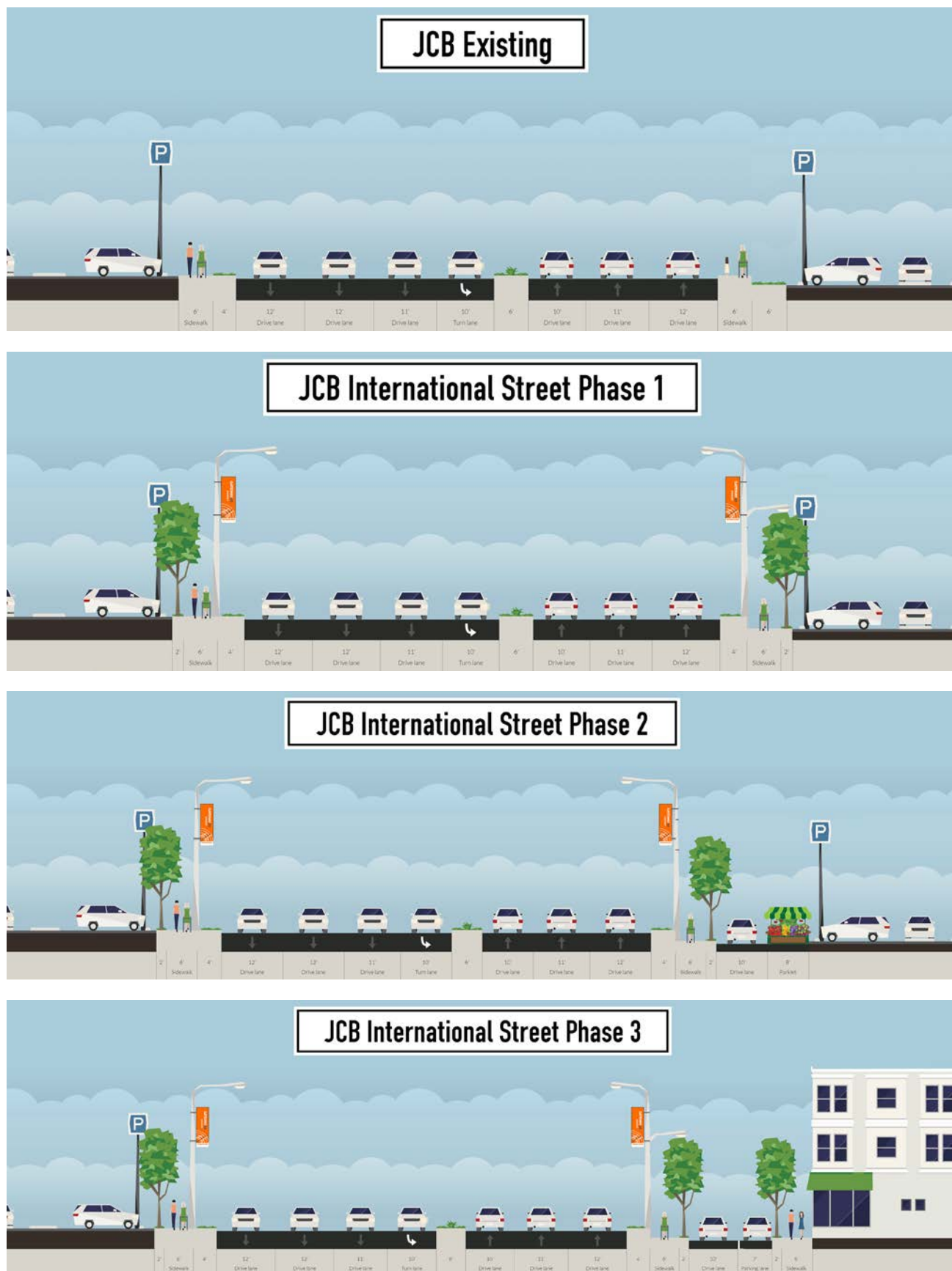


Figure 4.2c: Jimmy Carter Boulevard Streetscape Section at Carter Oak Plaza

# Streetscape Pilot A: Carter Oak Plaza



Existing Condition

Currently festivals fill the parking lot, but this street phase could provide a framework to bring the festivals closer to Jimmy Carter Boulevard, for more visibility.

3. Phase III requires private redevelopment/infill efforts. In this phase the streetscape is formalized and lined with new development, with retail and restaurants at the street level, thereby creating an intriguing walkable, pedestrian environment easily visible from the Jimmy Carter Boulevard.

These streetscape improvements are envisioned to occur, over time, along the entire length of the corridor at key commercial/mixed use parcels.

## Implementation Strategies

Implementation strategies for the Streetscape Concept that align with the implementation project list are outlined below.

## Land Use and Zoning:

L5: To promote walkable, mixed use development, the following regulations should be considered for incorporation into the Jimmy Carter Boulevard Overlay:

### ii. Streetscape Standards

- I. Require or incentivize the streetscape concept, per this report, on commercial/mixed-use parcels fronting the corridor, including the inter-parcel access street. Identify access management opportunities as new development and/or redevelopment occurs and inter-parcel



Phase I



Phase 2



Phase 3

Figure 4.2d: Jimmy Carter Boulevard Before-After Conditions at Carter Oak Plaza



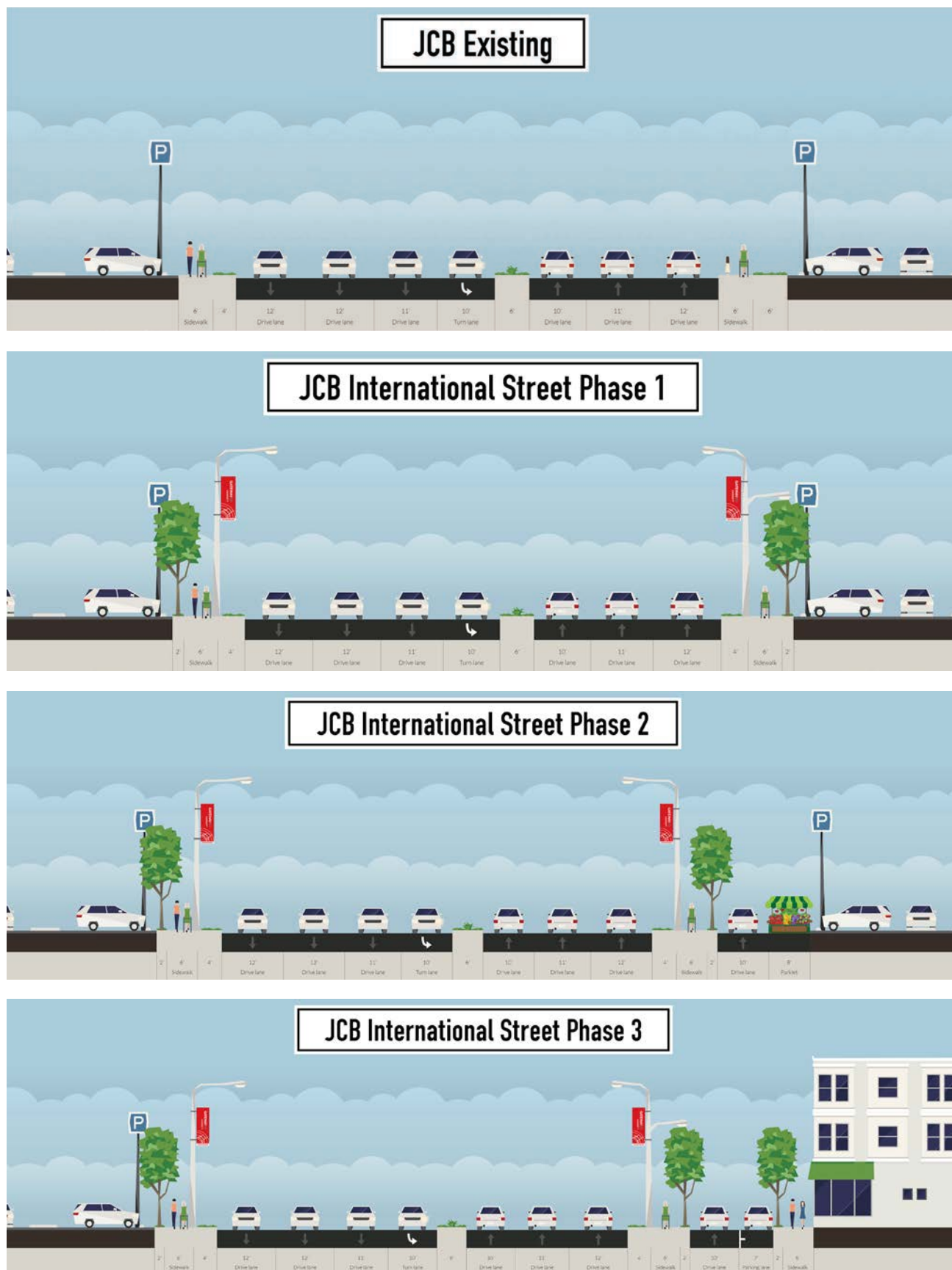
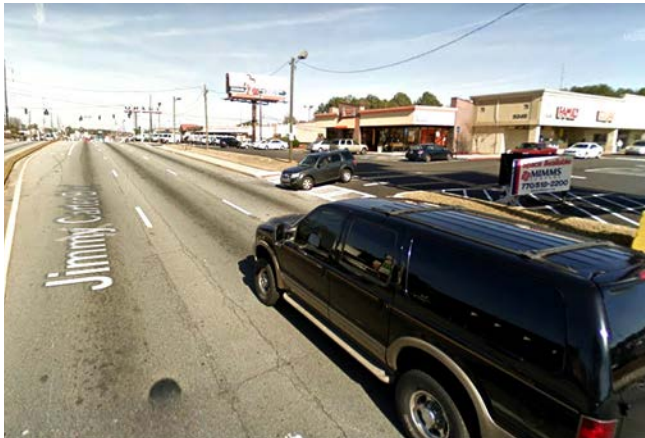


Figure 4.2e: Jimmy Carter Boulevard Streetscape Section at Al Madina Halal Market

# Streetscape Pilot B: Gwinnett Horizons



Existing Condition

access is achieved. For non-commercial/mixed use properties, incorporate a 4'-6' green buffer separating a 6'-10' sidewalk from the Jimmy Carter Boulevard travel lanes in the sidewalk improvement phase of the streetscape concept. Plant street trees every 25-50 feet. Refer to the Transportation Implementation Plan for priority streetscape improvements.

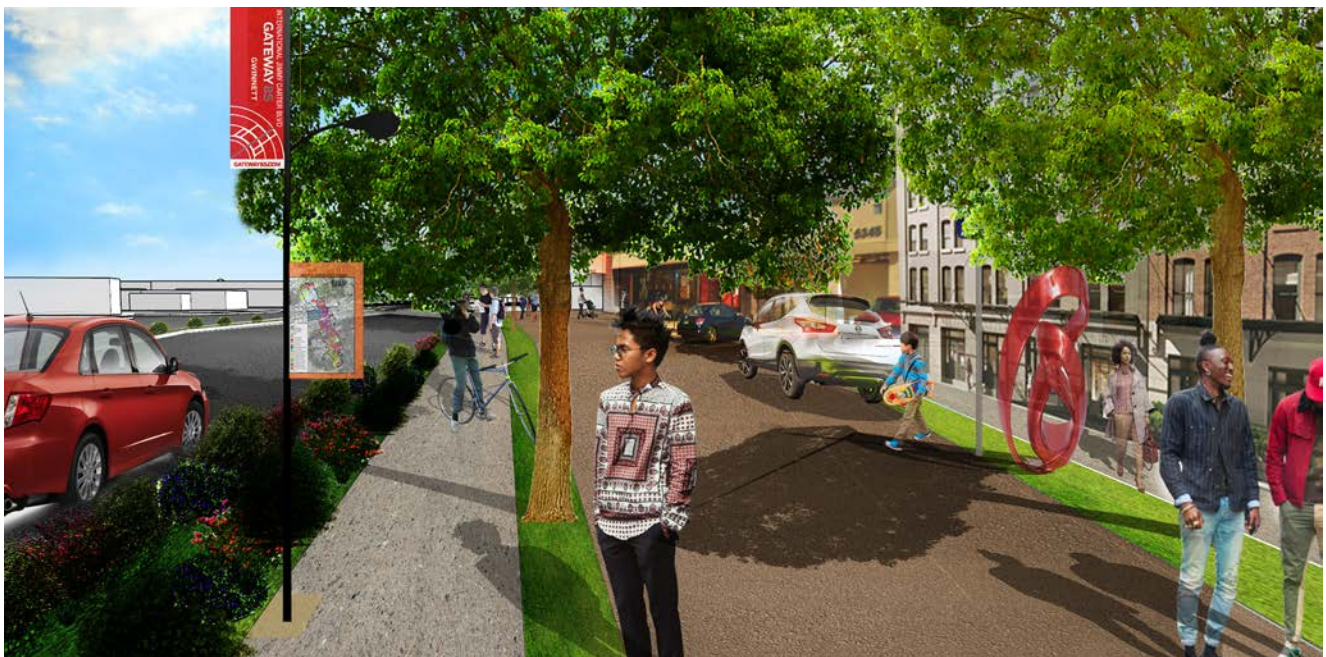
2. For new development, provide streetscape standards for internal street types, including sidewalk widths, landscape buffers, street trees, parallel parking, bicycle access, number of lanes, and lane widths.



Phase 1



Phase 2



Phase 3

Recommendations

Figure 4.2f: Jimmy Carter Boulevard Before-After Conditions at Al Madina Halal Market



## Economic Development

E2: Continue outreach efforts with individual property owners in the corridor to identify redevelopment opportunities and promote quality incremental redevelopment consistent with goals and vision on the LCI.

Additional Items:

A5: Placemaking: To instill a sense of community and place, consider placemaking ideas, such as tactical urbanism pop-ups or public art.

## 4.3 Redevelopment Focus Areas

Two sites were identified along the corridor to have the greatest potential for redevelopment. These sites are located within the “high activity area” and can set the standards for the character of redevelopment along the entire corridor. The sites are:

- Carter Oak Plaza Infill
- OFS Infill at Jimmy Carter Boulevard

Following sections have detailed information on the proposed concepts.

# Redevelopment Focus Areas Map

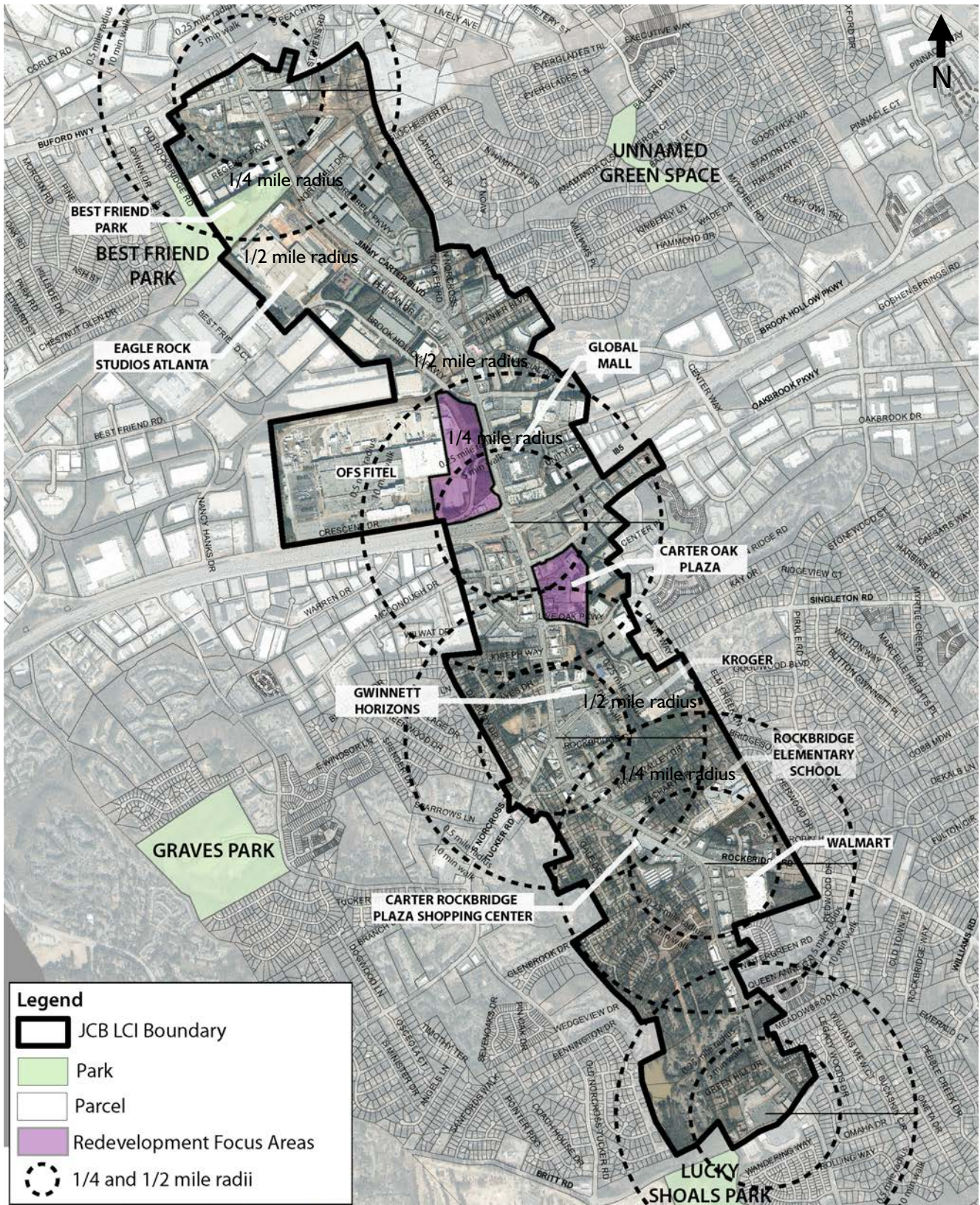


Figure 4.3a: Redevelopment Focus Areas



## AI: Carter Oak Plaza

Carter Oak Plaza is bounded by Oakbrook Parkway on the north, Live Oak Parkway on the south, and Jimmy Carter Boulevard to the west. The Plaza is home to Hong Kong Supermarket, a regional destination, which draws thousands of patrons a week. Additionally, the parking lot of this shopping center hosts annual cultural festivals that bring thousands of people to the area.

This concept looks at creating a more walkable district with strategically located and designed greenspace for community festivals and events.

The first phase of redevelopment focuses on a large undeveloped outparcel on the north side of the shopping center. This two acre site drops approximately 10 feet from east to west. Taking advantage of this grade change, a split parking deck is proposed. This new parking will replace parking removed for the new building and greenspace, as well as parking needs for the new development. A two story building wraps the parking deck and is envisioned to accommodate retail and restaurants on the first floor with office uses above. The building orientation faces towards the existing shopping center, creating a main street character on the north end.

Central to this concept is the green plaza space. This plaza area is enclosed by the new development and the existing buildings to create an inviting, pedestrian friendly place for community events and festivals. It also adds to the everyday look and feel of the site.

Phase 2 further encloses the green plaza with a liner building on the south edge. The plaza and surrounding retail become the heart of the shopping center, a place for families to come shop, eat, and enjoy the green amenity.

Phase 3 continues to infill the parking lot, with a building in the northeast corner that completes the “main street” development and a building fronting Jimmy Carter Boulevard designed and configured in a manner that ties in the Streetscape Concept discussed in the previous section. An office building, backing up to the parking deck facing Oakbrook Parkway and the neighboring office buildings may be part of this phase.

As shown in Phase I, this concept also includes improvements to Oakbrook Parkway, as this street provides key access to the site and new development. A roundabout is proposed on Oakbrook Parkway at the secondary entrance. Currently traffic heading west on Oakbrook Parkway is only given one option as it terminates at Jimmy Carter Boulevard - turn right into a median barriered lane that flows onto I-85 north. The roundabout provides an opportunity for travelers to avoid being routed onto northbound I-85 with improved signage and a recirculation option into the shopping

center or back to Live Oak Parkway. Landscaping and signage at this roundabout can provide a gateway character at this location.

Following are land use, zoning, and economic development strategies to assist with implementation of this concept. These strategies align with projects listed in the implementation spreadsheet in the implementation guidebook at the end of this report.

## Implementation Strategies

### Land Use and Zoning:

L2: Consider amendments to the Gwinnett County Unified Development Plan or as part of a Jimmy Carter Boulevard Overlay District:

3. Consider updates to D.I.I Regional Mixed Use:

a. Residential Density:

i. Increase FAR from 2.5 to 4

L3: Consider creation of a Jimmy Carter Boulevard Overlay District as described in this report. Consider a tiered overlay: I. Create Development Tiers, per map within this study.

a. Tier I: Regional Mixed Use

i. Proposed Density:

Minimum: 30 units/acre

Maximum: No Maximum

Encourage density bonuses

ii. Proposed FAR:

Maximum: 4

iii. Allowed Heights:

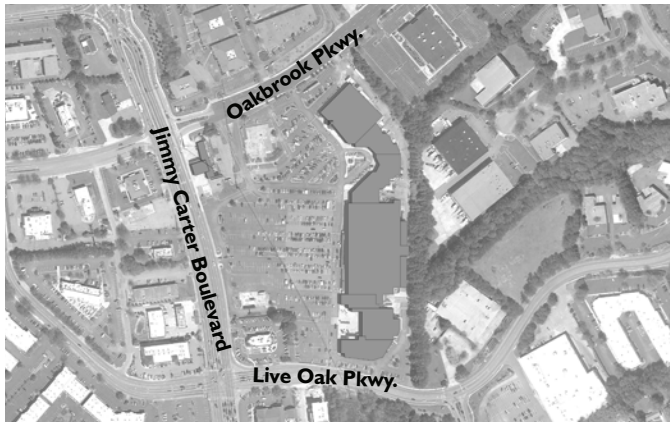
No maximum

L5: To promote walkable, mixed use development, consider the following regulations be incorporated into the Jimmy Carter Boulevard Overlay:

i. Incorporate street connectivity requirements

1. Include maximum block sizes for redevelopment properties, 400-600 feet maximum.

2. Connectivity language may include: New streets must connect two other streets unless natural site conditions make such connection impossible. Restrict or eliminate cul-de-sac streets.



Existing

Existing Parking: 850 spaces  
 Parking Need (3 per 1000 sf): 447 Spaces  
 Potential Excess Parking: 403 spaces



Phase I

### Phase I

- 2-story mixed use
- Split level parking deck

New Buildings: 52,000 sf

### Parking:

New Required Parking: 156 spaces  
 New Parking Provided (deck and on-street parallel parking): 353 spaces  
 Parking lost for new development: 130 spaces  
 Extra Parking Provided: 67 spaces



Phase 2

### Phase 2

- 1-story liner retail

New Building: 7,000 sf

### Parking:

New Required Parking: 21 spaces  
 New Parking Provided (on-street): 12 spaces  
 Parking lost for new development: 60 spaces  
 Parking Balance: -2 spaces



Phase 3

### Phase 3

- (3) 1-story retail/office buildings

New Buildings: 18,000 sf

### Parking:

New Required Parking: 54 spaces  
 New Parking Provided (on-street): 28 spaces  
 Parking lost for new development: 70 spaces  
 Parking Balance: -98 spaces

Figure 4.3b: Carter Oak Plaza Development Concept



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

## ii. Streetscape Standards

1. Require or incentivize the streetscape concept, per this report, on commercial/mixed-use parcels fronting the corridor, including the inter-parcel access street. Identify access management opportunities as new development and/or redevelopment occurs and inter-parcel access is achieved. For non-commercial/mixed use properties, incorporate a 4'-6' green buffer separating a 6'-10' sidewalk from the Jimmy Carter Boulevard travel lanes in the sidewalk improvement phase of the streetscape concept. Plant street trees every 25-50 feet. Refer to the Transportation Implementation Plan for priority streetscape improvements.

2. For new development, provide streetscape standards for internal street types, including sidewalk widths, landscape buffers, street trees, parallel parking, bicycle access, number of lanes, and lane widths.

## iii. Shared Parking

1. Encourage and incentivize shared parking to minimize the addition of new parking.

## iv. Architectural Standards

1. Consider developing a recommended palette of materials for new development.

2. Consider a maximum percentage of alternative materials that can be used on a building façade.

3. Consider façade plane regulations, such as, a single plane of façade may not extend for more than 30' before it must be set back to create visual interest and break up the mass and bulk of the structure's facade.

L7: Consider including greenspace requirements in the Jimmy Carter Boulevard Overlay, such as a ratio of 10 acres per 1,000 residents. Encourage a variety of park sizes.

L8: Consider including a requirement or incentive in the Jimmy Carter Boulevard Overlay that any redevelopment that occurs incorporate trail connections per the trail master plan included within this report.

E6: Recognize zoning, land use, and regulatory initiatives L2-L7 as essential to catalyzing quality redevelopment and economic development in the LCI study area. Advocate for these initiatives through the Gwinnett County Comprehensive Planning process to allow for regional mixed-use zoning in designated areas allowing sufficient densities to promote economic feasibility of redevelopment of aging and obsolete commercial and industrial land uses in and adjacent to the LCI corridor.

## Economic Development

E2: Continue outreach efforts with individual property owners in the corridor to identify redevelopment opportunities and promote quality incremental redevelopment consistent with goals and vision on the LCI.

## VIEW 1

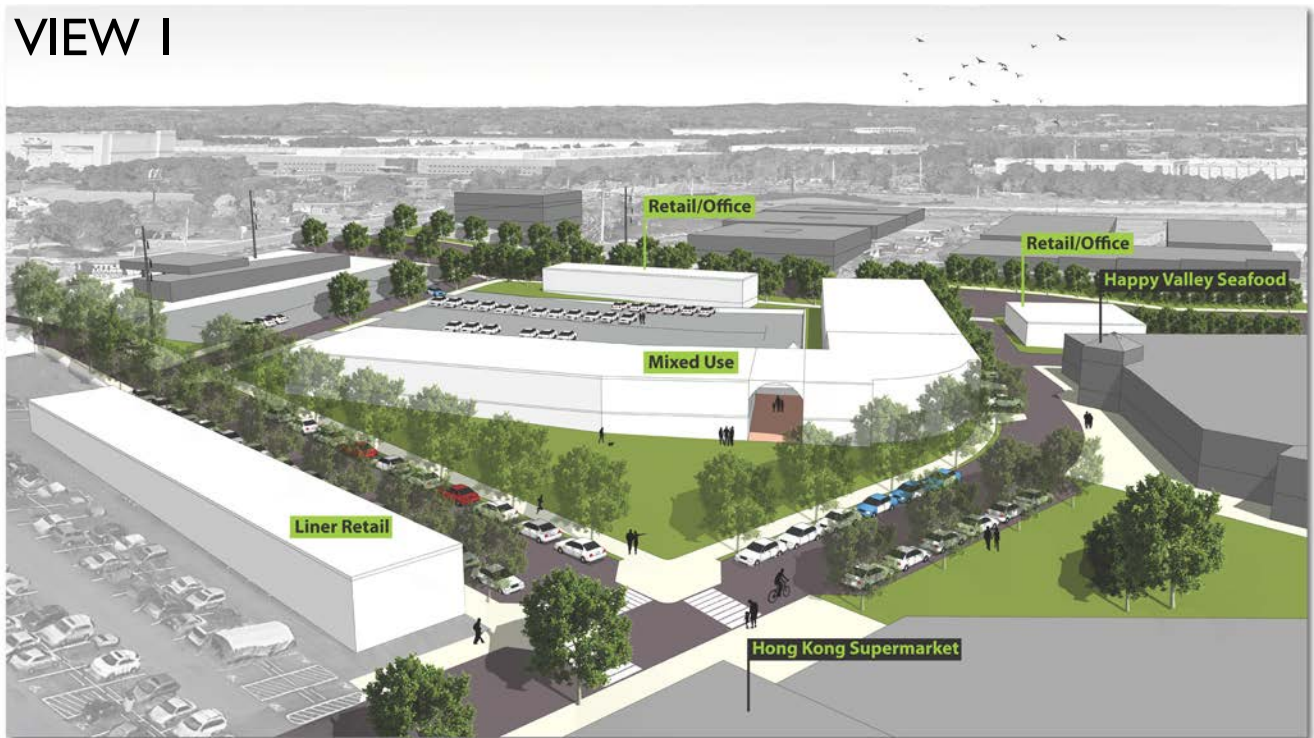


Figure 4.3c: Carter Oak Plaza Development Concept View 1 from Hong Kong Supermarket



View Points

## VIEW 2



Figure 4.3d: Carter Oak Plaza Development Concept View 2 from Oakbrook Parkway



## A2: OFS Fitel LLC Site

The OFS infill concept focuses on the OFS property that fronts Jimmy Carter Boulevard. The OFS property has been the focus of redevelopment concepts in the past. Most recently with the Jacoby and Duany Plater-Zyberk redevelopment plan in 2011. This plan was proposed when OFS operations were low and redevelopment opportunities high. However, as OFS operations increased in following years, redevelopment of the entire site was put on hold. Following are two concepts for redevelopment of the OFS property that fronts Jimmy Carter Boulevard. Because this is the most visible and accessible portion of the site, it has potential to be catalytic for further development along the corridor.

The southern portion of the property is currently home to a Gwinnett County Police Precinct (West). Gwinnett County Police lease this property from OFS, so if relocation is feasible, this site can be redeveloped as part of the vacant OFS property to the north along Jimmy Carter Boulevard.

Following are two concepts for redevelopment at this site. The first concept fits with current market demand for infill development. The second concept is more ambitious and aspirational, but could become a regional destination and contribute to the change of character of Jimmy Carter Boulevard.

### Development Concept 1

Development Concept 1 provides a market realistic strategy for redevelopment of this portion of the OFS property.

Phase 1 focuses on the development of a hotel at the corner of Jimmy Carter Boulevard and I-85. This site has excellent visibility and access to the interstate making it an ideal site for a hotel. Adjacent to the hotel it is proposed that an office building be developed.

In Phase 2, the northern portion of this site is proposed for further infill development to include mixed use retail, office and restaurants.

This concept utilizes existing road infrastructure, with primary access to the Goshen Springs entrance. A right-in, right-out entrance is proposed between Goshen Springs and the I-85 interchange which allows for a secondary entrance to the development. Refer to Figures 4.3e and 4.3f.

### Development Concept 2

The second development concept is more aspirational, as it proposes greater densities and uses. This development would need an appropriate anchor to attract the desired density and mix of uses. Refer to Figures 4.3g and 4.3h.

This concept realigns the entrance at Goshen Springs to a right angle with Jimmy Carter Boulevard. This primary entrance street terminates into a greenspace/plaza which is surrounded by mixed use retail and restaurants with residential above. Given the excellent visibility from I-85 the remainder of the site includes mixed use office buildings and a hotel.

A right-in, right-out street is also proposed between Goshen Springs and I-85. This allows a street grid framework for development and a secondary access into the site to be incorporated.

As with all new development, streetscape enhancements along Jimmy Carter Boulevard are encouraged. These Streetscape improvements should be in line with the Streetscape Concept discussed in section 4.2.

Following are land use, zoning, and economic development strategies to assist with implementation of this concept. These strategies align with projects listed in the implementation spreadsheet in the implementation guidebook at the end of this report.

## Implementation Strategies

### Land Use and Zoning:

L2: Consider amendments to the Gwinnett County Unified Development Plan:

I. Consider updates to D.I.1 Regional Mixed Use:

a. Residential Density:

i. Increase FAR from 2.5 to 4

b. Consider updates to D.I.2 Community Mixed Use:

c. Residential Density:

i. Increase Dwelling Units per Acre from 40 to 50

L3: Consider creation of a Jimmy Carter Boulevard Overlay District as described in this report. Consider a tiered overlay: I. Create Development Tiers, per map within this study.

a. Tier I: Regional Mixed Use

i. Proposed Density:

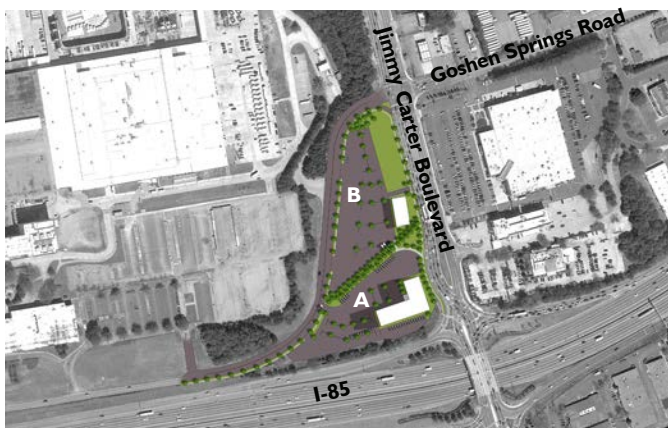
Minimum: 30 units/acre

Maximum: No Maximum

Encourage density bonuses



Existing



Phase I

#### Phase I (Parcel A)

- 5-story hotel

New Building: 105,000 sf

#### Parking:

Required Parking: 315 spaces

Parking Available: 314 spaces

#### Phase I (Parcel B)

- 2-story office

New Building: 14,400 sf

#### Parking:

Required Parking: 42 spaces

Parking Available: 324 spaces



Phase 2

#### Phase 2 (Parcel B)

- (1) 2-story retail building
- (1) 2-story retail/restaurant building
- (2) 2-story liner office/retail buildings

New Building: 65,200 sf

#### Parking:

Required Parking: 238 spaces

Parking Available: 280 spaces



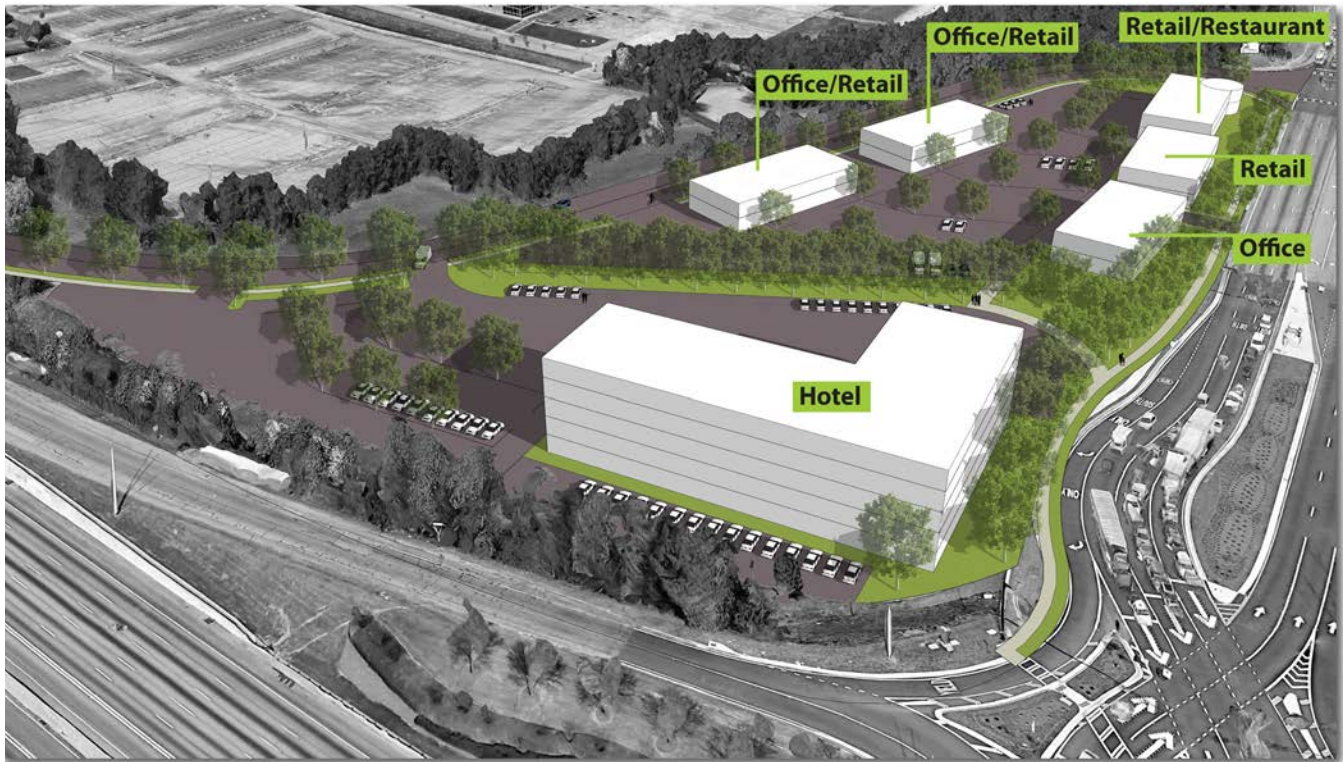


Figure 4.3f: OFS Fitel LLC Development Concept I: View from the DDI

## ii. Proposed FAR:

Maximum: 4

## iii. Allowed Heights:

No maximum

L5: To promote walkable, mixed use development, consider the following regulations be incorporated into the Jimmy Carter Boulevard Overlay:

### i. Incorporate street connectivity requirements

1. Include maximum block sizes for redevelopment properties, 400-600 feet maximum.
2. Connectivity language may include: New streets must connect two other streets unless natural site conditions make such a connection impossible. Restrict or eliminate cul-de-sac streets.

### ii. Streetscape Standards

1. Require or incentivize the streetscape concept, per this report, on commercial/mixed-use parcels fronting the corridor, including the inter-parcel access street. Identify access management opportunities as new development and/or redevelopment occurs and inter-parcel access is achieved. For non-commercial/mixed use properties, incorporate a 4'-6' green

buffer separating a 6'-10' sidewalk from the Jimmy Carter Boulevard travel lanes in the sidewalk improvement phase of the streetscape concept. Plant street trees every 25-50 feet. Refer to the Transportation Implementation Plan for priority streetscape improvements.

2. For new development, provide streetscape standards for internal street types, including sidewalk widths, landscape buffers, street trees, parallel parking, bicycle access, number of lanes, and lane widths.

### iii. Shared Parking

1. Encourage and incentivize shared parking to minimize the addition of new parking.

### iv. Architectural Standards

1. Consider developing a recommended palette of materials for new development.
2. Consider a maximum percentage of alternative materials that can be used on a building façade.
3. Consider façade plane regulations, such as, a single plane of façade may not extend for more than 30' before it must be set back to create visual interest and break up the mass and bulk of the structure's facade.



L7: Consider including greenspace requirements in the Jimmy Carter Boulevard Overlay, such as a ratio of 10 acres per 1,000 residents. Encourage a variety of park sizes.

#### Economic Development

E6: Recognize zoning, land use, and regulatory initiatives L2-L7 as essential to catalyzing quality redevelopment and economic development in the LCI study area. Advocate for these initiatives through the Gwinnett County Comprehensive Planning process to allow for regional mixed-use zoning in designated areas allowing sufficient densities to promote economic feasibility of redevelopment of aging and obsolete commercial and industrial land uses in and adjacent to the LCI corridor.

E8: Continue to work with owners (current and future) of OFS site to support redevelopment efforts. Provide support and guidance to promote quality redevelopment that supports LCI vision, job creation, and improved access and transportation. Work with site owners and development partners to insure streamlined development review process. Proactively seek opportunities to use TAD funding to support project elements that support vision of LCI plan and TAD redevelopment plan. Facilitate TAD application and approval process.



Figure 4.3g: OFS Fitel LLC Site: Development Concept 2

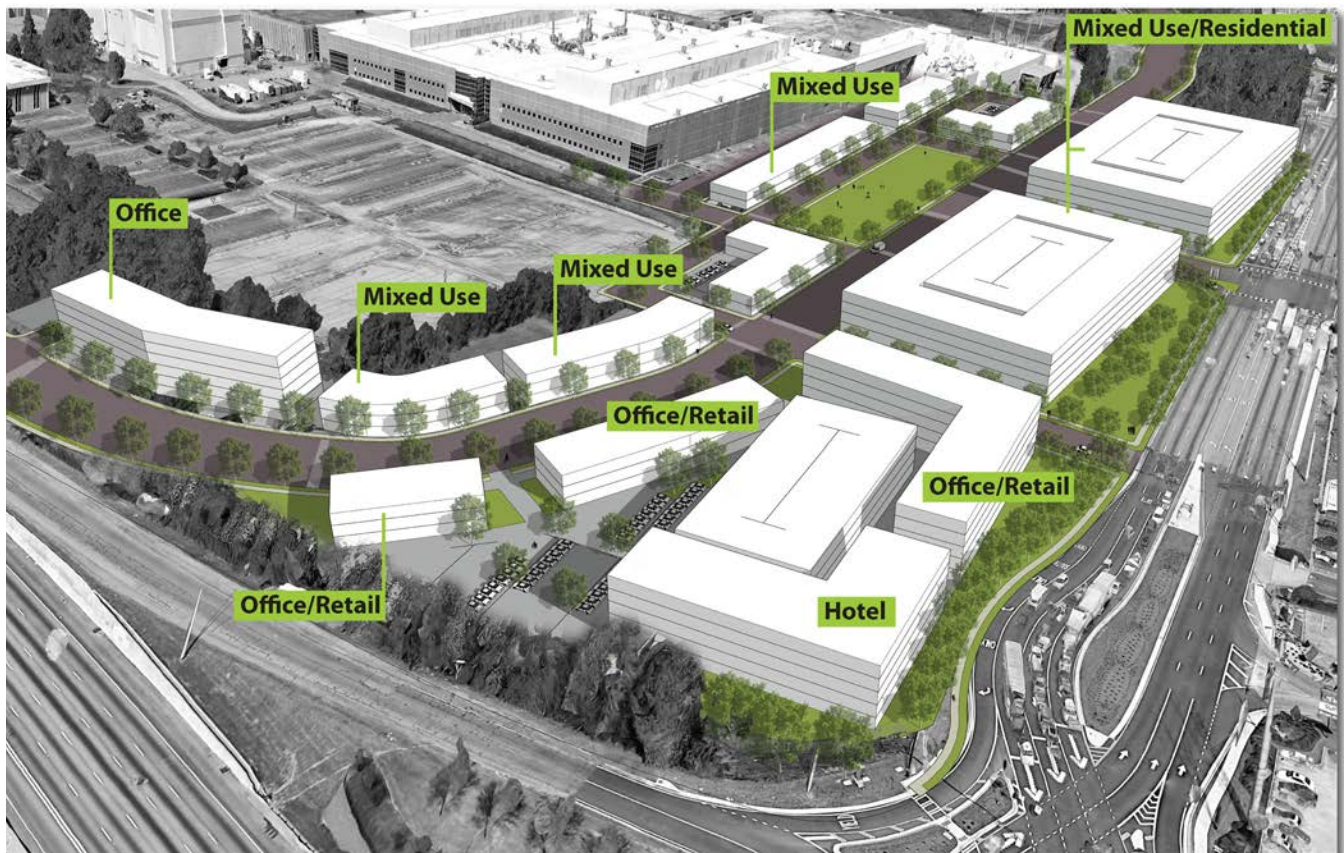


Figure 4.3h: OFS Fitel LLC Development Concept 2: View from the DDI



## 4.4 Land Use Planning & Zoning

### Land Use Recommendations

Land use recommendations focus on updates to the Future Development Map, a key component of Gwinnett County's 2030 Unified Plan and the, currently underway, Unified Plan update, the Gwinnett County 2040 Unified Plan. These land use related elements make possible the key recommendations discussed above and provide the density and mix of uses desired along the corridor, particularly at the key nodal intersections. Recommendations for amendments to the Future Development Map (2030 Unified Plan) are listed below:

Per Figure 4.4a, incorporate the Community Mixed Use Corridors Character Area into parcels that front Jimmy Carter Boulevard and parcels at major nodes, south of Live Oak Parkway.

Currently, north of Live Oak Parkway, the study area is identified by the County as a Regional Mixed Use Character Area. This designation encourages mixed use, high density development and is in-line with recommendations found within this report.

South of Live Oak Parkway, the existing Future Development Map identifies the corridor as Mixed Housing Types and Existing and Emerging Suburbs Character Areas - characters that focus on residential oriented development. This portion of the study area includes key commercial intersections, including Jimmy Carter Boulevard at Singleton Road, Rockbridge Road, and Britt/Williams Road. Development in the areas between these nodes is predominately commercial or office. The vision for the study area is one of a mixed-use, walkable corridor. To encourage mixed use redevelopment and infill at these nodes and appropriate densities to encourage walkability, it is recommended to edit the Future Development Map to include the Community Mixed Use Corridor Character Area, per Figure 4.4a.

The Community Mixed Use Corridor Character Area encourages that these predominantly strip commercial areas evolve into mixed-use corridors. Higher intensity development nodes are located at key intersections and the corridor between these nodes is envisioned as low intensity mixed-use with lower maximum resident densities. These mixed use areas are oriented to the needs of the areas that surround them and encourage a variety of housing choices. Encouraged uses include:

- Mixed Use
- Office Professional

- Ultra High and High Density Residential
- Townhouses
- Public Open Space
- Institutional
- Commercial/Retail

Additional recommendations to the Community Mixed Use Character Area include:

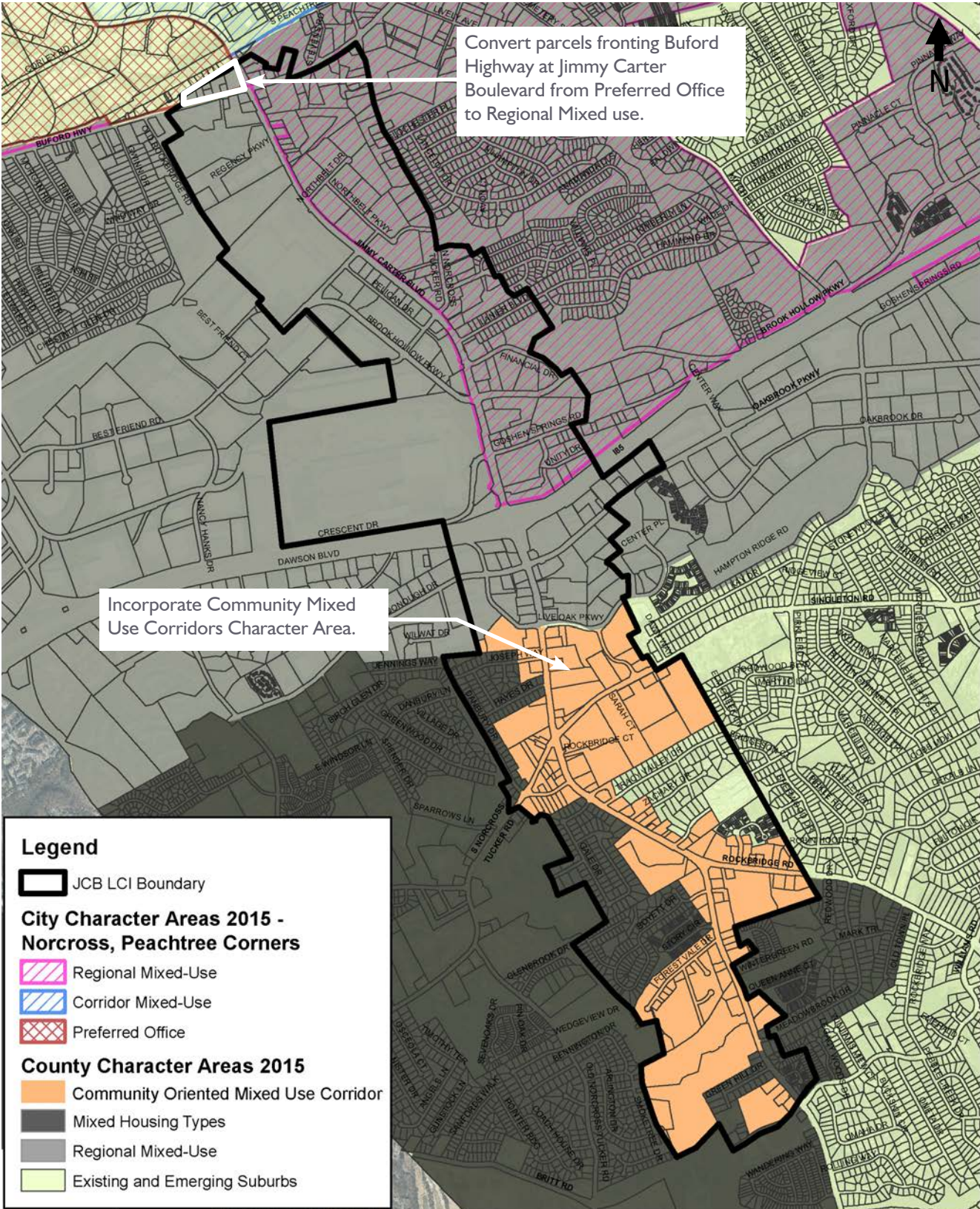
- Change building heights to 3-6 stories, instead of 3-5 stories. This will address market trends for 6 story retail/residential mixed use buildings, concrete podium and wood construction.
- Consider Updates to D.1.2 Community Mixed Use: Increase Dwelling Units per Acre from 40 to 50.

A second recommended amendment to the Future Development Map is to update the parcels fronting Buford Highway at Jimmy Carter Boulevard to Regional Mixed Use instead of Preferred Office. That way all four corners of this intersection will be within the same character area and encourage complimentary uses at this node.

The Regional Mixed Use Character Area is the County's most intense concentration and mix of commercial, employment and residential development. The dominant uses of these character areas are non-residential, preferably office-based employment, but the residential component of these centers is significant, and takes the form of mid to high-rise development. These areas are envisioned to become Gwinnett County's business core intermixed with shopping and housing opportunities.

To support high-density mixed-use development, such as that proposed in section 4.3, consider updating D.1.1 Regional Mixed Use Residential Density: Increase FAR from 2.5 to 4.0.

# Land Use Recommendations





## Zoning Recommendations

Consistent with the land use recommendations, zoning recommendations encourage higher density, walkable, mixed use development and infill at key intersections/nodes. To achieve this vision, it is recommended that a Jimmy Carter Boulevard Overlay District be developed.

The Jimmy Carter Boulevard Overlay District would include three tiers of development, gradually increasing density along the corridor, with the highest densities, Tier 1, starting at the regional core - Jimmy Carter Boulevard at I-85. Tier 2 includes two additional areas at high level activity nodes located at Jimmy Carter Boulevard at Singleton Road and at Buford Highway. The third tier is envisioned at Jimmy Carter Boulevard at Rockbridge Road and Britt/Williams Road. These existing commercial nodes serve the neighborhoods surrounding them and see less intense activity than their northern neighbors.

Recommended densities and height restrictions are listed below per tier:

### 1. Tier 1: Regional Mixed Use: Existing

- Proposed Density:

Minimum: 30 units/acre

Typology for minimum density: Attached, Semi-detached, Cottage Court

Maximum: No Maximum or Maximum 80 units/acre with density bonuses

Typology for maximum density: High-Rise with structured parking

FAR: Maximum of 4.0

Heights: No Maximum

### 2. Tier 2: Community Mixed Use:

- Proposed Density:

Minimum: 15 units/acre

Typology for minimum density: Attached or Semi-detached

Maximum: 50 units/acre with density bonuses

Typology for maximum density: Mid-Rise

Apartments, Stacked Flats with structured parking.

FAR: Maximum of 2.0

Heights: Maximum of 7 stories

### 3. Tier 3: Neighborhood Mixed Use:

- Proposed Density:

Minimum: 15 units/acre

Typology for minimum density: Attached and Semi-detached.

Maximum: 30 units/acre with density bonuses

Typology for maximum density: Row houses/Town homes.

FAR: Maximum of 1.0

Heights: Maximum of 6 stories

Additionally recommended components of the Jimmy Carter Overlay District would include:

1. A streamlined approval process: As opposed to the typical public hearing rezoning process, consider redevelopment review approval by a team that includes the County Planning Department and representatives of the Gateway85 CID.

2. Consider Design Standards for the Jimmy Carter Boulevard Corridor as part of the Overlay District. Include regulations to dictate block sizes, street connectivity, and the general appearance of streets and signage. This can be done as follows:

- Incorporate street connectivity requirements

Include maximum block sizes for redevelopment properties, 400-600 feet maximum.

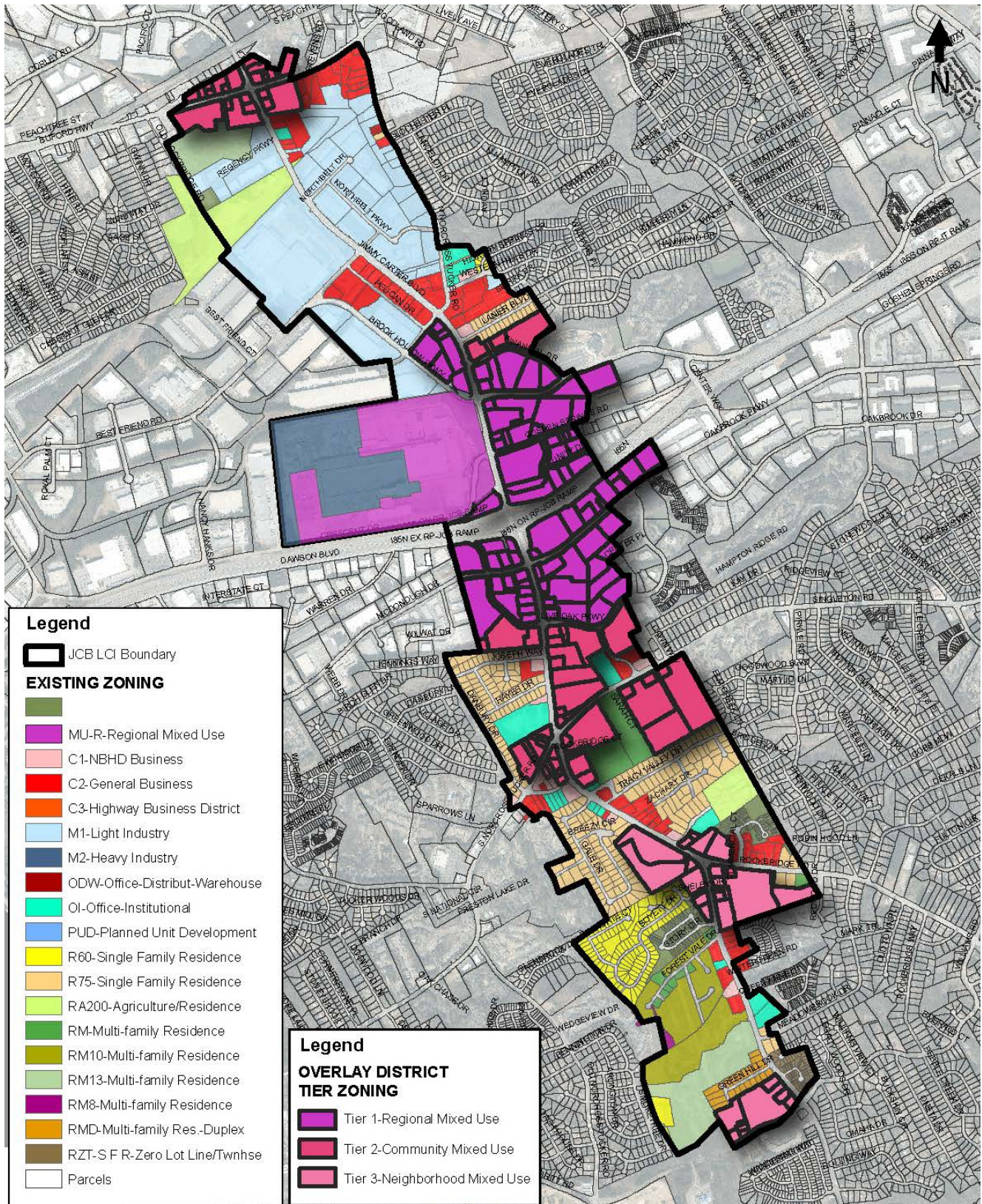
Connectivity language may include: New streets must connect two other streets unless natural site conditions make such connection impossible. Restrict or eliminate cul-de-sac streets.

- Streetscape Standards

Require or incentivize the streetscape concept, per this report, on commercial/mixed-use parcels



# Zoning Recommendations





fronting the corridor, including the inter-parcel access street. Identify access management opportunities as new development occurs and as inter-parcel access is achieved. For non-commercial/mixed use properties, incorporate a 4'-6' green buffer separating a 6'-10' sidewalk from the Jimmy Carter Boulevard travel lanes in the sidewalk improvement phase of the streetscape concept. Plant street trees every 25-50 feet. Refer to the Transportation Implementation Plan for priority streetscape improvements.

For new development, provide streetscape standards for internal street types, including sidewalk widths, landscape buffers, street trees, parallel parking, bicycle access, number of lanes, and lane widths.

- Shared Parking

Encourage and incentivize shared parking to minimize the addition of new parking.

- Architectural Standards

Consider developing a recommended palette of materials for new development.

Consider a maximum percentage of alternative materials that can be used on a building façade.

Consider façade plane regulations, such as, a single plane of façade may not extend for more than 30' before it must be set back to create visual interest and break up the mass and bulk of the structure's facade.

1. Consider incorporation of signage standards into the Jimmy Carter Boulevard Overlay. Provide standards on setback from the road and provide a matrix that dictates signage size based on road speed.
2. Consider including greenspace requirements in the Jimmy Carter Boulevard Overlay, such as a ratio of 10 acres per 1,000 residents. Encourage a variety of park sizes.
3. Consider including a requirement or incentive in the Jimmy Carter Boulevard Overlay that any redevelopment that occurs incorporate trail connections per the trail master plan, included within this report.

4. The CID is encouraged to enhance the corridor with pocket parks per the trail and parks master plan, including in this report. Prioritize pocket parks where transit stops are will be located. Coordinate this effort with transit stop locations, as identified in the Gwinnett County Transit Plan.

## 4.5 Transportation Recommendations

The transportation system for the LCI study area is dominated by Jimmy Carter Boulevard and its large intersections with key thoroughfares. Jimmy Carter Boulevard is a very wide and busy road with only basic accommodation for pedestrians and no dedicated accommodation for bicycles. Although walking and biking along the corridor account for very minor shares of overall travel, the proximity of the corridor's commercial land uses to nearby residential communities suggests potential for walking and bicycling that could serve a greater share of travel demand along and adjacent to the corridor.

The study area is bisected by Interstate 85 with only two direct crossing points at Jimmy Carter Boulevard and Center Way, therefore opportunities for north-south access along the study corridor are limited. In addition, the diverging diamond layout of the I-85 interchange with Jimmy Carter Boulevard presents its own challenges: the interchange is a reconfiguration of a previously existing bridge and required the DDI design to fit within the existing footprint. With the heavy volume of truck movements in the corridor and through this interchange, the constrained design of the DDI—and especially its ramp endings—means that vehicles must maneuver through small-radius turns.

The LCI study's transportation recommendations can be classified into two broad categories: short-term recommendations that address existing gaps in the transportation system, especially for making non-driving travel a safer and more desirable means of transportation; and longer-term aspirations that lay a foundation for more transformative change in the corridor. The short-term recommendations include the bulk of the study's capital project recommendations and are based on projects already identified in the Gwinnett County 2017 SPLOST project list. These short-term recommendations also include strategic efforts to add to the street network and pilot partnerships with private property owners to enhance streetscapes and transit facilities along the corridor. The long-term aspirations are based on rethinking the interface between Interstate 85 and the study area's surface street network, as well as looking ahead to a long-term transit future. This could include a premium transit corridor serving the study area and supported by a more direct local transit link serving more of Jimmy Carter Boulevard.

## Short-Term Project and Policy Recommendations

Short-term recommendations are based primarily on a need to improve the safety and desirability of walking and bicycling in the study area—especially walking along Jimmy Carter Boulevard. This not only responds to the current challenges of pedestrians sharing the right-of-way with high-volume, high-speed traffic, but also addresses existing transit and future transit envisioned to serve the study area.

The best and most immediate opportunity for improving this walking environment in the larger study area is by improving crossings at intersections.

**Crosswalks at minor cross-streets and key drive-ways.** Several local cross-streets in the study area lack any kind of crosswalk to direct and protect pedestrians and to alert motorists of the pedestrian crossing. These are recommended at the following locations, illustrated (and numbered per the following lists) in Figure 4.5a:

1. Northbelt Drive at Jimmy Carter Boulevard
2. Best Friend Road at Jimmy Carter Boulevard (Best Friend is classified as an arterial)
3. Lanier Boulevard at Jimmy Carter Boulevard
4. Financial Boulevard at Jimmy Carter Boulevard
5. Joseph Way at Jimmy Carter Boulevard
6. Story Circle at Jimmy Carter Boulevard
7. Forest Vale at Jimmy Carter Boulevard
8. Wintergreen Road at Jimmy Carter Boulevard
9. Brookchase Lane at Jimmy Carter Boulevard
10. Carter Oak north entrance at Oakbrook Parkway. Refer to the redevelopment concept illustrated in the study's recommendations, which illustrates a roundabout intersection concept as an option for this location. Even if a roundabout is not constructed when redevelopment occurs, this location currently features a wide driveway into the Carter Oak site that should have a high-visibility crosswalk installed.

**Special Intersection Enhancements.** Although all of the corridor's larger intersections feature at least some pedestrian accommodation, this is sometimes missing on one or more intersection legs or in need of basic



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maintenance or replacement. These projects include the following:

11. **Live Oak Parkway at Jimmy Carter Boulevard.** This intersection features crosswalks at all four of its legs, though some are badly worn and no longer highly visible. Some crosswalks can also be realigned to shorten pedestrian crossing distances.
12. **Rockbridge School Road at Jimmy Carter Boulevard.** Currently, this intersection has only one marked crosswalk at Jimmy Carter today, in spite of its proximity to an elementary school. Realigning crosswalks to shorten distance and adding a crossing on the south leg of the intersection (and using the existing median space for pedestrian refuge) will provide safer crossing options.
13. **Shelby Drive at Jimmy Carter Boulevard.** In addition to lacking a crossing on the east leg of the intersection, this location also features a channelized right-turn from a relatively low-speed street. This should be eliminated along with providing a high-visibility crosswalk.
14. **Western Hills Drive at North Norcross-Tucker Road.** This intersection is a gateway to one of the larger single-family neighborhoods adjacent to the Jimmy Carter Boulevard corridor north of I-85 and is close to one previously-considered alignment for a potential future premium transit corridor serving Gwinnett County. Adding pedestrian refuge and marked crossings at this intersection can help to improve safety for pedestrians and give neighborhood residents better walk-up access to transit service.
15. **Thompson Parkway at Live Oak Parkway.** This intersection currently has no protected crosswalks and features channelized right-turn lanes that may be redesigned as more conventional corner radii (though still able to support trucks and other large vehicles).
16. **Danbury Drive at South Norcross-Tucker Road.** This intersection marks a transition from the commercial land use character of Jimmy Carter and South Norcross-Tucker into the single family neighborhoods that abut the Jimmy Carter corridor. Realigning crosswalks and stop bars to shorten pedestrian crossing distances will improve pedestrian safety.

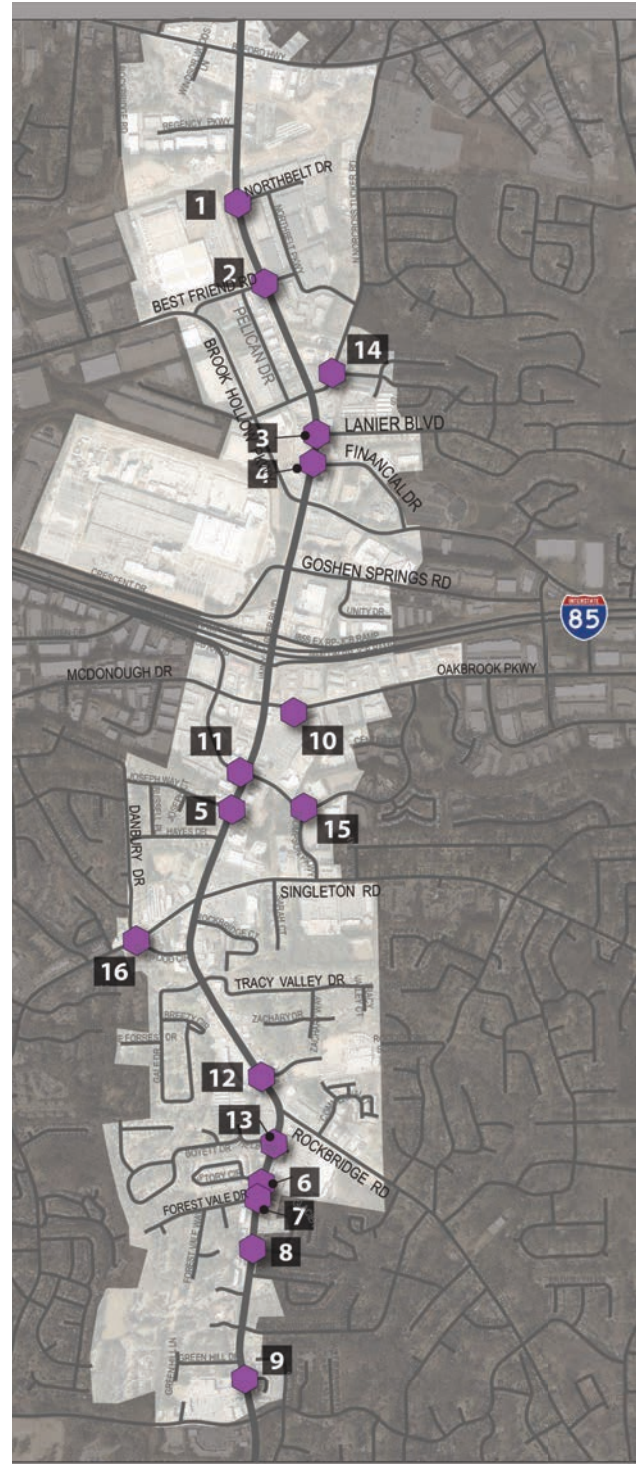


Figure 4.5a: Crosswalks and Intersection Project Recommendations

**Sidewalk Infill Projects.** The small gaps in the sidewalk coverage directly on Jimmy Carter Boulevard are largely planned to be addressed with Gwinnett County's SPLOST program. However, the larger LCI study area still contains gaps in locations where pedestrian activity might be expected, especially around transit stops. These recommendations are illustrated on Figure 4.5b and numbered according to the following lists.

Recommended projects include:

1. **Goshen Springs Road.** This road currently has no sidewalk, and portions lack curb-and-gutter to accommodate drainage. This project would add sidewalk on at least one side of the road, with marked crosswalks and appropriate traffic control devices at key locations.
2. **Crescent Drive.** With no sidewalks in place today, potential redevelopment sites at and around the Gwinnett County Police station and OFS property lack a pedestrian connection to Jimmy Carter Boulevard and potential future transit. This project would add sidewalk on at least one side of Crescent Drive from Jimmy Carter Boulevard to the Gwinnett Police site.
3. **North Norcross-Tucker Road.** Between Pelican Drive and Brook Hollow Parkway, the west (north) side of North Norcross-Tucker lacks a sidewalk, in spite of having an existing transit stop and being within close distance of a potential future transit location. This project would add a sidewalk and marked crossings at the Pelican Drive intersection.

**Bicycle and Pedestrian Paths and Trails.** In addition to sidewalks, the study recommends strategic connections for bicycles and pedestrians using off-street trails or multi-use paths along select local streets. There are opportunities for both of these along key corridors, such as existing streams, though some opportunities (such as rail spur rights-of-way around the OFS site and use of easements on private property) may only be met with certain conditions. As with many of the street network connections, crossing I-85 is a major challenge due to the road's grade separation and the limited opportunities and locations where any new bridge crossings could reach the needed height to provide the required vertical clearance for Interstate traffic.

Recommended projects include:

4. **Jimmy Carter Boulevard between Brook Hollow Parkway and I-85.** This project would enhance the existing sidewalk into a landscaped multi-use path.

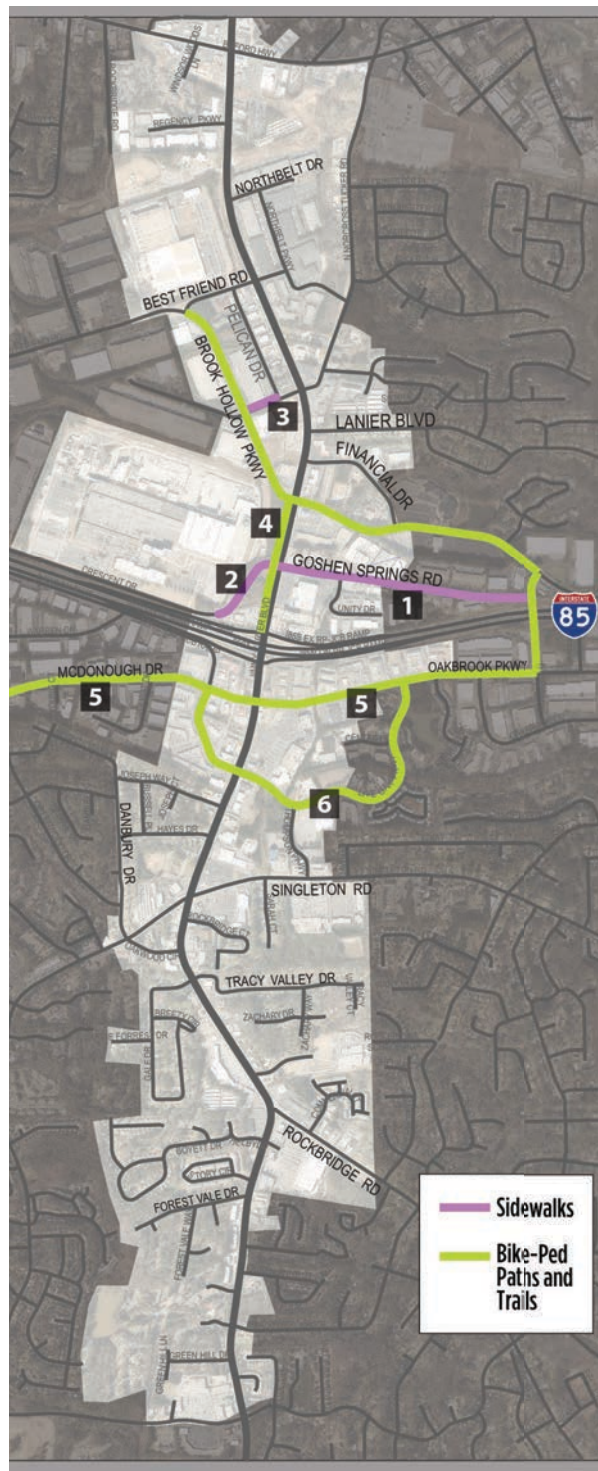


Figure 4.5b: Sidewalk and Trail Project Recommendations



**5. Oakbrook-McDonough multi-use path.** One of the best opportunities for a non-motorized connection across the study area is on these two streets, which are relatively lightly utilized for their designs. They feature larger parcels with greater driveway spacing than in much of the area, reducing the risk of pedestrian/cyclist conflict with vehicles. This project would convert one of the side-walks on these roads into a multi-use path.

**6. Dawson-Live Oak multi-use path.** While the Oakbrook-McDonough path described above connects a longer east-west distance, it currently has no way of crossing at Jimmy Carter Boulevard. This is due to the right-in, right-out configuration of this intersection, which is designed to accommodate the approach lanes for the diverging diamond at I-85. This multi-use path, a conversion of one side-walk, would allow the two halves of the Oakbrook-McDonough corridor to connect at a pedestrian crossing.

**Pilot Transit Enhancements.** As discussions continue in Gwinnett County about the future of transit, both from Gwinnett County Transit's 2017-18 operations analysis and potential future high-capacity transit, the Jimmy Carter Boulevard corridor has the opportunity to explore upgrades to transit facilities that may extend beyond current right-of-way. This may involve establishment of easements or may require negotiations with private property owners to use portions of private property for enhanced transit stops. These transit improvements could feature shelters, bicycle storage, information kiosks and other pedestrian amenities.

Two recommended locations are shown and numbered in Figure 4.5c to the right:

1. Jimmy Carter Boulevard at Brook Hollow Parkway, already a high-transfer location for transit riders and a potential station location on a future Gwinnett high-capacity transit corridor.
2. Jimmy Carter Boulevard at Live Oak Parkway, another high-transfer location. Buses currently stop on Live Oak south of the Carter Oak shopping center, where private property (especially a small number of parking spaces) might be used to provide additional pedestrian and passenger waiting areas).

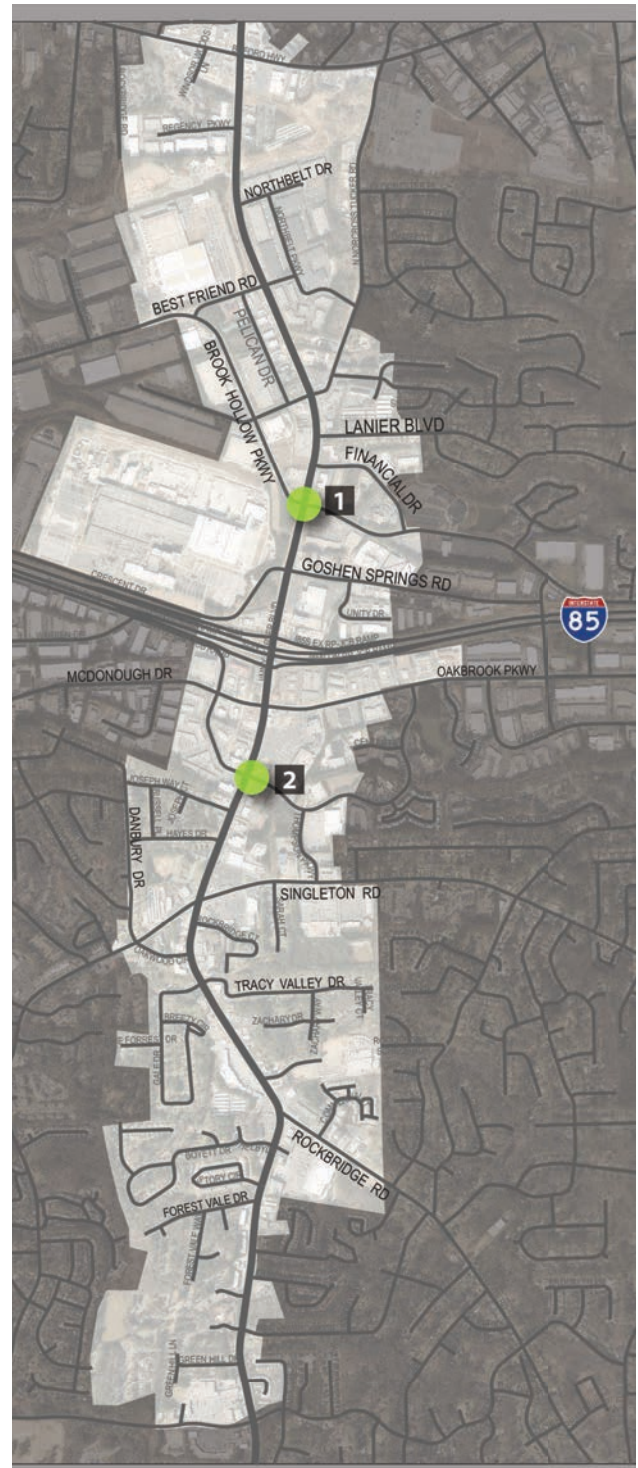


Figure 4.5c: Pilot Transit Recommendations

## Long-Term Aspirations

In addition to these short-term interventions recommended to be implemented within a typical 10-year LCI planning and project development window, the study has also explored longer-term strategic directions on how the corridor can continue to evolve and has made recommendations for future study and action based on these.

## Rethinking the Diverging Diamond

The interchange of Jimmy Carter Boulevard and I-85 has recently been redesigned as a DDI, which has improved traffic flow and reduced congestion but has generated its own set of impacts on the corridor. Although pedestrians are accommodated in diverging diamonds through a central barrier-protected walkway, this required creating even more crossing points than a conventional diamond intersection (which treats its ramps as conventional intersections where sidewalks continue on their same sides of the street). In addition, changes to the street network, such as the right-in, right-out configuration of Oakbrook Parkway's intersection with Jimmy Carter Boulevard, have limited the utility of key network streets.

As travel demand and traffic on both the I-85 and Jimmy Carter Boulevard corridors increase, it is reasonable to expect that the DDI will become less and less of a functioning interchange design, pointing to the need for a longer-term solution to accommodate travel need. This may involve reconstruction of the bridge, though it is currently unclear what type of intersection design may resolve this issue.

This study has explored a different configuration intended to preserve the life of the current bridge by better utilizing the existing roadway network, especially at key connecting arterial streets such as Brook Hollow Parkway, which distributes traffic currently concentrated at the Jimmy Carter Boulevard interchange. This would break the interchange into two halves: northbound I-85 offramp and southbound I-85 onramp intersecting with Jimmy Carter, a southbound I-85 offramp and northbound onramp intersecting with Center Way, and two one-way access roads parallel to I-85 connecting these two interchange halves. Referred to in this discussion as the 'split diamond' concept, this configuration is also intended to connect the larger study area around I-85 more effectively and reduce the traffic burden on a limited number of intersections (especially the Brook Hollow Parkway and Live Oak Parkway intersections with Jimmy Carter). This in turn is intended to make properties along these connecting streets more immediately accessible,

especially to trucks, and to increase economic development opportunity through increased access and connection.

Figure 4.5d on the following page illustrates the basic concept of the split diamond in a series of schematic graphics. It also identifies potential locations for new local street network connecting to the split diamond's access roads between Jimmy Carter Boulevard and Center Way.

**Corridor Performance.** The LCI study team performed a planning-level traffic analysis on the split diamond to compare its anticipated performance with the existing DDI. This included both current traffic volumes and an assumed level of future growth to assess how each design concept would accommodate existing and expected corridor needs.

Table 4.5a provides additional detail on corridor performance with the split diamond design, comparing these to current roadway designs and traffic conditions. On the whole, the split diamond performs comparably to the DDI, with future conditions showing some improvement with the split diamond. More detailed study would be required to understand detailed traffic operations, and this should include assumptions that at least some of the proposed local street network connecting to the split diamond access roads can be achieved.

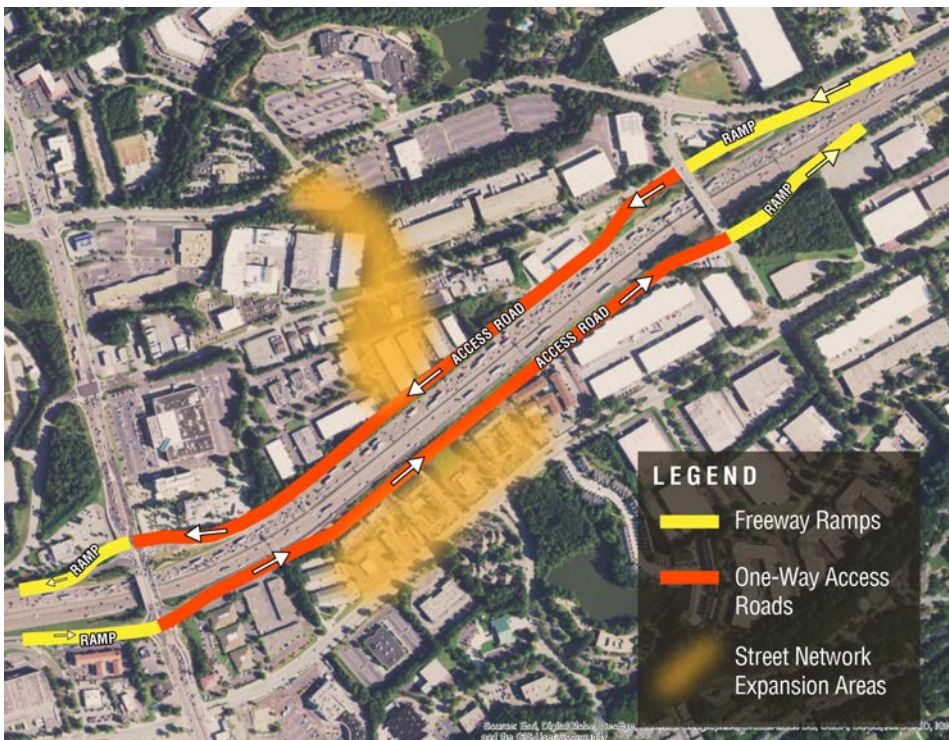


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**Existing Network:** The Jimmy Carter/I-85 interchange diverging diamond design relies heavily on the interchange's two signals. Oakbrook Parkway no longer has access to travel on Jimmy Carter Boulevard (all traffic is moved into the approach lane to the I-85 northbound onramp), and the Goshen Springs intersection routinely experiences congestion due to long queues on Jimmy Carter approaching the DDI.



**Split Diamond:** With freeway-bound traffic better able to distribute through the street network by using Center Way, the Oakbrook Parkway corridor is more open to regional traffic. Turning movements associated with I-85 to the north (i.e. southbound exiting and northbound entering traffic) do not need to use the Jimmy Carter Boulevard signals to access the interstate.

The split diamond's access roads also allow the potential for connecting network streets to further distribute traffic.

Figure 4.5d: Network Interchange Concept Diagrams

Table 4.5a Detailed Comparison of Interchange Design Concepts

Today's Traffic Volumes	2017 DDI				2017 Split Diamond			
	AM		PM		AM		PM	
	Travel Time (Minutes)	LOS	Travel Time (Minutes)	LOS	Travel Time (Minutes)	LOS	Travel Time (Minutes)	LOS
Jimmy Carter Boulevard NB	14.3	D	13.6	D	13.2	D	12.3	D
Jimmy Carter Boulevard SB	13.1	D	15	E	10.5	C	12	D
2027 Forecast Traffic Volumes (1% growth per year)	2027 DDI with 1% Growth				2027 Split Diamond with 1% Growth			
	AM		PM		AM		PM	
	Travel Time (Minutes)	LOS	Travel Time (Minutes)	LOS	Travel Time (Minutes)	LOS	Travel Time (Minutes)	LOS
Jimmy Carter Boulevard NB	16.2	E	13.9	D	14.2	D	12.4	D
Jimmy Carter Boulevard SB	13.5	D	16.1	E	10.9	C	11.8	D
2027 Forecast Traffic Volumes with LCI Redevelopment	2027 DDI with 1% Growth + Developments				2027 Split Diamond with 1% Growth + Developments			
	AM		PM		AM		PM	
	Travel Time (Minutes)	LOS	Travel Time (Minutes)	LOS	Travel Time (Minutes)	LOS	Travel Time (Minutes)	LOS
Jimmy Carter Boulevard NB	19	F	14.9	E	15.4	E	13.1	D
Jimmy Carter Boulevard SB	13.8	D	17.7	E	10.9	C	12.2	D



**Added Street Network Opportunities.** The split diamond concept is intended to support further connectivity from I-85 to the local street network. This is intended to serve two main purposes:

1. To allow traffic leaving I-85 a greater set of route alternatives through the LCI study area, thereby reducing congestion at a limited number of intersections and resulting in congestion reduction and air quality improvement; and
2. To more efficiently connect portions of the study area to the regional thoroughfare and freeway network, thereby facilitating freight distribution, improving access to properties, and adding value throughout the district (this helps to increase the tax value of property in the district which in turn provides more sustainable funding sources to the County and CID).

The first of these concepts is significant, not only with regard to route options, but also due to the current geometric design of the DDI and the number of turning movements that must pass through it. Using the surface street network to distribute traffic more evenly not only relocates many of the turning movements at the Jimmy Carter Boulevard/I-85 interchange to other intersections, but it also converts many of the turn movements to

through-movements. This results in improved efficiency at individual intersections, as more through movements than turning movements can be processed at a typical intersection due to turn movements needing to move against oncoming traffic.

The concept does not define specific alignments for the connecting street network, but does identify potential locations for local streets to be added (as shown in Figure 4.5d and detailed in Figure 4.5e below). These streets would intersect with the twin access roads on either side of I-85. However, due to a significant difference in the grade separation between the Interstate and surrounding properties, these new streets would likely not cross over or under the Interstate.



**North of I-85:** A local street network connection between the North Access Road and Brook Hollow Parkway would allow south-bound exiting traffic to use either the Access Road, Goshen Springs Road, or Brook Hollow Parkway to reach any of the properties between Brook Hollow and I-85 without a need to travel on Jimmy Carter Boulevard.

**South of I-85:** A connection between the South Access Road and Oakbrook Parkway would allow north-bound exiting traffic to have more direct access to the Oakbrook corridor, which is not possible today due to the right-in, right-out configuration of that intersection.

Figure 4.5e: Potential Street Network Additions

**Precedents for the design.** This type of interchange design has precedent in the Atlanta region, as well as in other parts of the United States. The Steve Reynolds Boulevard interchange with I-85, four miles northeast of the study area, features a half-diamond pair of ramps, and the North Peachtree Road-North Shallowford Road-Chamblee-Dunwoody Road interchange system with I-285 in Dunwoody connects on-and offramps with a pair of two-lane streets (Cotillion Drive and Savoy Drive).

Another example in Charlotte, North Carolina connects three parallel surface streets with a split-diamond concept and a series of roundabouts at each intersection. This configuration was developed as the result of local land use plans that sought to better shape development pressure that the I-485 expressway was expected to stimulate. Local planners worked with their metropolitan planning organization (MPO) and state transportation agency to revise previous designs into this configuration. They also created a land use master plan that would guide future development so that it would be coordinated with the interchange design. Refer to the sidebar description on this page for more detail about this example.

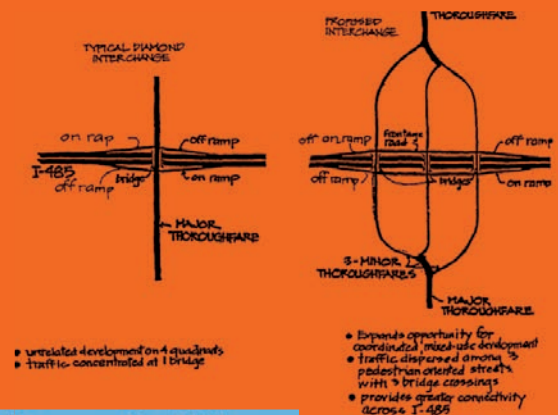
**Recommendations for next steps.** The split diamond concept is a long-term proposal intended to guide future discussions and decision making. Nonetheless, the study recommends that the Gateway85 CID and other partner agencies continue to explore this option as a joint transportation-economic development strategy. The following subsequent steps can be completed during the 10-year implementation period of this LCI study:

- Identify the concept as an alternative to explore further in any future planning studies for the I-85 or Jimmy Carter Boulevard corridors.
- Perform a right-of-way survey (or collect any existing survey information from GDOT) to determine likely locations for future right-of-way needs.
- Prepare an interchange modification report (IMR) in coordination with GDOT.
- Coordinate with Gwinnett County on recommendations in its Comprehensive Transportation Plan (CTP) for replacement of the Jimmy Carter Bridge to better understand the likely timeline for that project.

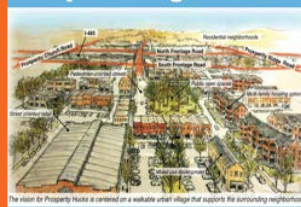
## Case Study Prosperity Village Interchange Charlotte, North Carolina

As the North Carolina Department of Transportation (NCDOT) planned and constructed portions of the I-485 Outer Belt freeway around Charlotte, the Charlotte-Mecklenburg Planning Commission developed a plan to use the future interstate to shape urban development in a more walkable, connected manner and use street network to manage the congestion expected to develop over time at a conventional freeway interchange.

Planning staff developed a small-area plan based on distributing the interchange traffic over a series of intersections, later designed as roundabouts, and allowing the intersecting streets to provide access to higher-density mixed-use development. This involved building consensus among landowners in the interchange area, developing an interchange study and recommendations report for the Charlotte-area MPO to adopt as part of its long-range planning policy, and working with NCDOT to gain the agency's acceptance of the plan.



### Prosperity Village: an urban center spanning I-485



Above and left: the original 1999 plan concept with vision for a mixed-use development

Below: the interchange system under construction  
Images source: Charlotte-Mecklenburg Planning Department





## 4.6 Trails and Pocket Parks

### Trail Network

Trails in the Jimmy Carter Boulevard study area not only provide recreation options for pedestrians and bicycles, but also provide an alternative commuting option to get around the area while safely separated from the major roadways, most notably Jimmy Carter Boulevard.

Trail networks as proposed aim to connect residents to key destinations, including but not limited to shopping districts, employment centers, parks, and schools.

The recommended trails take advantage of abandoned rail spurs, stream buffers, and utility easements. Refer to Figures 4.6a and b for the proposed trail network.

Figure 4.6a, highlights the priority trails, per Gwinnett County. These trails are being incorporated into the Gwinnett County Trail Plan. Priority trails include the trail along the North Fork Peachtree Creek to Live Oak Parkway to Beaver Ruin Creek. This system provides east-west access through the study area and has potential to connect west into planned trails in neighboring DeKalb County and the City of Brookhaven.

The County and this study have also prioritized a trail connection across Center Way. Center Way is the only alternative I-85 crossing to Jimmy Carter Boulevard within close proximity to the study area. The Center Way trail may include a road diet that incorporates a multi-use trail or, in the future, as the bridge is rebuilt, an enhanced pedestrian/bicycle access.

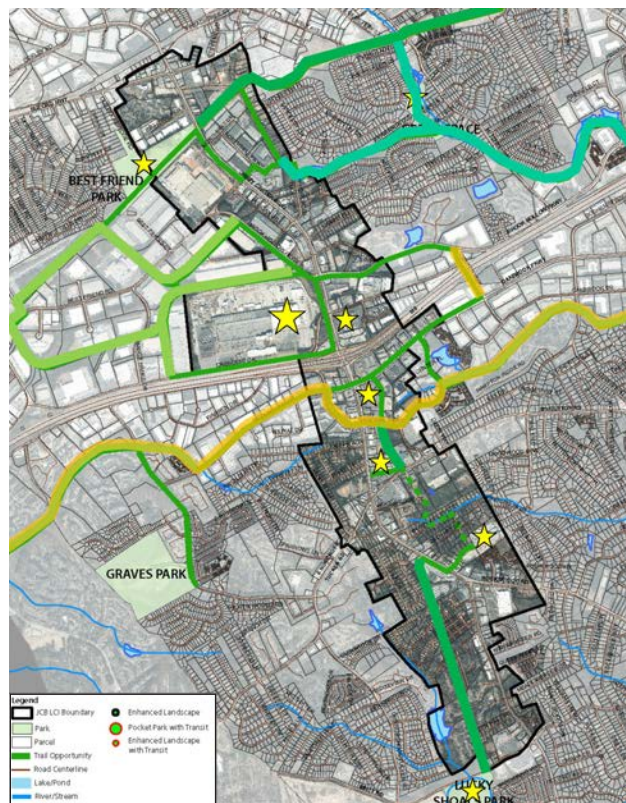
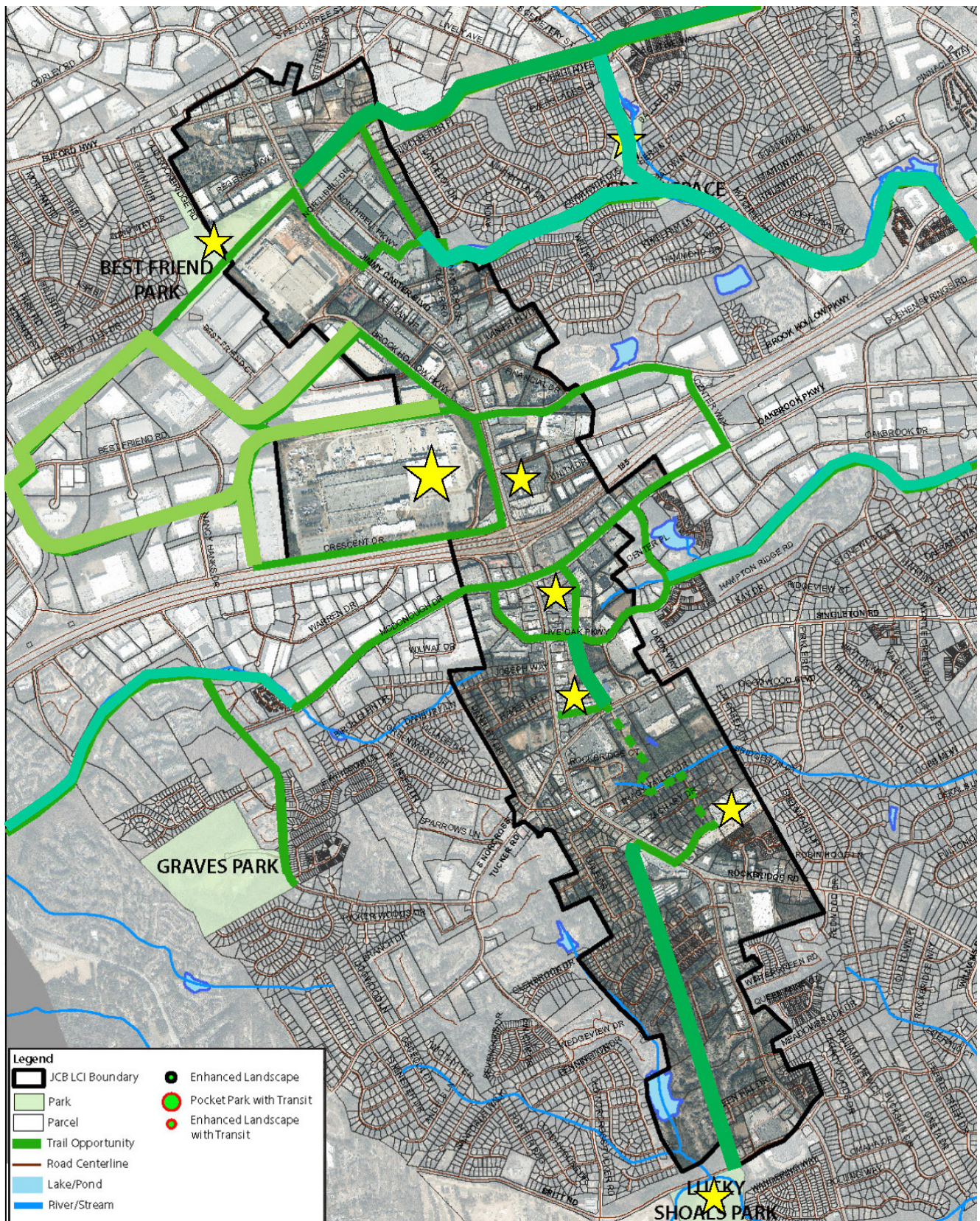


Figure 4.6a: Proposed Trail Network with County Priorities









### Pocket Parks

Pocket parks have the potential to enhance the aesthetic of Jimmy Carter Boulevard and the quality of life for residents and visitors. Pocket parks can provide areas of refuge along the corridor for pedestrian and cyclists, have the ability to beautify and create an identity for the corridor. They can also be incorporated into transit stops to provide more comfortable, secure and attractive places for transit patrons.

Figure 4.6c identifies several strategic locations in the study area where pocket parks may be feasible. Pocket park locations were identified based on existing transit stops, proposed trail locations, as well as physical features, such as large, flat areas along the corridor that can accommodate enhanced landscaping.



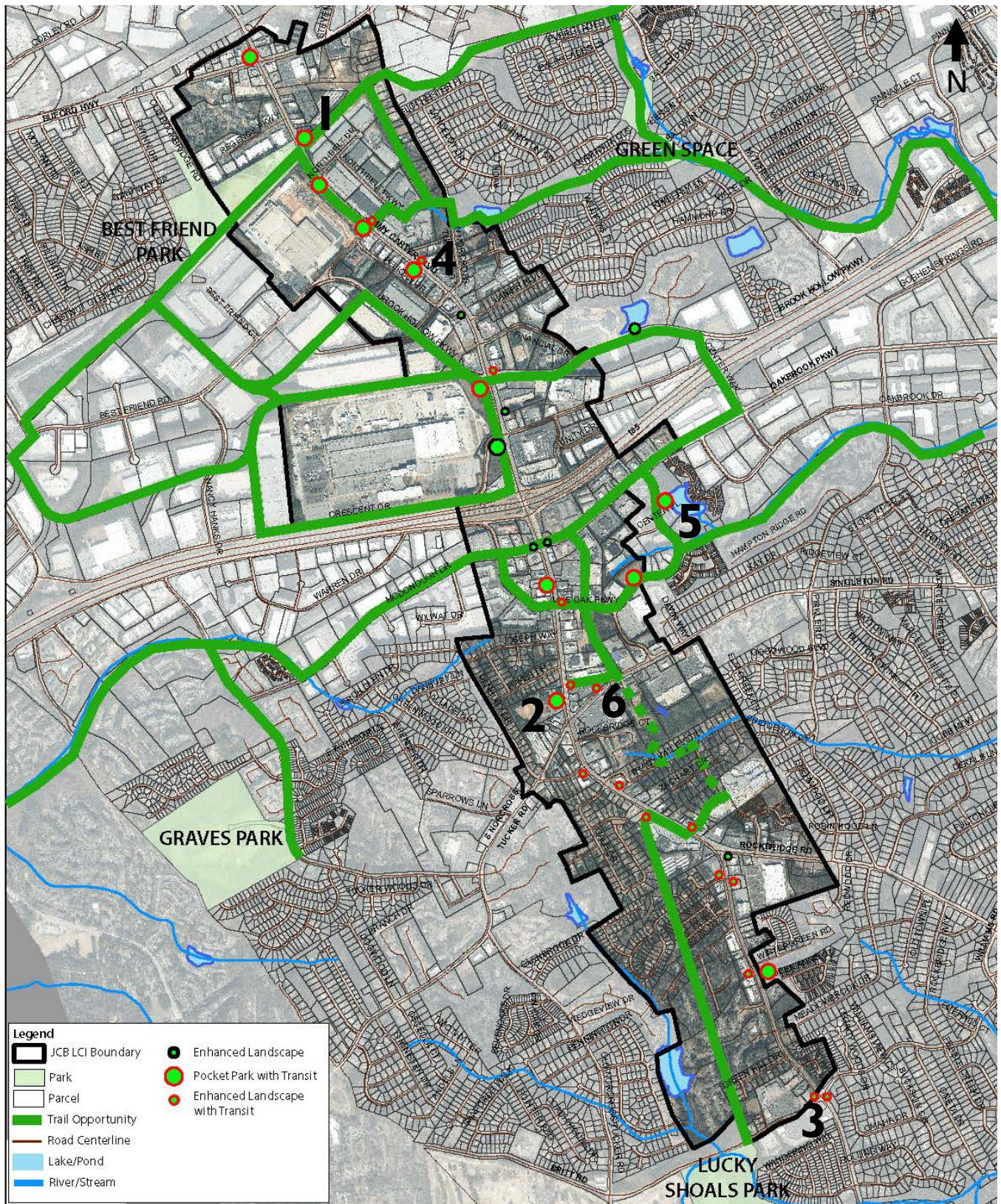


Figure 4.6c: Potential Locations Pocket Parks



Figure 4.6d showcases concepts that illustrate what pocket parks may look like. This, of course, depends on the location and context. Examples include:

1. A trailhead or entry park to the trail system could provide sheltered seating and enhanced landscaping. Consider a location near shared parking opportunities for trail users and potential for restroom facilities.
2. A community garden may be incorporated at a larger pocket park near a community center or residential area. In the example below, the garden is proposed at John Wesley United Methodist Church.
3. Pocket parks may beautify existing or newly constructed retention walls with murals and landscaping, helping to create a sense of place along the corridor.
4. Existing stormwater drainage areas could be enhanced to provide a community amenity and corridor beautification.
5. Existing retention ponds could be utilized to provide a community amenity.
6. Large, flat, underutilized parcels can be enhanced to provide community gathering space and/or shared outdoor seating areas for adjacent or nearby retailers and restaurants.

Following are land use and zoning strategies to assist with implementation of this pocket park concept. These strategies correspond with projects listed in the implementation spreadsheet in the implementation guidebook, found at the end of this report.

### **Implementation Strategies**

#### **Land Use and Zoning**

L7: Consider including greenspace requirements in the Jimmy Carter Boulevard Overlay, such as a ratio of 10 acres per 1,000 residents. Encourage a variety of park sizes and park types.

L8: Consider including a requirement or incentive in the Jimmy Carter Boulevard Overlay that any redevelopment that occurs incorporate trail connections per the trail master plan included within this report.

L9: The CID is encouraged to enhance the corridor with pocket parks per the trail and parks master plan

included in this report. Prioritize pocket parks at current and future transit stop locations. Coordinate this effort with transit stop locations, as identified in the Gwinnett County Transit Plan.

#### **Additional Items**

A5: Placemaking: To help create a sense of community and place, consider placemaking ideas, such as tactical urbanism pop-ups or public art.



1



4



2



5



3



6

Figure 4.6d: Potential Pocket Park Ideas



### 4.7 Placemaking Strategies

Jimmy Carter Boulevard is a diverse, lively corridor with various strip shopping centers featuring an interesting mix and variety of small businesses, restaurants, and shops offering goods and cuisines from around the United States and the world. Throughout the community engagement process, stakeholders expressed a strong desire for the study area to retain and enhance its cultural diversity. This priority is balanced by a desire to revitalize and transform the existing built environment and enable viable alternative modes of transportation. Currently, Jimmy Carter Boulevard is an auto-centric corridor characterized by suburban shopping plazas with large surface parking lots and extensive curb cuts interspersed with smaller commercial and office buildings, pawn shops, and car-oriented businesses. The following placemaking strategies and recommendations are included with the aim of retaining, building upon, and celebrating the unique identity of the corridor. These short and medium-term ideas can be quickly and easily implemented at reasonable cost and will help create a stronger sense of place that captures and reflects the diversity and vibrancy of the community for those living and working in or otherwise frequenting the study area, even as the corridor experiences growth and development/redevelopment. These initial strategies also seek to foster greater community interaction and connection that can support consensus building for plan advocacy and implementation.

### Cultural Assets and Destinations

Many of the corridor's shopping centers act as hubs of cultural activity and entertainment, sources for specific food items and household goods, and local attractions for diverse groups of residents, visitors, and consumers. Repositioning strategically located, commercial centers and the small businesses within each as attractions in their own right while capitalizing on the restaurant and retail character of the corridor will broaden the corridor's appeal and help to stimulate further economic activity and growth.

These cultural assets and destinations include the following:

- Korean American Association
- Global Mall
- Hong Kong Supermarket and the shops at Carter Oak Plaza
- Al-Madina Supermarket and shops at Gwinnett Horizons



Bambu, a Vietnamese snack and street food store at Carter Oak Plaza



The sweets counter at Al Madina at Gwinnett Horizons



Paan Shop at Global Mall



Convenience Store: Taqueria Carmelitas

Figure 4.7a: Cultural Assets and Destinations

- Cedar Village shopping center
- Carter Rockbridge Plaza
- Merchant Square (Jimmy Carter/Britt Road)
- Sarah's Donuts

### Pilot Projects: Tours and Community Events

Pilot placemaking projects such as monthly walking tours, visitors weekend shuttles, and annual festivals, have the potential to make a significant impact for a reasonable cost and can help expose and market these restaurants and retailers to a new, larger audience. By incorporating and building on existing community activities and events and by partnering with local businesses, nonprofit organizations, and knowledgeable residents, these projects can strengthen existing social networks and create new synergistic connections in the corridor.

### Initial steps

Initial planning steps for creating these pilot projects include the following:

- Meet with local community organizations or shopping center owners to identify local cultural experts (these may be potential tour volunteers and guest speakers or performers).
- Coordinate with community experts, including those from Gwinnett County and the Gwinnett County Convention and Visitors Bureau, to identify participating businesses and recommended experiences.
- Identify potential hubs (shopping centers) and routes
- Set tour dates and times and try to advertise those on a county wide and metro wide basis.

### Recommendations

In designing pilot placemaking programs and events to attract first-time visitors and people who are already familiar with the corridor but want to learn more, it is important to keep in mind several recommendations. This will help to ensure a positive experience that will encourage both return visits by guests and repeat participation by small local businesses. Our recommendations include the following:

Make it easy, safe, and fun for participants

- Each tour should last 2 ½-3 hours
- Provide clear transportation and parking info
- Each route should have 4-5 participating businesses within walking distance of each other (ideally within one shopping center)
- Decide whether tour is themed (e.g., vegan/vegetarian, desserts only, meat lovers', one specific cuisine, etc.)
- Provide brochure/information sheet with contact info for restaurants and details about dishes to encourage return visits
- Create social media hashtags for greater exposure

Make it easy and rewarding for each business

- Avoid lunch and dinner rush, or make reservations and pre-pay for food (discuss with each business).
- Choose businesses that can accommodate groups.
- Feature businesses on CID social media.
- Ask businesses to provide gift certificates for social media contests.
- Ask businesses to provide coupons to incentivize return visits.



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## Sample itineraries

Two sample itineraries for walking tours and a sample itinerary for a shuttle tour are included. Global Mall, Carter Oak Plaza, Carter Rockbridge Plaza, and Merchants Square are ideally positioned for walking tours for 10-20 attendees with one guide, and possibly up to 30 participants with two guides. These tours would last 2 ½-3 hours with food, beverages, and discussion provided at each stop.

The budget for each walking tour would include personnel and the cost of the actual food provided. An estimate for each walking tour is approximately \$2,500.

### Sample Walking Tour Itineraries:

Potential Locations:

#### Carter Oak Plaza

- Nam Phuong (Vietnamese)
- Bento Café (Taiwanese)
- VN Tofu (Vietnamese snack food)
- Kokai Thai Bistro (Thai)

#### Merchant's Square

- I Luv Pho (Vietnamese)
- Lazeez (Indian)
- Café Dominicano (Dominican)
- Panaderia y Pupuseria (Salvadoran)

Attendee Capacity: 20-30 attendees

Time: 2 ½ hours; 4 stops

Budget (\$2,500/Tour – Fixed Time and Route)

- Personnel: \$1,500
- Food, Drinks, & Supplies: \$1,000

The budget for each shuttle tour would include transportation rental, personnel, and the cost of the food. An estimate for each shuttle tour with a fixed time and route is approximately \$3,500.



Plastic Wrapped Food: VN Tofu



Pickled Vegetables and Pupusa: Panaderia Elizabeth



Menu: Taqueria Carmelitas

Figure 4.7b: Area Attractions for Walking Tours

### Sample Shuttle/Trolley Itinerary:

Potential Locations:

- Global Mall
- Carter Oak Plaza
- Al-Madina
- Carter Rockbridge Plaza

Attendee Capacity: 20-30 attendees

Fixed Time and Route (e.g., 2 ½ hours with 4-6 stops)

Budget (\$3,500/Tour – Fixed Time and Route)

- Transportation and Driver: \$1,000
- Personnel: \$1,500
- Food, Drinks, & Supplies: \$1,000



Sarees: Global Mall



Trolley Tour Picture: Asian Square (Buford Highway)



Biryani and other dishes: Ashiana Banquet Hall and Restaurant at Global Mall

Figure 4.7c: Area Attractions for Shuttle Tours



### Tactical Urbanism and Public Art

Tactical urbanism is a relatively new catch-all term for quick, often temporary, and cost-effective projects that aim to make a small part of a city, neighborhood, or street more lively and enjoyable. These projects typically demonstrate an improvement that will ideally catalyze long-term changes. Building a community garden in a vacant lot, setting up picnic tables and chairs in an empty plaza, activating an empty storefront with art, and even placing an unexpected piano at a bus stop, are all examples of tactical urbanism. Due to the scale of Jimmy Carter Boulevard and the typical mode of travel through the corridor – by car – tactical urbanism may need to take the form of murals visible from the street, night markets and other special events in the larger parking lots, and more extensive projects such as a parklet in an underutilized property along in the corridor or a month-long art display in empty commercial spaces. Included below are estimates for certain suggested projects.

#### Murals

- Artist Fee (per mural): up to \$5,000
- Artist Supplies (per mural): up to \$5,000

#### Night Market and Special Events

- Budget: \$10,000 to \$50,000

#### Tactical Urbanism Installation

- Consultant Fee: \$5,000
- Supplies: \$5,000

### Potential Partners

The area around Jimmy Carter Boulevard is home to a significant number of nonprofit organizations and cultural and professional associations serving the region's diverse immigrant communities. Many of these organizations already have close ties to corridor businesses. The CID may benefit by working closely in partnership with these organizations to include their shared constituencies in the vision for Jimmy Carter Boulevard. Incorporating these organizations' existing programming into the CID events calendar and outreach activities will further strengthen community networks and provide an opportunity to forge new, mutually beneficial, relationships and partnerships. This may prove particularly useful for future community engagement efforts and planning initiatives.

These organizations include the following:

- Asian Americans Advancing Justice Atlanta
- Asian Real Estate Association of America (AREAA-Atlanta Chapter)

- Georgia Vietnamese American Chamber of Commerce (GVACC)
- Korean American Coalition (KAC)
- Korean American Association of Greater Atlanta (KAAGA)
- Latin American Chamber of Commerce of Georgia (LACC-Georgia)
- Vietnamese-American Community of Georgia (VAC)

The CID is encouraged to continue to work with local and regional organizations, as well, to implement placemaking strategies, including, but not limited to:

- Explore Gwinnett
- Norcross Progressive Development Committee
- Partnership Gwinnett
- Gwinnett Chamber of Commerce
- Gwinnett County
- Gwinnett County Schools
- Jimmy Carter Boulevard businesses and property owners.

Following are key next steps to implement the placemaking concepts. These strategies correspond with projects listed in the implementation spreadsheet in the implementation guidebook, found at the end of this report.

### Implementation Strategies

A2: Identify and create a map of cultural assets and destinations. Make this available to CID participants and partners via a "Field Kit", online interactive mapping, and mailings.

A3: Jimmy Carter Boulevard Restaurant Crawl: The CID to partner with Explore Gwinnett to host a walking tour of restaurants with tastings at each location. Carter Oak Plaza or Carter Rockbridge are recommended pilot locations.

A4: Jimmy Carter Boulevard Shuttle Tour: The CID to partner with Explore Gwinnett to host a shuttle tour of restaurants and retailers. The shuttle will allow for participants to see more of the corridor than the walking tour. Potential stops include: Global Mall, Carter Oak Plaza, Al-Madina, Carter Rockbridge.

A5: Placemaking: To help create a sense of community and place, consider placemaking ideas, such as tactical urbanism pop-ups or public art.



Figure 4.7d: Example of a tactical urbanism installation



Figure 4.7e: Example of a mural







# Jimmy Carter Boulevard LCI 10 Year Update: **Implementation Guidebook**

in association with Gateway85 CID  
and Atlanta Regional Commission

May 2018



**SIZEMORE GROUP**  
in association with  
NELSON NYGAARD, WELOVEBUHI,  
AND BLEAKLY ADVISORY GROUP





## Implementation

### Implementation Plan Overview

#### Project Overview

The Jimmy Carter Boulevard LCI is a planning initiative led by the Gateway85 CID and sponsored by the Atlanta Regional Commission. The study is the 10 year update to the original LCI study completed in 2007. The CID was the recipient of the 2017 ARC Livable Centers Initiative study grant to fund this process and Sizemore Group was retained by the CID to lead the Master Planning process.

This implementation guidebook provides an insight into the tools and strategies available to meet the community goals identified through the public engagement process. The project list in this guide book will allow the CID, the County, and individuals in the community to identify and advance the projects that align with their goals, using appropriate funding options.

The master plan proposal can be broadly divided into four sections explaining the various concepts, redevelopment opportunities, connections, and placemaking strategies proposed for the study area.

1. The Streetscape Concept
2. The Redevelopment Focus Areas
3. Transportation, Trails and Pocket Parks
4. Placemaking Strategies

### Master Plan Concepts Overview

#### The Streetscape Concept

Jimmy Carter Boulevard is an international destination. Ethnic retail, restaurants, and a diverse population draw people regionally to the corridor. To highlight this multi-cultural identity and make it visible to those traveling along this corridor, a streetscape enhancement concept is recommended.

The Streetscape Concept identifies parallel streets to Jimmy Carter Boulevard and transforms them into shared spaces, where pedestrians, cyclists, and slow moving cars can safely intermingle.

This concept first creates a landscape buffer between the pedestrian and Jimmy Carter Boulevard and incorporates improved aesthetics and amenities, such as street trees, flags, wayfinding signage, lighting, and art. Next the concept brings activity closer to the Boulevard with

### Vision

***This study seeks to preserve and enhance the multi-cultural identity of this gateway corridor while providing more accessibility, walkability, and transit options to create a clean and safe environment for the residents, visitors, and businesses in the area.***

temporary street vendors and festivals along the parking lot access road. Finally, as redevelopment takes place, the aforementioned parking access road is formalized and transformed into an activated streetscape with retailers and restaurants facing Jimmy Carter Boulevard.

This concept is envisioned to extend the entirety of the corridor, and where applicable, will be focused on commercial properties. This report identifies areas to pilot this concept:

McDonough Drive to Singleton Road. This 1/2 mile portion of the corridor aligns with the identified “high activity area” and would connect Carter Oak Plaza to Gwinnett Horizons with an activated pedestrian street, adjacent to Jimmy Carter Boulevard. Specific pilot streetscapes are envisioned at Carter Oak Plaza and Gwinnett Horizons.

Refer to Figures A2a-b for Phases 2 and 3 at Gwinnett Horizons pilot area.

#### The Redevelopment Focus Areas

The Jimmy Carter Boulevard LCI report identifies two focus areas in the study area with the most potential for redevelopment. These sites are located within the “high activity area” and can set the standards for the character of redevelopment along the entire corridor. The sites include:

- Carter Oak Plaza Infill
- OFS Infill at Jimmy Carter Boulevard

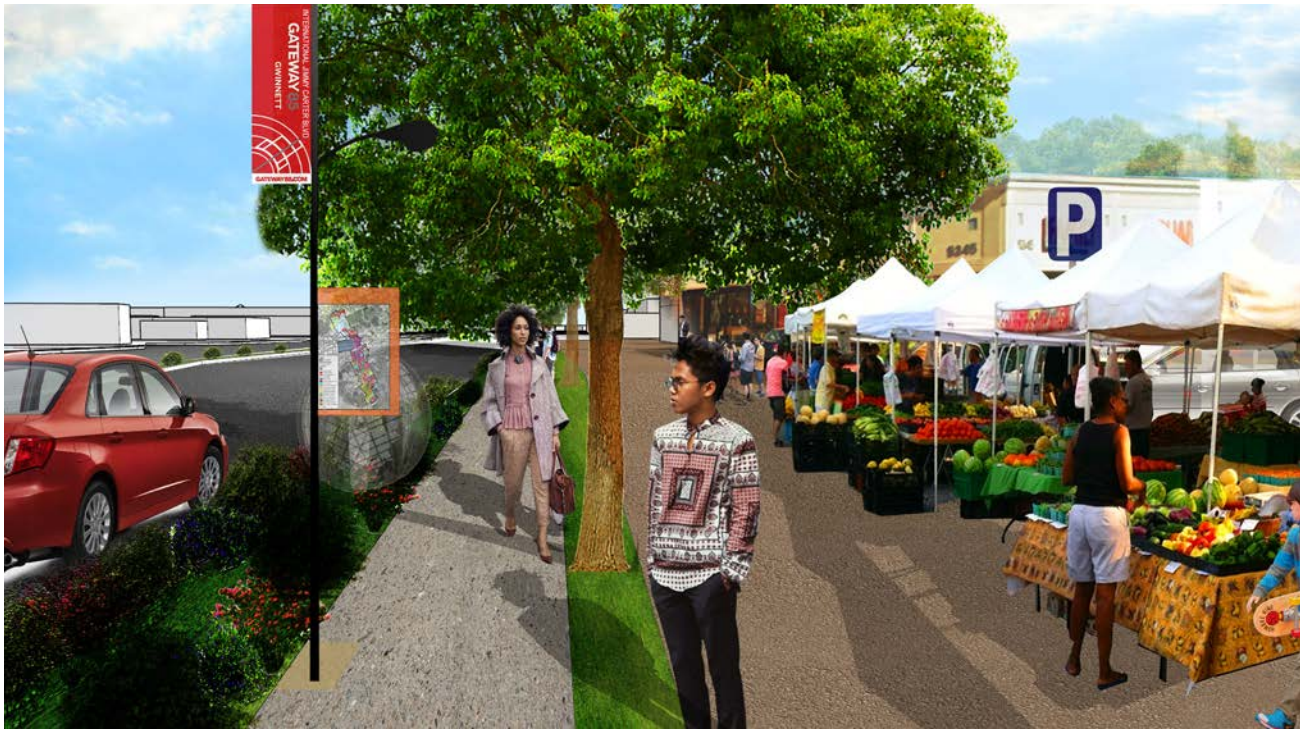


Figure A2a: Phase 2 for Gwinnett Horizons

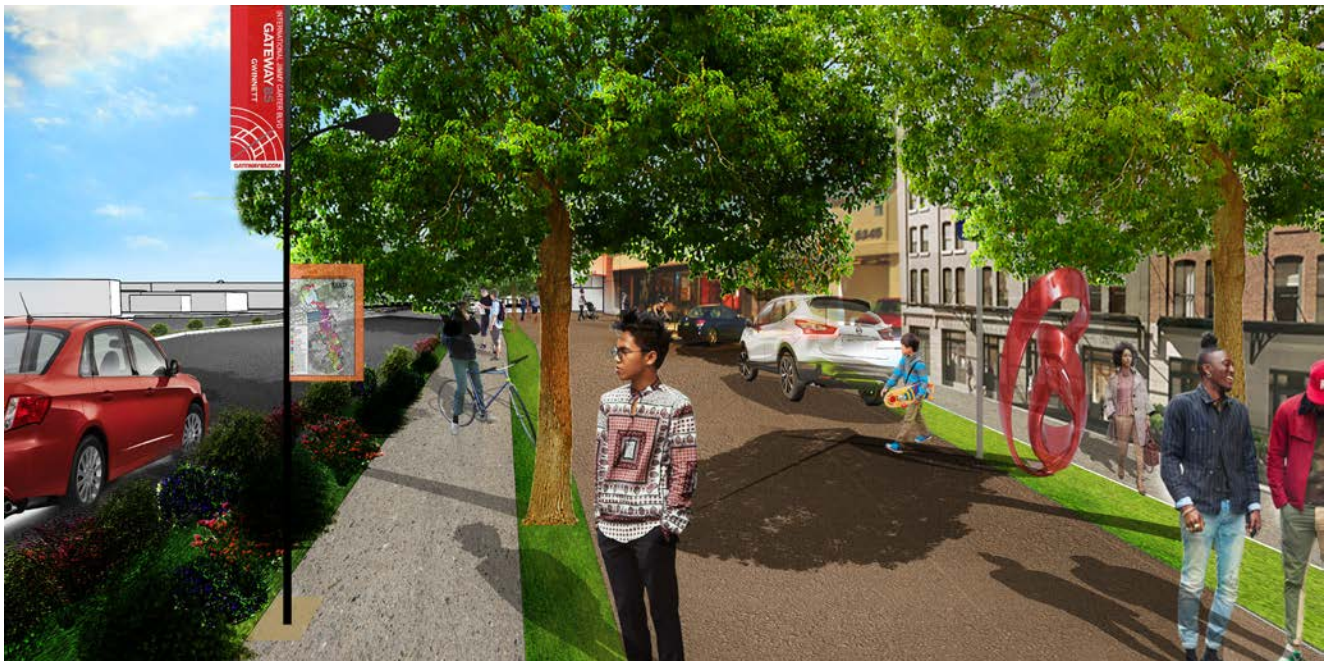


Figure A2b: Phase 3 for Gwinnett Horizons



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

The zoning and land use recommendations provided in A3 provide the necessary tools and strategies to allow for the right densities and mix of uses to guide developments such as these. Refer to Section A3 for zoning and land use recommendations in detail.

The Carter Oak Plaza concept looks at creating a more walkable district with dedicated greenspace for community festivals and events. A phased approach to redevelopment is proposed. Phase I focuses on a large undeveloped outparcel on the north side of the shopping center. This phase includes a split-level parking deck, a two story building wrapping the parking with retail and restaurants on the first floor with office uses above. The building orientation faces towards the existing shopping center, creating a main street character on the north end. Central to this concept is the green plaza space. This plaza area is enclosed by the new development and existing buildings to create an activated, pedestrian friendly place for community events and festivals, while adding to the everyday look and feel of the site. Phases 2 and 3 further infill the parking lot to create a walkable shopping destination. Refer to Figure A2c.

The OFS development concept focuses on the portion of the property that fronts Jimmy Carter Boulevard. This proposal suggests that the Gwinnett Police Precinct should be relocated to a more visible and accessible

site along the corridor. Two redevelopment options are provided, one more incremental and the second, more aspirational.

Development Concept I provides a market realistic strategy for redevelopment of this portion of the OFS property. Phase I focuses on a hotel at the corner of Jimmy Carter Boulevard and I-85. This site has high visibility from, and access to, the interstate making it an ideal site for a hotel. Adjacent to the hotel is a proposed office building. In Phase 2, the northern portion of this site is further infilled to include mixed use retail, office, and restaurants. Refer to Figure A2d.

The second development concept is more aspirational as it proposes greater densities and more complex uses. This concept realigns the entrance at Goshen Springs to a right angle with Jimmy Carter Boulevard. This primary entrance street terminates into a greenspace/plaza which is surrounded by mixed use retail and restaurants with residential above. Because of its excellent visibility from I-85 the balance of the site is proposed for a mixed use development consisting of office buildings and a hotel. Refer to Figure A2e.

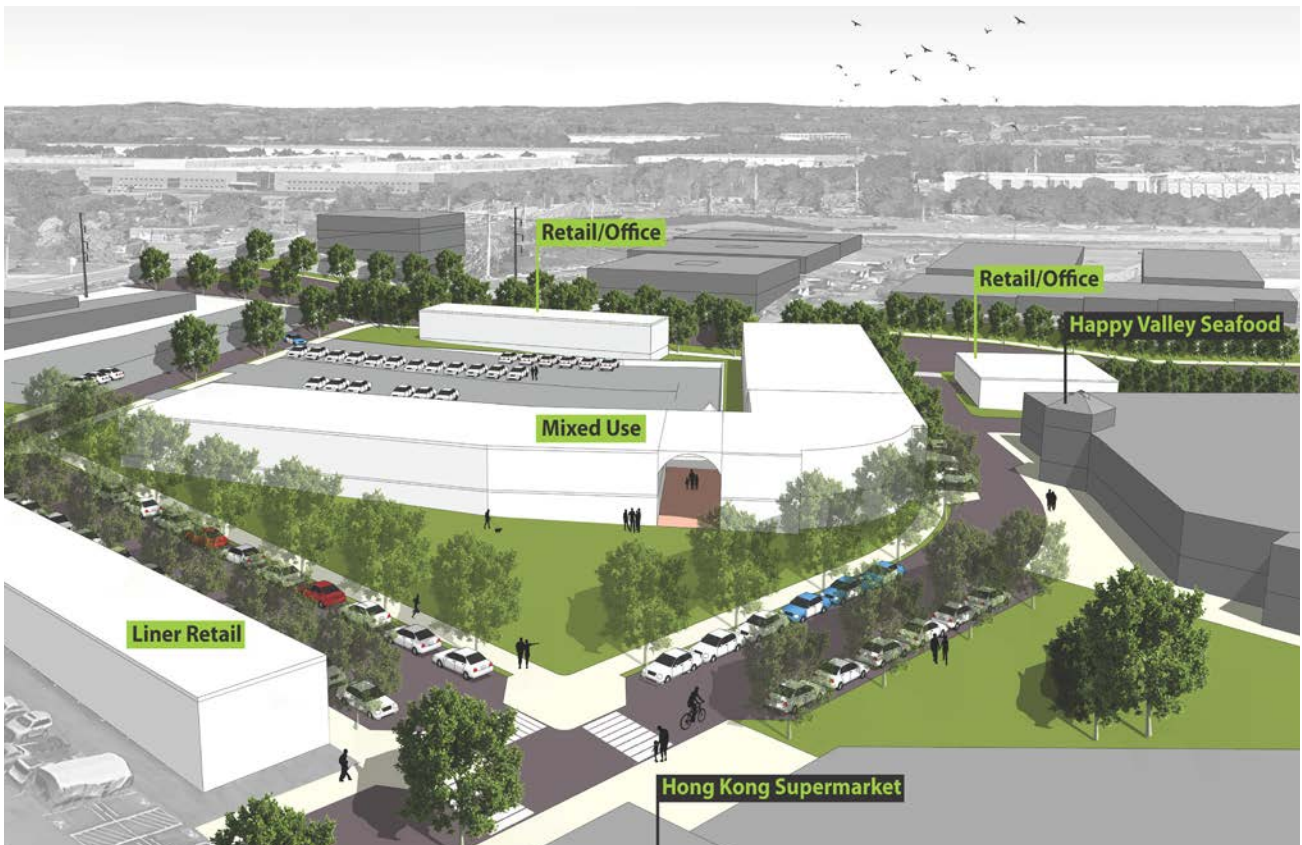


Figure A2c: Phase 3 for Carter Oak Plaza



Figure A2d: Phase 2 of option 1 for OFS Site

### Transportation , Trails, and Pocket Parks

The report provides short and long term transportation recommendations for the corridor. The short term recommendations focus on improving pedestrian and bicycle access and conditions throughout the corridor. Long term recommendations explore an alternative to the existing diverging diamond interchange: a split diamond interchange. A feasibility study is recommended to test the viability of this option, among others. Refer to Transportation Recommendations in A4.

A potential trail network is explored in this study to provide alternative options to get around the area safely, separated from auto-oriented roadways such as Jimmy Carter Boulevard. Trail networks as proposed aim to connect residents to key destinations, including shopping districts, employment centers, parks, and schools. The recommended trails take advantage of abandoned rail spurs, stream buffers, and utility easements. Refer to Figure A2f for the proposed trail network. Priority trails include the trail along the North Fork Peachtree Creek to Live Oak Parkway to Beaver Run Creek and a trail connection across Center Way.

Pocket parks have the potential to enhance the aesthetic of Jimmy Carter Boulevard and the quality of life for residents and visitors. Pocket parks can provide areas of refuge along

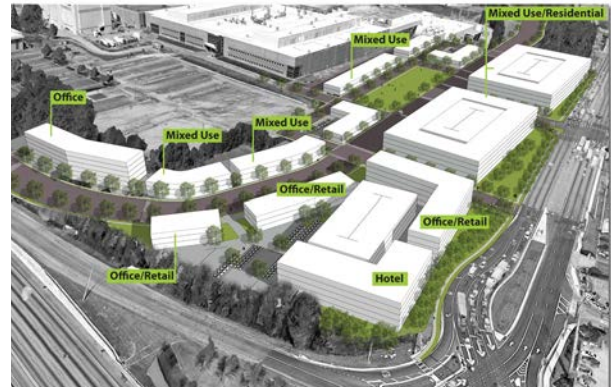


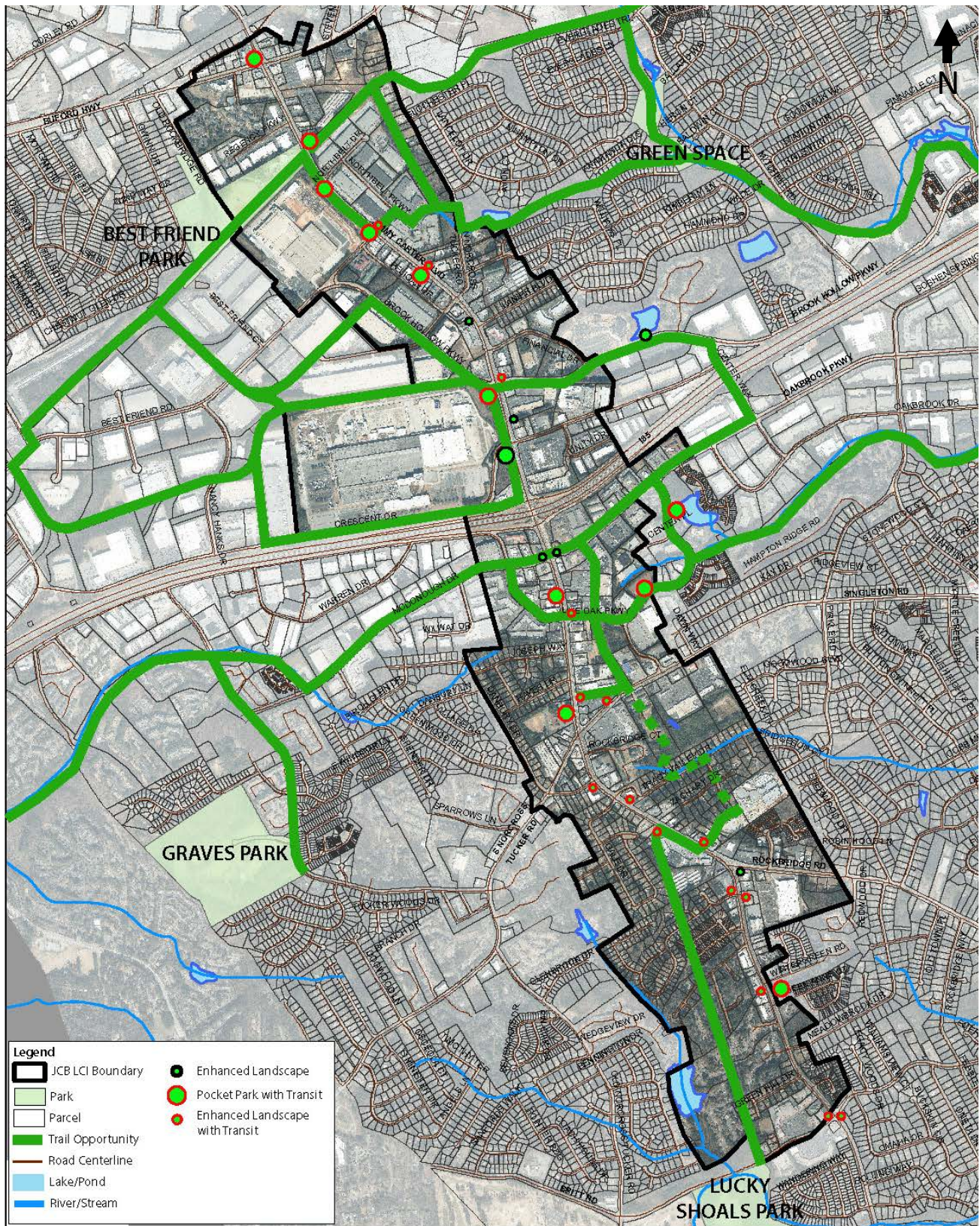
Figure A2e: Option 2 for OFS Site

the corridor for pedestrian and cyclists, have the ability to beautify, and create an identity for the corridor, and can be incorporated into transit stops to provide more comfortable and attractive places for transit riders.

Figure A2f identifies several places in the study area where pocket parks may be feasible. Pocket park locations were identified based on existing transit stops and proposed trail locations, as well as physical features, such as large, flat areas along the corridor with potential for enhanced landscaping.



## LCI 10 Year Update





Placemaking Strategies

Placemaking strategies are recommended with the aim of retaining and enhancing a unique identity for the corridor. These short and medium-term ideas can be quickly implemented at reasonable cost and will help create a stronger sense of place that captures and reflects the diversity and vibrancy of the community living and working in or otherwise frequenting the study area, even as the corridor experiences growth and new development. These strategies also seek to foster greater community interaction and connection that can support consensus building for plan advocacy and implementation.

Recommendations include walking tours, trolley tours, night markets, tactical urbanism, and public art. Section A6 provides next steps for implementation.



A2g: Example Trolley Tour Pictures: Asian Square (Buford Highway)



Figure A2h: Example of a tactical urbanism installation



## Implementation Strategies

The first step in implementation is adoption of this LCI study by the Gateway85 CID Board and Gwinnett County as an amendment to the County's Comprehensive Plan. This formal adoption makes the study area eligible for supplemental LCI funding through the Atlanta Regional Commission

**L1: Adoption/Approval: The Gateway85 CID Board to formally approve this LCI study. Gwinnett County to adopt this LCI study as an amendment to the Comprehensive Plan.**

- Time Frame: 2018
- Goals/Strategies: Approval of this LCI study will formalize the study as a part of the County's Comprehensive Plan, and will help guide future development in the area. Additionally, adoption will make the study recommendations for projects and initiatives eligible for LCI supplemental funding opportunities.
- Actions/Policies: Approval/Adoption of the LCI by Gateway85 Board and Gwinnett County, as an amendment to the County's Comprehensive Plan.
- Potential Lead Organization: Gateway85 CID and/or Gwinnett County
- Potential Funding Sources: N/A

## Implementation: Redevelopment Areas

To implement the redevelopment concepts, zoning and land use strategies are vital. Following are land use and zoning recommendations that will foster the character, densities, and types of development/redevelopment proposed in the Redevelopment Concepts envisioned for the entire corridor.

These strategies align with projects listed in the 5-year implementation spreadsheet provided at the end of this section.

**L2: Updates to the Gwinnett County Unified Development Plan.**

- Time Frame: 2018
- Goals/Strategies: Land use recommendations focus on updates to the Future Development Map, a key component of Gwinnett County's 2030 Unified Plan and Gwinnett County's 2040 Unified Plan (which is currently underway). Future Development Map updates make possible redevelopment focus areas recommendations and provide the density and mix of uses desired along the corridor, emphasizing the key nodal intersections. Recommendations for

amendments to the Future Development Map are listed below.

- Action/Policies: Per map (Figure A2j), incorporate the Community Mixed Use Corridors Character Area for parcels that front Jimmy Carter Boulevard and for parcels at major nodes, located south of the existing Jimmy Carter Boulevard Regional Mixed Use Character Area.

Consider updates to the Community Mixed Use Corridor Character Area:

1. Buildings heights 3-6 stories, instead of 3-5 stories. This will address market trends for 6 story retail/residential mixed-use buildings, concrete podium and wood construction.

Consider updates to D.1.1 Regional Mixed Use:

1. Residential Density:
  - Increase FAR from 2.5 to 4. This will support high density, mixed use concepts, such as the aspirational proposal for the OFS site.
2. Consider updates to D.1.2 Community Mixed Use:
  - Increase Dwelling Units per Acre from 40 to 50. This increase in units/acre will support the market trend for 6 story retail/residential mixed use buildings.

- Potential Lead Organization: Gateway85 CID and/or Gwinnett County

- Potential Funding Sources: N/A

**L3: Consider creation of a Jimmy Carter Boulevard Overlay District with three development tiers as per the map in Figure A2p.**

- Time Frame: 2019-2020
- Goal/Strategies: Consistent with land use recommendations, zoning recommendations encourage higher density, walkable, mixed use development and infill at key intersections/nodes. To achieve this vision, it is recommended to develop a Jimmy Carter Boulevard Overlay District.
- Action/Policies: Gwinnett County, with the assistance of Gateway85 CID, to develop and adopt a Jimmy Carter Overlay. Recommended components of the Overlay are listed below.
- Potential Lead organization: Gateway85 CID and/or Gwinnett County
- Potential Funding Sources: Gwinnett County, Atlanta Regional Commission, Gateway85 CID, ARC Community Choices



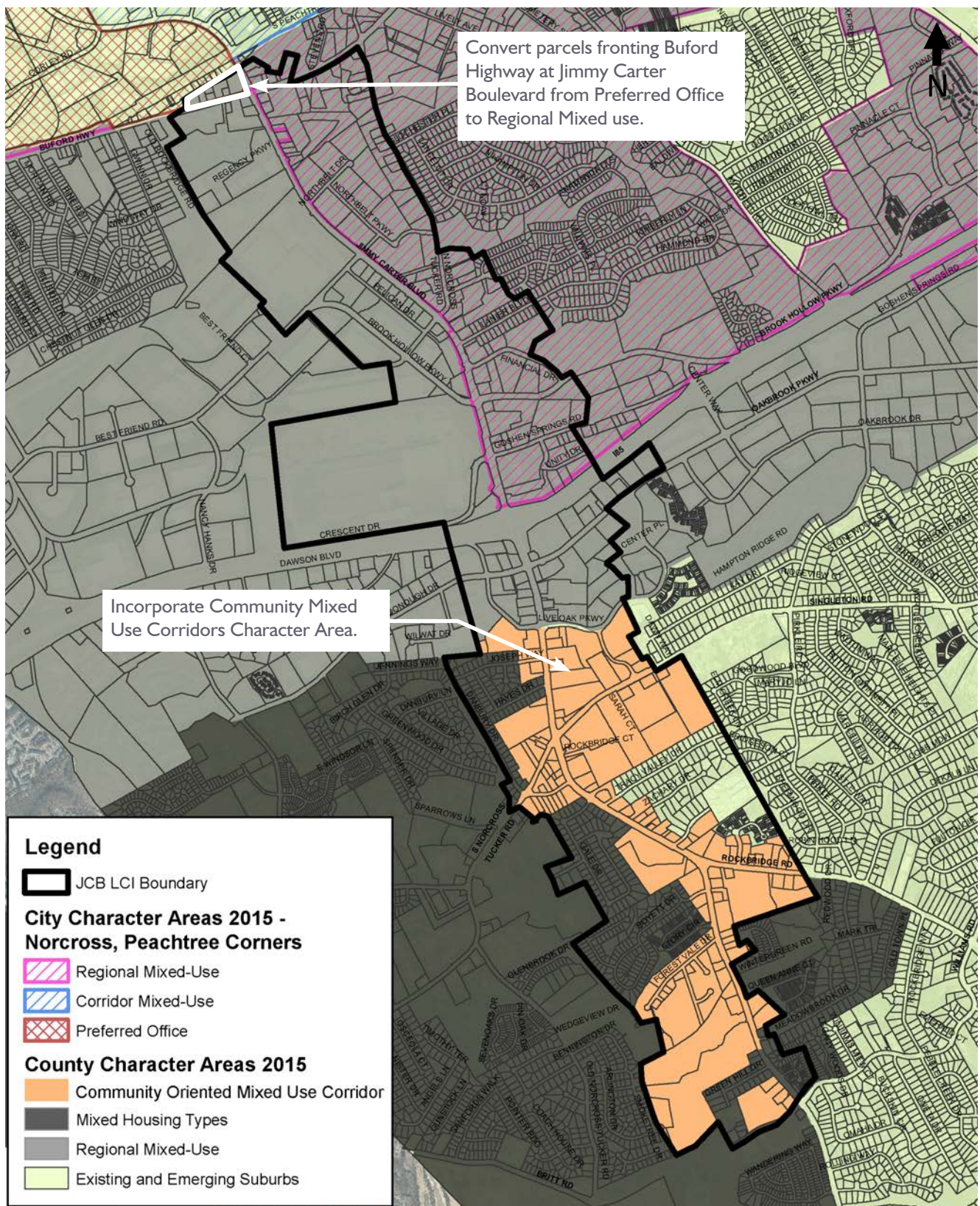


Figure A2i: Updates to Future Land use Map



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

Incorporate a tiered zoning system into the Overlay to encourage the highest densities at the regional core - Jimmy Carter Boulevard at I-85. This area is included in Tier 1. Tier 2 includes properties at Jimmy Carter Boulevard at Singleton Road and at Buford Highway - two key high activity areas. The third tier is envisioned at Jimmy Carter Boulevard at Rockbridge Road and Britt/Williams Road. These existing commercial nodes serve the neighborhoods surrounding them and see less activity than their northern neighbors.

## Tier 1: Regional Mixed Use

Proposed Density:

- Minimum: 30 units/acre
- Maximum: No Maximum
- Encourage density bonuses

Proposed FAR:

- Maximum: 4

Allowed Heights:

- No maximum

## Tier 2: Community Mixed Use

Proposed Density:

- Minimum: 15 units/acre
- Maximum: 50 units/acre
- Encourage density bonuses

Proposed FAR

- Maximum: 2 FAR

Allowed Heights:

- Maximum: 7 stories

## Tier 3: Neighborhood Mixed Use

Proposed Density:

- Minimum: 15 units/acre
- Maximum: 30 units/acre
- Encourage density bonuses

Proposed FAR

- Maximum: 1 FAR

Allowed Heights:

- Maximum: 6 stories

\*Transition buffer adjacency to single family residential.



Figure A2j: Example Maximum density for Tier 1 at 80 Units per Acre



Figure A2k: Example Maximum density for Tier 2 at 50 Units per Acre



Figure A2m: Example Minimum density for Tier 2 at 15 Units per Acre



Figure A2n: Example Minimum density for Tier 3 at 30 Units per Acre



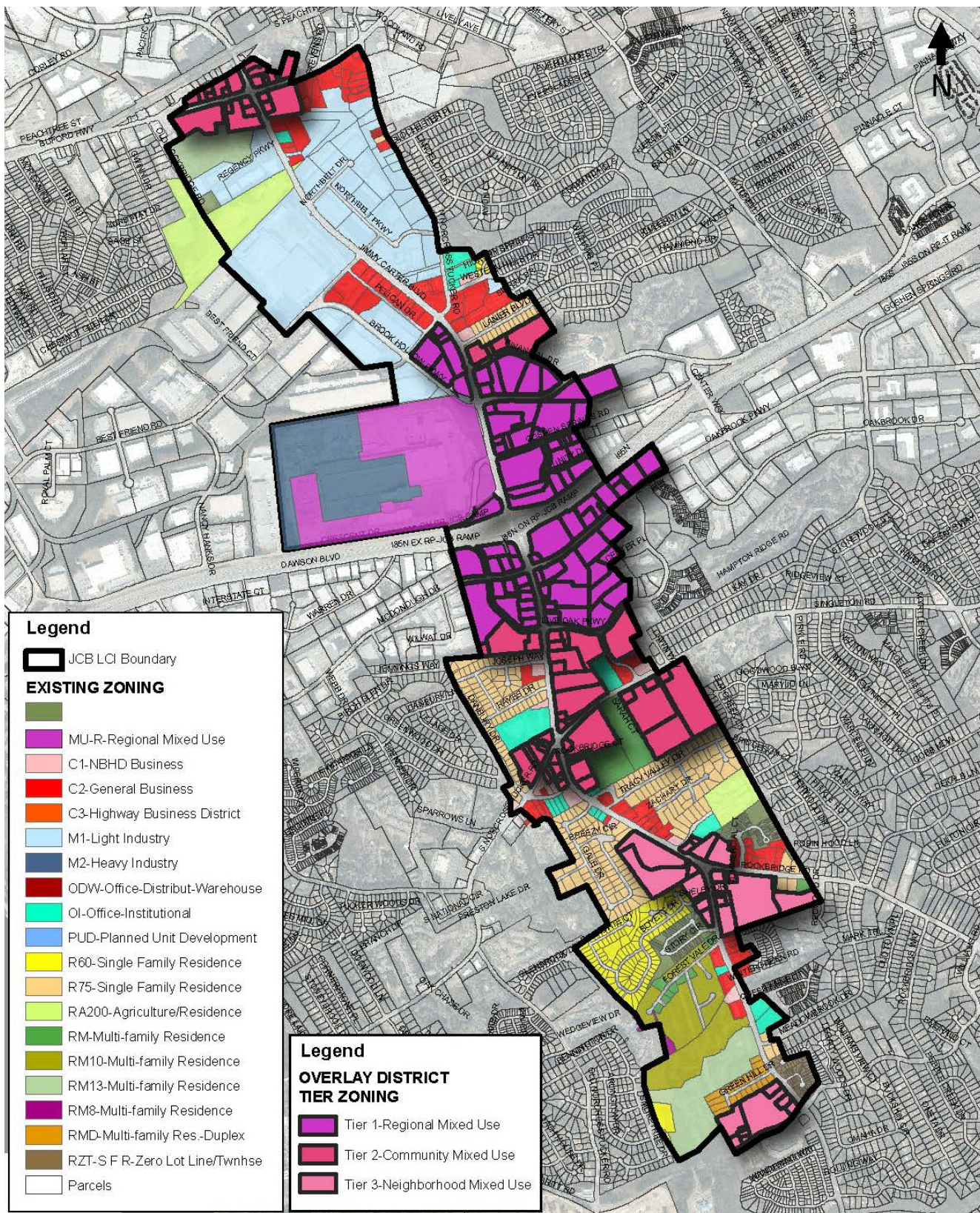


Figure A2p: Zoning Recommendations



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

To encourage redevelopment and support walkable, mixed-use districts, additional recommended components of the Jimmy Carter Overlay District include:

## **L4: Consider including a streamlined approval process within the Jimmy Carter Boulevard Overlay.**

- Time Frame: 2019-2020
- Goals/Strategies: Faster more efficient approval of the redevelopment plans.
- Action/Policies: As opposed to the typical public hearing rezoning process, consider redevelopment review approval by a team that includes the County Planning Department and the Gateway85 CID.
- Potential Lead organization: Gateway85 and/or Gwinnett County
- Potential Funding Sources: Gwinnett County, Atlanta Regional Commission, Gateway85 CID, ARC Community Choices

## **L5: To promote walkable, mixed use development, consider the following regulations be incorporated into the Jimmy Carter Boulevard Overlay.**

- Time Frame: 2019-2020
- Goals/Strategies: To promote walkable, mixed use developments.
- Action/Policies:

### **i. Incorporate street connectivity requirements**

1. Include maximum block sizes for redevelopment properties, of 400-600 feet.
2. Connectivity language may include: New streets must connect two other streets unless natural site conditions make such connection impossible. Restrict or eliminate cul-de-sac streets.

### **ii. Streetscape Standards**

1. Require or incentivize the streetscape concept, per this report, on commercial/mixed-use parcels fronting the corridor, including the proposed inter-parcel access street. Identify access management opportunities as new development occurs and inter-parcel access is achieved. For non-commercial/mixed use properties, incorporate a 4'-6' green buffer separating

a 6'-10' sidewalk from the Jimmy Carter Boulevard travel lanes in the sidewalk improvement phase of the streetscape concept. Plant street trees every 25-50 feet. Refer to the Transportation Implementation Plan for priority streetscape improvements.

2. For new development, provide streetscape design standards for internal street types, including sidewalk widths, landscape buffers, street trees, parallel parking, bicycle access, number of lanes, and lane widths.

### **iii. Shared Parking**

1. Encourage and incentivize shared parking to minimize the construction of new parking.

### **iv. Architectural Standards**

1. Consider developing a recommended palette of materials for new development.
2. Consider a maximum percentage of alternative materials that can be used on a building façade.
3. Consider façade plane regulations, such as, a single plane of façade may not extend for more than 30' before it must be set back to create visual interest and break up the mass and bulk of the structure or building.

- Potential Lead organization: Gateway85 CID and/or Gwinnett County

- Potential Funding Sources: Gwinnett County, Atlanta Regional Commission, Gateway85 CID, ARC Community Choices

## **L6: Consider incorporation of signage standards into the Jimmy Carter Boulevard Overlay.**

- Time Frame: 2019-2020
- Goals/Strategies: Positively impact the unique identity and character of the Boulevard by adopting appropriate signage standards. Create a sense of place.
- Action/Policies: Incorporation of signage standards into the Jimmy Carter Boulevard Corridor Overlay District. Provide standards on setbacks from the road and provide a matrix that dictates signage types and size based on road speed.
- Potential Lead organization: Gateway85 CID and/or Gwinnett County

- Potential Funding Sources: Gwinnett County, Atlanta Regional Commission, Gateway85 CID, ARC Community Choices

**L7: Consider including greenspace requirements in the Jimmy Carter Boulevard Overlay.**

- Time Frame: 2019-2020
- Goals/Strategies: Create community green spaces to encourage public interaction and increased foot traffic.
- Action/Policies: Include greenspace requirements such as a ratio of 10 acres per 1,000 residents and encouraging a variety of park types and sizes.
- Potential Lead organization: Gateway85 CID and/or Gwinnett County
- Potential Funding Sources: Gwinnett County, Atlanta Regional Commission, Gateway85 CID, ARC Community Choices

**L8: Consider including a requirement or incentive in the Jimmy Carter Boulevard Overlay, that redevelopment should incorporate trail connections per the trail master plan, included in this report.**

- Time Frame: 2019-2020
- Goals/Strategies: Encourage off-road and on-road connections that offer commute, recreation, and leisure options to the community.
- Action/Policies: Consider including a requirement or incentive in the Jimmy Carter Boulevard Overlay, that any redevelopment that occurs incorporate trail connections per the trail master plan included in this report.
- Potential Lead organization: Gateway85 CID and/or Gwinnett County
- Potential Funding Sources: Gwinnett County, Atlanta Regional Commission, Gateway85 CID, ARC Community Choices

In addition to land use and zoning recommendations, economic development strategies are also identified. These recommendations are designed to encourage the type and character of nodal development proposed within this study.

## Economic Development Strategies

**E1: Continue to produce research, supporting data, and promotional material to support efforts that promote quality growth and development in the Jimmy Carter Corridor.**

- Time Frame: Ongoing
- Goals/Strategies: Promote quality growth and development in the study area.
- Action/Policies: Previous examples of materials include economic impact studies, market studies, branding initiative/efforts, and promotional print and video materials.
- Potential Lead organization: Gateway85 CID
- Potential Funding Sources: Gateway85 CID

**E2: Continue outreach efforts with individual property owners in the corridor to identify redevelopment opportunities and promote quality development/redevelopment consistent with goals and vision in the LCI.**

- Time Frame: Ongoing
- Goals/Strategies: Promote quality growth and development/redevelopment in the Corridor.
- Action/Policies: Continue outreach efforts to keep the development/redevelopment consistent with the LCI Master Plan.
- Potential Lead organization: Gateway85 CID
- Potential Funding Sources: Gateway85 CID

**E3: Provide technical support to help facilitate quality development/redevelopment in the study area consistent with goals and vision of the LCI.**

- Time Frame: Ongoing
- Goals/Strategies: Promote quality growth and development/redevelopment in the Corridor.
- Action/Policies: Provide technical support to help implement the stated goals. Previous examples of technical support include stormwater engineering analyses, project-specific economic and real estate analyses, design concepts, facilitation of meetings, and coordination of events and programs.
- Potential Lead organization: Gateway85 CID
- Potential Funding Sources: Gateway85 CID

**E4: Pro-actively promote large and small projects that contribute and promote the redevelopment visions set forth in TAD Redevelopment Plans and the LCI plan.**



# JIMMY CARTER BOULEVARD

LCI 10 Year Update

- Time Frame: Ongoing
- Goals/Strategies: Utilize available economic development tools such as the Tax Allocation District and Opportunity Zone.
- Action/Policies: Assign and empower staff to manage and facilitate TAD application and approval process within Gwinnett County TADs. Consider using “pay-as-you-go” TAD funding for small and mid-size projects that improve commercial corridors within TAD districts.
- Potential Lead organization: Gwinnett County
- Potential Funding Sources: Gwinnett County

**E5: Support efforts to provide signature public spaces that can act as a catalyst for development/redevelopment in the Jimmy Carter Boulevard LCI area. Promote creation of quality public spaces on public land, in public rights of way, and where possible, in coordination with private development and redevelopment initiatives.**

- Time Frame: Ongoing
- Goals/Strategies: Utilize available economic development resources to develop public spaces and encourage catalyst projects to spur development/redevelopment in the area.
- Action/Policies: Utilize CID, TAD or other appropriate county funding sources to offset costs directly and indirectly associated with development of public spaces. This could include, but not be limited to construction costs, parking displacement/replacement, stormwater management and infrastructure, and utility relocation.
- Potential Lead organization: Gateway85 CID, Gwinnett County
- Potential Funding Sources: Gateway85 CID, Gwinnett County

**E6: Implement and utilize zoning, land use, and regulatory initiatives L2-L7 as they are essential tools for catalyzing quality development/redevelopment and economic development in the LCI study area.**

- Time Frame: 2018
- Goals/Strategies: Catalyze quality development/redevelopment and economic development in the LCI study area.

- Action/Policies: Advocate for these initiatives by utilizing the Gwinnett County Comprehensive Planning process to allow for regional mixed-use zoning in designated areas that allow densities sufficient to contribute to the economic feasibility of development/redevelopment of aging and obsolete commercial facilities and incompatible industrial land uses in and adjacent to the LCI corridor.
- Potential Lead organization: Gwinnett County
- Potential Funding Sources: Gwinnett County

**E8: Continue to work with owners (current and future) of OFS site to support development/redevelopment efforts.**

- Time Frame: 2018-2022
- Goals/Strategies: Utilize public transit as a key economic development tool.
- Action/Policies: Provide technical assistance and guidance to promote quality development/redevelopment that supports LCI vision, job creation, and improved access and transportation. Work with property owners and development partners to ensure the formulation of a streamlined development review process. Proactively seek opportunities to use TAD funding to support project elements that support vision of LCI plan and TAD redevelopment plan. Facilitate TAD application and approval process.
- Potential Lead organization: Gateway85 CID, Gwinnett County
- Potential Funding Sources: Gateway85 CID, Gwinnett County

**E9: Examine feasibility of renewing, extending or re-establishing the Gwinnett Village (Gateway85) Opportunity Zone designation.**

- Time Frame: 2018-2022
- Goals/Strategies: Utilize available economic development resources such as the Opportunity Zones.
- Potential Lead organization: Gateway85 CID, Gwinnett County
- Potential Funding Sources: Gateway85 CID, Gwinnett County

## Implementation: The Streetscape Concept

To encourage the implementation of the Streetscape Concept along the length of the corridor, it is recommended that the Streetscape Concept be incorporated into the Jimmy Carter Overlay District.

**L5: To promote walkable, mixed use development, consider the following regulations be incorporated into the Jimmy Carter Boulevard Overlay.**

- Time Frame: 2019-2020
- Goals/Strategies: To promote walkable, mixed use developments.
- Action/Policies:
  - i. Incorporate street connectivity requirements
    1. Include maximum block sizes for redevelopment properties 400-600 feet maximum.
    2. Connectivity language may include: New streets must connect two other streets unless natural site conditions make such connection impossible. Restrict or eliminate cul-de-sac streets.
  - ii. Streetscape Standards
    1. Require or incentivize the streetscape concept, per this report, on commercial/mixed-use parcels fronting the corridor, including the proposed inter-parcel access street. Identify access management opportunities as new development occurs and inter-parcel access is achieved. For non-commercial/mixed use properties, incorporate a 4'-6' green buffer separating a 6'-10' sidewalk from the Jimmy Carter Boulevard travel lanes in the sidewalk improvement phase of the streetscape concept. Plant street trees every 25-50 feet. Refer to the Transportation Implementation Plan for priority streetscape improvements.

To demonstrate to business and land owners what the streetscape concept looks like and showcase its benefits, a pilot streetscape is recommended. Work with land owners, the County, and other partners to identify funding sources.

### T4.2: Complete Street Pilot

Enhance Jimmy Carter Boulevard streetscape within existing ROW by reversing the locations of sidewalk and landscape buffer: this will separate sidewalk from curb/travel lanes.

### T4.3: Jimmy Carter Boulevard Complete Street Extension I

Add to pilot project (T4.2) and continue streetscape enhancements on east side of Jimmy Carter Boulevard from McDonough Drive to Oakwood Circle.

### T4.4: Jimmy Carter Boulevard Complete Street Extension 2

Add to pilot project (T4.2) and continue streetscape enhancements on west side of Jimmy Carter Boulevard from McDonough Drive to Oakwood Circle.

## Implementation: Trails

To encourage connection to and implementation of the trail system, it is recommended that trail connectivity requirements be included in the Jimmy Carter Overlay District.

**L8: Consider including a requirement or incentive in the Jimmy Carter Boulevard Overlay, that development/redevelopment should incorporate trail connections per the trail master plan, included in this report.**

- Time Frame: 2019-2020
- Goals/Strategies: Encouraging off-road and on-road connections that offer commute, recreation, and leisure options to the community.
- Action/Policies: Consider including a requirement or incentive in the Jimmy Carter Boulevard Overlay, that development/redevelopment should incorporate trail connections per the trail master plan, included in this report.
- Potential Lead organization: Gateway85 CID and/or Gwinnett County
- Potential Funding Sources: Gwinnett County, Atlanta Regional Commission, Gateway85 CID, ARC Community Choices

Priority trail connections are recommended for implementation as a means to begin to build this network.

### T4.5: Jimmy Carter Boulevard Northside Trail

Multi-use path along the west side of Jimmy Carter Boulevard between Brook Hollow Parkway and the I-85 interchange.



## T4.6: Brook Hollow Parkway Trail

Multi-use path along Brook Hollow Parkway (specific alignment to be determined) between Best Friend Road and Center Way. The design of this path should be coordinated with the Gwinnett Way transit corridor planning and design.

## T4.7: Oakbrook-McDonough Multi-Use Path

Expand one sidewalk on McDonough Drive and Oakbrook Parkway into a multi-use path between Center Way and Graves Road. Only a portion of this alignment is within the LCI study area, however it does align with a County priority trail route.

## T4.8: Live Oak-Dawson Boulevard Multi-Use Path

Expand one sidewalk on Live Oak Parkway and Dawson Boulevard into a multi-use path that intersects with the Oakbrook-McDonough path on both ends. In the short term this allows a crossing of Jimmy Carter Boulevard provided the Oakbrook-McDonough crossing remains closed to accommodate the right-in/right-out designs at those intersections.

## T4.9: Live Oak-Singleton Path

Multi-use path between Live Oak and Singleton Road

## Implementation: Pocket Parks

Pocket parks are encouraged as a way to enhance the aesthetic of Jimmy Carter Boulevard and improve the quality of life for residents and visitors.

**L9: The CID is encouraged to enhance the corridor with pocket parks.**

- Time Frame: 2018-2020
- Goals/Strategies: Corridor enhancement through parks of various sizes and types, creating safe, usable community spaces.
- Action/Policies: Prioritize pocket parks where transit stops are/will be located. Coordinate this effort with transit stop locations, as identified in the Gwinnett County Transit Plan.
- Potential Lead organization: Gateway85 CID
- Potential Funding Sources: Gwinnett County, Atlanta Regional Commission, Gateway85, ARC Community Choices

## Implementation: Transportation

Transportation recommendations are in two broad categories: short-term recommendations that can address existing gaps in the transportation system, which target projects that make non-driving travel a safer and more desirable means of transportation; and longer-term aspirational projects and initiatives that lay a foundation for more transformative change in the corridor.

### Short-Term Recommendations

#### T1: Safety Enhancement for All Modes

The following recommended enhancements provide safety and access for pedestrians and cyclists. Strategies focus on crosswalk enhancements, pedestrian refuge islands, and sidewalk infill. Consider inclusion of illuminated street name signs, where feasible, as part of crosswalk and intersection improvements listed below. It is recommended to bundle these improvements to make them eligible and competitive for Atlanta Regional Commission supplemental funding.

Time Frame: 2018-2023

Goals/Strategies: Bundle safety enhancements and pocket parks (L9) into one funding application focusing on Jimmy Carter Boulevard Safety Enhancements

Action/Policies: Apply for TIP funding and/or GDOT Quick Response or Gwinnett DOT Quick Fix funding for individual projects.

Potential Lead Organization: Gateway85 CID, Gwinnett County

Potential Funding Sources: GDOT Quick Repsonse; Gwinnett DOT Quick Fix; CID Funds; Gwinnett DOT SPLOST projects; LCI Implementation Funds, TIP

#### T1.1: Jimmy Carter Boulevard/Live Oak Crossing Enhancements

Improve high-visibility crosswalks at all intersection approaches and extend medians where feasible to provide more effective pedestrian refuge for long crossings.

#### T1.2: Jimmy Carter Boulevard High Visibility Crosswalks, North of I-85

Install high-visibility crosswalks at select locations along Jimmy Carter Boulevard, provide crossings

of intersecting cross-streets where they are currently missing. Refer to list of intersections below. North and south segments of the corridor are identified as being under GDOT/County ownership.

### **T1.3: Jimmy Carter Boulevard High Visibility Crosswalks, South of I-85**

Install high-visibility crosswalks at select locations along Jimmy Carter Boulevard, providing crossings of intersecting cross-streets. Refer to list of intersections below.

### **T1.4: Quails Lake Village Lane Crosswalk Enhancement**

Realign crosswalk on the west side of Jimmy Carter Boulevard to avoid proximity to the roadway travel lanes. This may involve coordination with private property owner.

### **T1.5: Jimmy Carter Boulevard/Shelby Drive Crossing Enhancements**

Install crosswalks on south and east legs of intersection. Remove channelized westbound right-turn lane (eastern leg of Shelby Drive) to reduce crossing distance.

### **T1.6: Jimmy Carter Boulevard/Rockbridge School Road Crossing Enhancements**

If the channelized NB right turn lane remains, install a raised island inside striped area and realign crosswalk to provide shorter paths and safer pedestrian refuge. Install crosswalk across south leg to connect to this new island. Take advantage of extended median width for pedestrian refuge.

### **T1.7: Goshen Springs Road Sidewalk**

Install sidewalk on at least one side of Goshen Springs Road. Provide mid-block crossings as needed to allow access to the other side on the roadway. Note that only a portion of the project is in the LCI study area.

### **T1.8: North Norcross-Tucker Sidewalk and Crosswalk Enhancements**

Install sidewalk on west side of North Norcross-Tucker from Brook Hollow to Pelican Drive to allow access to an existing transit stop; install high-visibility crosswalks at Pelican Drive/North Norcross-Tucker intersection.

### **T1.9: Crescent Drive Sidewalk**

Install sidewalks on both sides of Crescent Drive from Jimmy Carter Boulevard to southern edge of redevelopment site (current police station site).

### **T1.10: Jimmy Carter Boulevard/Singleton Road Enhancements - Short Term**

Enhance pedestrian crossings in current design, including curb extensions at corners to match striped areas.

### **T1.11 Jimmy Carter Boulevard/Singleton Road Enhancements - Long Term**

Substantial realignment of the intersection following one of two alternatives (described on following rows).

1. Realign South Norcross-Tucker to intersect with Jimmy Carter Boulevard at a more perpendicular angle, then connect this via a curved street to connect to the existing Singleton alignment.

2. Realign both South Norcross-Tucker and Singleton to separate T approaches that allow left turns to function simultaneously.

### **T1.12 Oakbrook/Live Oak Crossing Enhancements**

Realign crosswalk at southwest corner to follow design of southeast corner - extend sidewalk along channelized island to allow a more perpendicular (and shorter) crossing.

### **T1.14: Carter Oak Plaza - North Crosswalk Enhancement**

Install high-visibility crossings and construct accessible ramps at driveway locations along potential future transit corridor.

### **T1.15: Western Hills/North Norcross-Tucker Intersection Improvements**

Realign curbs to meet current marking/stripping and install protected pedestrian crossings as warranted.

### **T1.16: Thompson Parkway/Live Oak Parkway Crossing Enhancements**

Install high-visibility crosswalks on east (Live Oak) and south (Thompson) legs of intersection. This will likely involve relocation of the westbound (Live Oak) stop bar further back, as crossing of this leg



must avoid existing driveway entry. If northbound channelized right turn remains, install raised island in current striped area to provide more effective pedestrian refuge.

### **T1.17: Danbury Drive/South Norcross-Tucker Intersection Improvements**

Relocate crosswalks to shorten crossings and improve pedestrian safety. Use median in Danbury Drive as a pedestrian refuge for easier and safer crossing of that street.

### **T1.18: Jimmy Carter Boulevard/Williams Road Pedestrian Enhancements**

Remove existing channelized right-turn lanes and reduce footprint of intersection with truck-suitable corner radii. Install ADA accessible features at intersection (such as detectable warning surfaces) to improve accessibility of intersection.

### **T1.19: Center Way Active Transportation Improvements**

Convert one travel lane of the current cross-section to a multi-use path for pedestrians and bicycles. Note that this project is not in the LCI study area.

## **T4: Street Connectivity**

The following are recommended new street connections. These connections are aimed at improving accessibility in and around the corridor, by providing alternatives to Jimmy Carter Boulevard.

### **T4.1: McDonough-Dawson Network Street**

Expand existing alley parallel to Jimmy Carter Boulevard (and extending from McDonough on the north to Dawson on the south) to a full street and acquire ROW to make this a public street.

### **T4.10: Jimmy Carter Boulevard/South Norcross-Tucker Network**

Street Network Addition, expected to allow right-in, right-out access at Jimmy Carter Boulevard.

### **T4.11: Jimmy Carter Boulevard Parallel Connection I**

Street Network Addition on the east side of Jimmy Carter Boulevard between Tracy Valley Drive and Singleton Road. Current power easement could be for part of alignment

### **T4.12: Jimmy Carter Boulevard Parallel Connection 2**

Street Network Addition on the east side of Jimmy Carter Boulevard between Singleton Road and Live Oak Parkway. Current power easement could be used for part of alignment

### **T4.13: Goshen Springs-Brook Hollow Network**

Street Network Addition between Goshen Springs and Brook Hollow, generally between Center Way and Jimmy Carter Boulevard

## **Long-Term Recommendations**

Long-Term Recommendations focus on concepts to improve the I-85 Diverging Diamond Interchange and identify future transit improvements.

### **T2: Diverging Diamond Interchange Recommendations**

The DDI recommendation has explored a different configuration intended to preserve the life of the current bridge by better utilizing the existing roadway network. The key connecting arterial streets such as Brook Hollow Parkway, to distribute traffic currently concentrated at the Jimmy Carter Boulevard interchange should be specifically addressed. While this is one of many options, further study and analysis is recommend. Key next steps to begin implementing interchange reconfiguration have been provided.

### **T2.1: Interchange Modification Report**

Prepare an Interchange Modification Report (IMR) for alternative configuration of Jimmy Carter Boulevard/I-85 interchange. Transportation recommendations are closely linked to economic vitality and growth of the study area.

### **T2.2: Right-of-way Survey and Planning**

Perform right-of-way survey or coordinate with GDOT on available surveys or as-built drawings; summarize in a report.

### **T2.3: I-85 Split Diamond Interchange at Jimmy Carter Boulevard-Center Way**

Reconstruct interchange at Jimmy Carter Boulevard to move access to/from the north on I-85 to a new half-diamond ramp system at Center Way; connect both resulting half-diamonds via one-way access roads between Jimmy Carter Boulevard and Center Way.

### **T3: Transit Recommendation**

As discussions continue in Gwinnett County regarding the future of transit, both from Gwinnett County Transit's 2017-18 operations analysis and potential future high-capacity transit, the Jimmy Carter Boulevard corridor has opportunities to explore upgrades to transit facilities that may extend beyond current right-of-way. Recommendations focus on transit station facility enhancements as a way to prepare for future transit development and expansions.

#### **T3.1: Jimmy Carter Boulevard/Brook Hollow Transit Station Enhancements**

Based on selected design of Gwinnett Way premium transit corridor, install high-quality transit stop facilities. Incorporate improved pedestrian access, waiting area, shelters, and other amenities as appropriate and consistent with project design.

#### **T3.2: Jimmy Carter Boulevard/Live Oak Transit Enhancements**

Upgrade transit stops at existing locations to provide enhanced pedestrian waiting areas and signage/information on transit service.

### **Economic Development Strategies for Transportation**

Well thought out transportation recommendations can have a positive impact on economic growth in the study area. Following are economic development strategies for encouraging the implementation of transportation improvements that are key to supporting viable economic growth.

#### **E7: Recognize that access to quality public transit is a key economic development tool.**

- Time Frame: 2018-2022
- Goals/Strategies: Utilize public transit as an economic development tool.
- Action/Policies: Advocate for and fund initiatives to increase the level of public transit accessibility and frequency in the corridor, particularly in locations designated regional mixed-use within the LCI area. In concert with the Gwinnett County Transit Study, advocate for county-wide transit improvements that benefit both the Jimmy Carter Boulevard Corridor area and county-wide transit infrastructure. Advocate in support of efforts and initiatives to provide additional funding for transit in Gwinnett County.
- Potential Lead organization: Gwinnett County
- Potential Funding Sources: Gwinnett County

#### **E10: Recognize that efficient and safe vehicular access is essential to commercial economic viability.**

- Time Frame: 2018-2022
- Goals/Strategies: Recognize that safe and efficient vehicular access is essential to commercial economic viability.
- Action/Policies: In concert with T.2.1 - "Interchange Modification Report", identify solutions that increase vehicular accessibility to Oakbrook Parkway near Jimmy Carter Boulevard. This will help to increase commercial viability of adjacent properties.
- Potential Lead organization: Gateway85 CID, Gwinnett County
- Potential Funding Sources: Gateway85 CID, Gwinnett County



## Implementation: Placemaking

Implementation guides for the placemaking strategies are listed below. These strategies focus on short and medium term ideas can be quickly and cost effectively implemented. This will help create a stronger sense of place that captures, enhances and reflects the diversity and vibrancy of the community living, working, visiting in or otherwise frequenting the study area, even as the corridor experiences growth and new development.

**A2: Identify and create a map of cultural assets and destinations. Make this available to CID participants and partners via a “Field Kit”, online interactive mapping, and mailings.**

- Time Frame: 2018-2019
- Cost: Complete in-house
- Goals/Strategies: Broaden Jimmy Carter Boulevard’s appeal and drive further economic activity and growth.
- Action/Policies: Create and make available a map of cultural assets and destinations to CID participants and partners via a “Field Kit”, online interactive mapping, and mailings.
- Potential Lead organization: Gateway85 CID
- Potential Funding Sources: Gateway85 CID, Explore Gwinnett, Atlanta Regional Commission

**A3: Jimmy Carter Boulevard Restaurant Crawl: The CID to partner with Explore Gwinnett to host a walking tour of restaurants with tastings at each location. Carter Oak Plaza or Carter Rockbridge Shopping Center are recommended locations.**

- Time Frame: 2018-2019
- Cost: \$2,500
- Goals/Strategies: Market existing restaurants and retailers in the Corridor to strengthen and create existing and new social networks/connections.
- Action/Policies: The CID can partner with Explore Gwinnett to host a walking tour of restaurants with tastings at each location.
- Potential Lead organization: Gateway85 CID
- Potential Funding Sources: Gateway85 CID, Explore Gwinnett, Atlanta Regional Commission

**A4: Jimmy Carter Boulevard Shuttle Tour: The CID to partner with Explore Gwinnett to host a shuttle tour of restaurants and retailers. The shuttle will allow for participants to see more of the corridor than the walking tour. Potential stops include: Global Mall, Carter Oak Plaza, Gwinnett Horizons, Carter Rockbridge.**

- Time Frame: 2018-2019
- Cost: \$3,500
- Goals/Strategies: Market existing restaurants and retailers in the Corridor to strengthen and create existing and new social networks/connections.
- Action/Policies: The CID can partner with Explore Gwinnett to host a shuttle tour of restaurants and retailers.
- Potential Lead organization: Gateway85 CID
- Potential Funding Sources: Gateway85 CID, Explore Gwinnett, Atlanta Regional Commission

**A5: Placemaking: To instill a sense of community and place, consider placemaking ideas, such as tactical urbanism pop-ups or public art.**

- Time Frame: 2018-2020
- Cost: \$10,000-50,000
- Goals/Strategies: To instill a sense of community and place.
- Action/Policies: Consider placemaking ideas, such as tactical urbanism pop-ups or public art.
- Potential Lead organization: Gateway85 CID
- Potential Funding Sources: Gateway85 CID, Explore Gwinnett, Atlanta Regional Commission

The following section lists all the projects under the 5 year implementation plan along with a 100 day action plan for the study area under the LCI.

## Implementation: Housing Initiatives

To create livable, healthy and inclusive communities, the Livable Centers Initiative program encourages a range of housing prices and types that accommodate varying incomes and household types. Following are strategies to incorporate mixed-income and a variety of unit sizes and types into the Jimmy Carter Boulevard study area, a target area for workforce/affordable housing strategies.

### **H1: Consider incentives for rehabilitation or production of workforce housing in the Jimmy Carter Boulevard Overlay.**

- Time Frame: 2018-2019
- Goals/Strategies: Incorporate mixed incomes and a variety of unit sizes and types (rental and ownership opportunities) into the study area to create a livable, healthy, and inclusive community.
- Action/Policies: Incentives may include: tax credits and matching funds from County and/or State housing departments.
- Potential Lead organization: Gateway85 CID and/or Gwinnett County
- Potential Funding Sources: Gateway85 CID, Gwinnett County, Atlanta Regional Commission

### **H2: Include requirements and/or incentives for inclusionary zoning in the Jimmy Carter Boulevard Overlay.**

- Time Frame: 2018-2020
- Goals/Strategies: Incorporate mixed incomes and a variety of unit sizes and types (rental and ownership opportunities) into the study area to create livable, healthy, and inclusive community.
- Action/Policies: Inclusionary zoning or housing requires a given share of new construction to be affordable by people with low to moderate incomes.
- Potential Lead organization: Gateway85 CID and/or Gwinnett County
- Potential Funding Sources: Gateway85 CID, Gwinnett County, Atlanta Regional Commission

### **H3: Establish a recommended mix of unit sizes in new multi-family developments, within the Jimmy Carter Boulevard**

- Time Frame: 2018-2019
- Goals/Strategies: Incorporate mixed incomes and a variety of unit sizes and types (rental and ownership opportunities) into the study area to create livable, healthy, and inclusive community.
- Action/Policies: Overlay to encourage a mix of incomes and multi-generational access to housing.
- Potential Lead organization: Gateway85 CID and Gwinnett County
- Potential Funding Sources: Gateway85 CID, Gwinnett County, Atlanta Regional Commission

### **H4: Consider allowing smaller lot sizes, smaller minimum building footprints, and accessory dwelling units throughout the study area to encourage a diversity of housing types that provide a range of affordability through design.**

- Time Frame: 2018-2020
- Goals/Strategies: Encourage a diversity of housing types that provide a range of affordability through design.
- Action/Policies: Allow smaller lot sizes, smaller minimum building footprints, and accessory dwelling units throughout the study area.
- Potential Lead organization: Gateway85 CID and Gwinnett County
- Potential Funding Sources: Gateway85 CID, Gwinnett County, Atlanta Regional Commission

## Project List

The following charts summarize the project list, as described above by topic, land use/zoning, economic development, and transportation. Time frame, responsible party, funding opportunities and costs are included. A 100 day priority list is incorporated to guide immediate actions and efforts.



JIMMY CARTER BOULEVARD

LCI 10 Year Update

## FIVE YEAR IMPLEMENTATION PLAN

### Priority Projects - 100 Day Action Plan

<b>1. Submit LCI Plan for Adoption by Gateway85 CID Board and Gwinnett County (L1)</b>			
<b>2. Incorporate Unified Development Plan (UDP) updates into underway effort to update the County UDP (L2)</b>			
<b>3. Select Projects to Apply for Supplemental LCI Study Funding:</b>			
a. Jimmy Carter Boulevard Overlay District (L3-L8)			
b. JCB Complete Street Pilot (T4.2)			
c. Feasibility of Multi-Use Path (considering partnering with Gwinnett County) (T4.5-T4.9)			
<b>4. Attract Implementation Project LCI Funding for the following:</b>			
a. JCB/Live Oak Crossing Enhancements (T1.1)			
b. High Visibility Crosswalk Enhancements at "activity node" (consider partnering with Gwinnett County) (T1.12-T1.14)			
<b>5. Identify priority next steps within Connect Gwinnett Transit Plan, once study is complete.</b>			
<b>6. Develop an assets and destination field kit (A2)</b>			
<b>7. The CID to begin planning a restaurant crawl/walking tour (consider partnering with Explore Gwinnett) (A3)</b>			



## Other Local Initiatives

### Land Use & Zoning

	Description/Action	Cost	Year	Responsible Party	Funding Source
L1	Adoption/Approval: The Gateway85 CID Board to formally approve this LCI study. Gwinnett County to adopt this LCI study as an amendment to the Comprehensive Plan.	N/A	2018	Gateway85 / Gwinnett County	N/A
L2	<p>Consider amendments to the Gwinnett County Unified Development Plan:</p> <ol style="list-style-type: none"> <li>1. Per map, incorporate the Community Mixed Use Corridors Character Area to parcels that front Jimmy Carter Boulevard and parcels at major nodes, south of the existing Jimmy Carter Boulevard Regional Mixed Use Character Area.</li> <li>2. Consider updates to the Community Mixed Use Corridor Character Area: <ol style="list-style-type: none"> <li>a. Buildings heights 3-6 stories, instead of 3-5 stories</li> <li>b. This will address market trends for 6 story retail/residential mixed-use buildings, concrete podium and wood construction.</li> </ol> </li> <li>3. Consider updates to D.1.1 Regional Mixed Use: <ol style="list-style-type: none"> <li>a. Residential Density: <ol style="list-style-type: none"> <li>i. Increase FAR from 2.5 to 4</li> </ol> </li> <li>b. Consider updates to D.1.2 Community Mixed Use:</li> <li>c. Residential Density: <ol style="list-style-type: none"> <li>i. Increase Dwelling Units per Acre from 40 to 50</li> </ol> </li> </ol> </li> </ol>	Incorporate into Existing Unified Plan Update	2018	Gateway85 / Gwinnett County	N/A

L3

<p>Consider creation of a Jimmy Carter Boulevard Overlay District as described in this report.  Consider a tiered overlay: 1. Create Development Tiers, per map within this study.</p> <p><b>a. Tier 1: Regional Mixed Use</b></p> <ul style="list-style-type: none"> <li>i. Proposed Density:  Minimum: 30 units/acre  Maximum: No Maximum  Encourage density bonuses</li> <li>ii. Proposed FAR:  Maximum: 4</li> <li>iii. Allowed Heights:  No maximum</li> </ul> <p><b>b. Tier 2: Community Mixed Use</b></p> <ul style="list-style-type: none"> <li>i. Proposed Density:  Minimum: 15 units/acre  Maximum: 50 units/acre  Encourage density bonuses</li> <li>ii. Proposed FAR  Maximum: 2 FAR</li> <li>iii. Allowed Heights:  Maximum: 7 stories</li> </ul> <p><b>c. Tier 3: Neighborhood Mixed Use</b></p> <ul style="list-style-type: none"> <li>i. Proposed Density:  Minimum: 15 units/acre  Maximum: 30 units/acre  Encourage density bonuses</li> <li>ii. Proposed FAR  Maximum: 1 FAR</li> <li>iii. Allowed Heights:  Maximum: 6 stories</li> </ul> <p>*Transition buffer adjacency to single family residential.</p>	County to complete in-house	2019-2020	Gateway85 / Gwinnett County	Gwinnett County / ARC / Gateway85 / ARC Community Choices
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L4	Consider including a streamlined approval process within the JCB Overlay. As opposed to the typical public hearing rezoning process, consider redevelopment review approval by a team that includes the County Planning Department and the Gateway 85 CID.	Cost included in L3	2019-2020	Gateway85 / Gwinnett County	Gwinnett County / ARC / Gateway85 / ARC Community Choices
L5	<p>To promote walkable, mixed use development, consider the following regulations be incorporated into the JCB Overlay:</p> <p><b>i. Incorporate street connectivity requirements</b></p> <ol style="list-style-type: none"> <li>1. Include maximum block sizes for redevelopment properties, 400-600 feet maximum.</li> <li>2. Connectivity language may include: New streets must connect two other streets unless natural site conditions make such connection impossible. Restrict cul-de-sac streets.</li> </ol> <p><b>ii. Streetscape Standards</b></p> <ol style="list-style-type: none"> <li>1. Require or incentivize the streetscape concept, per this report, on commercial/mixed-use parcels fronting the corridor, including the inter-parcel access street. Identify access management opportunities as new development occurs and inter-parcel access is achieved. For non-commercial/mixed use properties, incorporate the sidewalk improvement phase of the streetscape concept – 4-6' green buffer separating a 6-10' sidewalk from the Jimmy Carter Blvd roadway. Incorporate street trees every 25-50 feet. Refer to the Transportation Implementation Plan for priority streetscape improvements.</li> <li>2. For new development, provide streetscape standards for internal street types, including sidewalk widths, landscape buffers, street trees, parallel parking, bicycle access, number of lanes, and lane widths.</li> </ol> <p><b>iii. Shared Parking</b></p> <ol style="list-style-type: none"> <li>1. Encourage and incentivize shared parking to minimize the amount of new parking built.</li> </ol> <p><b>iv. Architectural Standards</b></p> <ol style="list-style-type: none"> <li>1. Consider developing a recommended palette of materials for new development.</li> <li>2. Consider a maximum percentage of alternative materials that can be used on a building façade.</li> <li>3. Consider façade plane regulations, such as, a single plane of façade may not extend for more than 30' before it must be set back to create visual interest and break up the mass and bulk.</li> </ol>	Cost included in L3	2019-2020	Gateway85 / Gwinnett County	Gwinnett County / ARC / Gateway85 / ARC Community Choices
L6	Consider incorporation of signage standards into the JCB Overlay. Provide standards on setback from the road and provide a matrix that dictates signage size based on road speed.	Cost included in L3	2019-2020	Gateway85 / Gwinnett County	Gwinnett County / ARC / Gateway85 / ARC Community Choices

L7	Consider including greenspace requirements in the JCB Overlay, such as a ratio of 10 acres per 1,000 residents and encouraging a variety of park sizes.	Cost included in L3	2019-2020	Gateway85 / Gwinnett County	Gwinnett County / ARC / Gateway85 / ARC Community Choices
L8	Consider including a requirement or incentive in the JCB Overlay, that redevelopment incorporate trail connections per the trail master plan, included within this report.	Cost included in L3	2019-2020	Gateway85 / Gwinnett County	Gwinnett County / ARC / Gateway85 / ARC Community Choices
L9	The CID is encouraged to enhance the corridor with pocket parks per the trail and parks master plan, including in this report. Prioritize pocket parks where transit stops are will be located. Coordinate this effort with transit stop locations, as identified in the Gwinnett County Transit Plan.	N/A	2018-2019	Gateway85	Gwinnett County / ARC / Gateway85 / ARC Community Choices



### *Economic Development*

	<b>Description/Action</b>	<b>Cost</b>	<b>Year</b>	<b>Responsible Party</b>	<b>Funding Source</b>
E1	Continue to produce research; develop promotional material, and supporting data to support efforts to promote quality growth and development in the Jimmy Carter Corridor. Previous example projects include economic Impact studies, market studies, branding efforts, and promotional print and video content.	N/A	Ongoing	Gateway85	Gateway85
E2	Continue outreach efforts with individual property owners in the corridor to identify redevelopment opportunities and promote quality incremental redevelopment consistent with goals and vision of LCI.	N/A	Ongoing	Gateway85	Gateway85
E3	Provide technical support where possible to facilitate quality incremental redevelopment efforts in LCI study area that support goals and vision of LCI. Previous examples of technical support include stormwater engineering analyses, project-specific economic and real estate analyses, design concepts, facilitation of meetings, and coordination of events and programs.	N/A	Ongoing	Gateway85	Gateway85
E4	Assign and empower staff to manage and facilitate TAD application and approval process within Gwinnett County TADs. Proactively promote projects both large and small that contribute towards redevelopment visions set in TAD Redevelopment Plans and LCI plan. Consider using "pay-as-you-go" TAD funding for small-to-mid-size projects that incrementally improve commercial corridors within TAD districts.	N/A	Ongoing	Gwinnett County	Gwinnett County
E5	Support efforts to provide signature public spaces as a catalyst for incremental redevelopment in the Jimmy Carter Boulevard LCI area. Promote creation of quality public spaces on public land, in public rights of way, and within private development and redevelopment initiatives. Utilize CID, TAD or other County funds to offset costs directly and indirectly associated with development of public spaces, including construction costs, parking displacement/replacement, stormwater, and utility relocation.	\$10,000-\$2,000,000	Ongoing	Gateway85, Gwinnett County	Gateway85, Gwinnett County
E6	Recognize zoning, land use, and regulatory initiatives L2-L7 as essential to catalyzing quality redevelopment and economic development in the LCI study area. Advocate for these initiatives through the Gwinnett County Comprehensive Planning process to allow for regional mixed-use zoning in designated areas allowing sufficient densities to promote economic feasibility of redevelopment of aging and obsolete commercial and industrial land uses in and adjacent to the LCI corridor.	N/A	2018	Gwinnett County	Gwinnett County

E7	Recognize that access to quality public transit is an essential economic development tool in some areas. A strategic increase in the level of public transit accessibility may be needed to support designated regional mixed-use areas within the LCI area.	N/A	2018-2022	Gateway85, Gwinnett County	Gateway85, Gwinnett County
E8	Continue to work with owners (current and future) of OFS site to support redevelopment efforts. Provide support and guidance to promote quality redevelopment that supports LCI vision, job creation, and improved access and transportation. Work with site owners and development partners to insure streamlined development review process. Proactively seek opportunities to use TAD funding to support project elements that support vision of LCI plan and TAD redevelopment plan. Facilitate TAD application and approval process.	N/A	2018-2022	Gateway85, Gwinnett County	Gateway85, Gwinnett County
E9	Examine feasibility of renewing, extending or re-establishing the Gwinnett Village Opportunity Zone designation.	N/A	2018-2022	Gateway85, Gwinnett County	Gateway85, Gwinnett County
E10	Recognize that vehicular access is essential to commercial economic viability. In concert with T.2.1- "Interchange Modification Report", identify solutions to increase vehicular accessibility to Oakbrook Parkway near Jimmy Carter Boulevard to increase commercial viability of adjacent properties.	TBD	2018-2022	Gateway85, Gwinnett County	Gateway85, Gwinnett County



### *Housing Projects/Initiatives*

	<b>Description/Action</b>	<b>Cost</b>	<b>Year</b>	<b>Responsible Party</b>	<b>Funding Source</b>
H1	Consider incentives for workforce housing in the JCB Overlay. Incentives may include: tax credits and matching funds from County and/or State housing departments.	N/A	2018-2019	Gateway85	Gateway85, Gwinnett County, ARC
H2	Include requirements and/or incentives for inclusionary zoning in the JCB Overlay. Inclusionary zoning or housing requires a given share of new construction to be affordable by people with low to moderate incomes.	N/A	2018-2020	Gateway85	Gateway85, Gwinnett County, ARC
H3	Establish a recommended mix of unit sizes in new multi-family developments, within the JCB Overlay to encourage a mix of incomes and multi-generational access to housing.	N/A	2018-2019	Gateway85	Gateway85, Gwinnett County, ARC
H4	Consider allowing smaller lot sizes, smaller minimum building footprints, and accessory dwelling units throughout the study area to encourage a diversity of housing types that provide a range of affordability through design.	N/A	2018-2020	Gateway85	Gateway85, Gwinnett County, ARC

### *Additional Items*

	<b>Description/Action</b>	<b>Cost</b>	<b>Year</b>	<b>Responsible Party</b>	<b>Funding Source</b>
A1	Attract Supplemental LCI Funds: Complete ARC requirements to apply for LCI funds to plan priority projects, as listed in "Priority Projects".	N/A	2018-2023	Gateway85 / Gwinnett County	Gateway85, ARC, Gwinnett County
A2	Identify and create a map of assets and destinations. Make this available to CID participants and partners via a "Field Kit", online interactive mapping, and mailings.	Complete in-house	2018-2019	Gateway85	Gateway85, ARC, Explore Gwinnett
A3	Jimmy Carter Blvd Restaurant Crawl: The CID to partner with Explore Gwinnett to host a walking tour of restaurants with tastings at each location. Carter Oak Shopping Center or Carter Rockbridge Shopping Center are recommended locations.	\$2,500	2018-2019	Gateway85	Gateway85, ARC, Explore Gwinnett
A4	Jimmy Carter Blvd Shuttle Tour: The CID to partner with Explore Gwinnett to host a shuttle tour of restaurants and retailers. The shuttle will allow for participants to see more of the corridor than the walking tour. Potential stops include: Global Mall, Carter Oak, Al-Madina, Carter Rockbridge.	\$3,500	2018-2019	Gateway85	Gateway85, ARC, Explore Gwinnett
A5	Placemaking: To instill a sense of community and place, consider placemaking ideas, such as tactical urbanism pop-ups or public art.	\$10,000-50,000	2019-2020	Gateway85	Gateway85, ARC, Explore Gwinnett





JIMMY CARTER BOULEVARD LCI DRAFT TRANSPORTATION PROJECT RECOMMENDATIONS

Gateway85 CID

JCB Corridor Enhancements Project (T1.A)

	Project Number	Project Name	Project Description/Extent	Type of Improvement	PE		ROW/Utilities		Construction		Total Project Cost	Primary Responsible (Lead) Agency	Potential Funding Sources		Local Match
					Year	Cost	Year	Cost	Year	Cost			Conventional	Flex to FTA-eligible	
	T1.0	Jimmy Carter Boulevard Corridor Enhancements Project	This is an aggregation of multiple projects recommended on this list, intended to package them into a single corridor study that is more competitive for ARC project funding. This includes all projects highlighted below in green. Most are small-scale safety enhancements focused on pedestrian crossings, but the project also includes transit facility upgrades for the planned Gwinnett County transit corridor and the pilot application of the Jimmy Carter Boulevard streetscape enhancements and pocket parks recommended as part of the LCI study's International Street concept. CID will coordinate with ARC to determine funding-eligible components for transportation funding.	Pedestrian Safety	2020	\$ 139,330	2021	\$ 200,000	2022	\$ 1,153,300	\$ 1,492,630	Gateway85 CID; Gwinnett County	CID, LCI Projects, TIP		\$ 298,600
1: Safety Enhancement for All Modes	T1.1	JCB/Live Oak Crossing Enhancements	Improve high-visibility crosswalks at all intersection approaches and extend medians where feasible in order to provide pedestrian refuge for long crossings.	Pedestrian Safety	2019	\$ 3,000	2020	\$ 10,000	2020	\$ 30,000	\$ 43,000	Gateway85 CID; Gwinnett County	CID, TIP		\$ 8,600
	T1.2	JCB High Visibility Crosswalks - North of I-85	Install high-visibility crosswalks at select locations along JCB, providing crossings of intersecting cross-streets where they are currently missing. <i>Refer to list of intersections below.</i> North and south extents of the corridor are distinguished due to GDOT/County ownership.	Pedestrian Safety	2020	\$ 5,000	2021	\$ -	2021-2022	\$ 50,000	\$ 55,000	Gateway85 CID; GDOT	GDOT Quick Response, CID Funds, Gwinnett DOT (SPLOST Projects)		\$ 11,000
	T1.3	JCB High Visibility Crosswalks - South of I-85	Install high-visibility crosswalks at select locations along JCB, providing crossings of intersecting cross-streets. <i>Refer to list of intersections below.</i>	Pedestrian Safety	2020	\$ 6,500	2021	\$ -	2021-2022	\$ 65,000	\$ 71,500	Gateway85 CID	Gwinnett DOT Quick Fix program, CID funds		
	T1.4	Quails Lake Village Lane - Crosswalk Enhancement	Realign crosswalk on the west side of JCB to avoid proximity to the roadway travel lanes. This may involve coordination with private property owner.	Pedestrian Safety	2019	\$ 1,500	2019	\$ -	2020	\$ 15,000	\$ 16,500	Gateway85 CID	CID funds		
	T1.5	JCB/Shelby Drive Crossing Enhancements	Install crosswalks on south and east legs of intersection. Remove channelized westbound right-turn lane (eastern leg of Shelby Drive) to reduce crossing distance.	Pedestrian Safety	2018	\$ 2,600	2019	\$ -	2019	\$ 26,000	\$ 28,600	Gateway85 CID	CID funds		



	Project Number	Project Name	Project Description/Extent	Type of Improvement	PE		ROW/Utilities		Construction		Total Project Cost	Primary Responsible (Lead) Agency	Potential Funding Sources		Local Match
					Year	Cost	Year	Cost	Year	Cost			Conventional	Flex to FTA-eligible	
	T1.6	JCB/Rockbridge School Road Crossing Enhancements	If channelized NB right turn lane remains, install a raised island inside striped area and realign crosswalk to provide shorter paths and pedestrian refuge. Install crosswalk across south leg of JCB to connect to this new island, taking advantage of extended median width for pedestrian refuge.	Pedestrian Safety	2019	\$ 1,730	2020	\$ 5,000	2020	\$ 12,300	\$ 19,030	Gateway85 CID; Gwinnett County	CID, TIP, LCI Implementation Funds, Transportation Alternatives		\$ 3,806
	T1.7	Goshen Springs Road Sidewalk	Install sidewalk on at least one side of Goshen Springs Road, with mid-block crossings as needed to allow access to the other side. <i>Note than only a portion of the project is in the LCI study area.</i>	Pedestrian Safety	2019	\$ 166,000	2020	\$ 100,000	2021	\$ 1,560,000	\$ 1,826,000	Gateway85 CID; Gwinnett County	CID funds, County funds, developer contributions	With further development of Gwinnett Way transit concept, project may be eligible	
	T1.8	North Norcross-Tucker Sidewalk and Crosswalk Enhancements	Install sidewalk on west side of North Norcross-Tucker from Brook Hollow to Pelican Drive to allow access to an existing transit stop; install high-visibility crosswalks at Pelican Drive/N Norcross-Tucker intersection.	Pedestrian Safety	2019	\$ 16,570	2019	\$ 10,000	2020	\$ 155,700	\$ 182,270	Gateway85 CID	LCI Implementation Funds, CID Funds	Yes	\$ 36,454
1: Safety Enhancement for All Modes	T1.9	Crescent Drive Sidewalk	Install sidewalks on both sides of Crescent Drive from JCB to southern edge of redevelopment site (current police station site)	Pedestrian Safety	2020	\$ 74,100	2021	\$ 100,000	2022	\$ 641,000	\$ 815,100	Gateway85 CID	CID funds, developer contributions		\$ 163,020
	T1.10	JCB/Singleton Road Enhancements - <b>Short Term</b>	Enhance pedestrian crossings in current design, including curb extensions at corners to match striped areas	Pedestrian Safety	2019	\$ 14,600	2020	\$ 75,000	2021	\$ 71,000	\$ 160,600	Gateway85 CID	LCI Implementation Funds, CID Funds		\$ 32,120
	T1.11	JCB/Singleton Road Enhancements - <b>Long Term</b>	Substantial realignment of the intersection following one of two alternatives (described on following rows)	Multimodal Enhancements											
	T1.11-1		1. Realign S N-T to intersect with JCB at a more perpendicular angle, then connect this via curve to existing Singleton alignment	Multimodal Enhancements	2021	\$ 440,000	2022	\$ 1,000,000	2023	\$ 3,400,000	\$ 4,840,000	Gwinnett County DOT	TIP/STP funds		\$ 968,000
	T1.11-2		2. Realign both S N-T and Singleton to separate T approaches that allow left turns to function simultaneously	Multimodal Enhancements	2021	\$ 460,000	2022	\$ 1,400,000	2023	\$ 3,200,000	\$ 5,060,000	Gwinnett County DOT	TIP/STP funds		\$ 1,012,000
	T1.12	Oakbrook/Live Oak Crossing Enhancements	Realign crosswalk at southwest corner to follow design of southeast corner - extend sidewalk along channelized island to allow a more perpendicular (and shorter) crossing.	Pedestrian Safety	2019	\$ 5,700	2020	\$ 40,000	2021	\$ 17,000	\$ 62,700	Gateway85 CID; Gwinnett County	CID Funds, County Funds	Yes	
	T1.13	Carter Oaks - North Crosswalk Enhancement	Install high-visibility crossing along south edge of Oakbrook Parkway at Carter Oaks entrance	Pedestrian Safety	2019	\$ 1,600	2019	\$ -	2019	\$ 16,000	\$ 17,600	Gateway85 CID	CID Funds, County Funds		
	T1.14	Brook Hollow Parkway - Driveway Crossing Improvements	Install high-visibility crossings and construct accessible ramps at driveway locations along potential future transit corridor	Pedestrian Safety	2021	\$ 3,000	2022	\$ -	2022	\$ 30,000	\$ 33,000	Gateway85 CID; Gwinnett County Transit	CID Funds, County Funds	Potentially	\$ 16,500
	T1.15	Western Hills/N Norcross-Tucker Intersection Improvements	Realign curbs to meet current marking/stripping and install protected pedestrian crossings as warranted.	Pedestrian Safety	2020	\$ 5,500	2020	\$ 30,000	2021	\$ 25,000	\$ 60,500	Gateway85 CID; City of Norcross	CID Funds, City of Norcross	Potentially	

	Project Number	Project Name	Project Description/Extent	Type of Improvement	PE		ROW/Utilities		Construction		Total Project Cost	Primary Responsible (Lead) Agency	Potential Funding Sources		Local Match
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	T1.16	Thompson Parkway/Live Oak Parkway Crossing Enhancements	Install high-visibility crosswalks on east (Live Oak) and south (Thompson) legs of intersection. This will likely involve relocation of the westbound (Live Oak) stop bar back, as crossing of this leg must avoid existing driveway entry. If northbound channelized right turn remains, install raised island in current striped area to provide pedestrian refuge.	Pedestrian Safety	2019	\$ 1,500	2019	\$ -	2019	\$ 15,000	\$ 16,500	Gateway85 CID; Gwinnett County	CID, TIP funds		\$ 3,300
	T1.17	Danbury Drive/S Norcross-Tucker Intersection Improvements	Relocate crosswalks to shorten crossings and improve pedestrian safety. Use median in Danbury Drive as a pedestrian refuge for crossing of that street.	Pedestrian Safety	2020	\$ 1,200	2020	\$ -	2020	\$ 12,000	\$ 13,200	Gateway85 CID; Gwinnett County	CID funds, County funds		
	T1.18	JCB/Williams Road Pedestrian Enhancements	Remove existing channelized right-turn lanes and reduce footprint of intersection with truck-suitable corner radii. Install accessible features at intersection (such as detectable warning surfaces) to improve accessibility of intersection.	Pedestrian Safety	2019	\$ 20,200	2020	\$ 60,000	2021	\$ 142,000	\$ 222,200	Gwinnett County DOT	TIP funds, County funds		\$ 44,440
1: Safety Enhancement for All Modes	T1.19	Center Way Active Transportation Enhancements	Convert one travel lane of the current cross-section to a multi-use path for pedestrians and bicycles. <i>Note that this project is not in the LCI study area</i>	Bicycle/ Pedestrian	2020	\$ 50,000	2021	\$ 100,000	2022	\$ 450,000	\$ 600,000	Gateway85 CID	CID funds, County funds		\$ 120,000
2: Develop Options for the Interstate 85 interchange	T2.1	Interchange Modification Report	Prepare an Interchange Modification Report (IMR) for alternative configuration of Jimmy Carter Boulevard/I-85 interchange	Study	2021	\$ 500,000	N/A	\$ -	N/A	\$ -	\$ 500,000	Gwinnett County DOT or GDOT	CID funds, County funds		N/A
	T2.2	Right-of-way survey and planning	Perform right-of-way survey or coordinate with GDOT on available surveys or as-built drawings; summarize in a report of	Study	2022	\$ 150,000	N/A	\$ -	N/A	\$ -	\$ 150,000	Gwinnett County DOT or GDOT	CID funds, County funds		N/A
	T2.3	I-85 Split Diamond Interchange at JCB-Center Way (full project)	Reconstruct interchange at Jimmy Carter Boulevard to move access to/from the north on I-85 to a new half-diamond ramp system at Center Way; connect both resulting half-diamonds via one-way access roads between Jimmy Carter Boulevard and Center Way	Interchange Modification	2020-2022	\$ 2,155,000	2022-2025	\$ 3,500,000	2025-2030	\$ 29,318,500	\$ 34,973,500	GDOT (or co-lead with Gwinnett County DOT)	TIP/STP funds		\$ 6,994,700



	Project Number	Project Name	Project Description/Extent	Type of Improvement	PE		ROW/Utilities		Construction		Total Project Cost	Primary Responsible (Lead) Agency	Potential Funding Sources		Local Match
					Year	Cost	Year	Cost	Year	Cost			Conventional	Flex to FTA-eligible	
3: Promote transit as a corridor mobility option.	T3.1	JCB/Brook Hollow Transit Station Enhancements	Based on selected design of Gwinnett Way premium transit corridor, install high-quality transit stop facilities allowing improved pedestrian access, waiting area, shelters, and other amenities consistent with project design.	Study and Coordination; Streetscape Improvement	2020	\$ 5,000	2020	\$ -	2021	\$ 25,000	\$ 30,000	Gateway85 CID; Gwinnett County Transit	CID, Gwinnett County Transit Capital Funds	Yes	
	T3.2	JCB/Live Oak Transit Enhancements	Upgrade transit stops at existing locations to provide enhanced pedestrian waiting areas and signage/information on transit service.	Study and Coordination; Streetscape Improvement	2020	\$ 5,000	2020	\$ -	2021	\$ 25,000	\$ 30,000	Gateway85 CID; Gwinnett County Transit	CID, Gwinnett County Transit Capital Funds	Yes	
4: Expand Jimmy Carter Boulevard's multimodal capacity	T4.1	McDonough-Dawson Network Street	Expand existing alley parallel to JCB (and extending from McDonough on the north to Dawson on the south) into a full street and acquire ROW to make this a public street.	Street Network	2020	\$ 131,600	2021	\$ 250,000	2022	\$ 1,066,000	\$ 1,447,600	Gateway85 CID; Gwinnett County	Private development, CID or County Funds		
	T4.2	JCB Complete Street Pilot	Enhance JCB streetscape within existing ROW to reverse locations of sidewalk and landscape buffer: this will separate sidewalk from curb/travel lanes.	Streetscape Improvement	2021	\$ 74,200	2022	\$ 50,000	2023	\$ 692,000	\$ 816,200	Gateway85 CID; Gwinnett County	Private development, CID or County Funds		
	T4.3	JCB Complete Street Extension 1	Add to pilot project (T4.2) and continue streetscape on east side of JCB from McDonough Drive to Oakwood Circle	Streetscape Improvement	2024	\$ 159,200	2025	\$ 500,000	2026	\$ 1,092,000	\$ 1,751,200	Gateway85 CID; Gwinnett County	Private development, CID or County Funds		
	T4.4	JCB Complete Street Extension 2	Add to pilot project (T4.2) and continue streetscape on west side of JCB from McDonough Drive to Oakwood Circle	Streetscape Improvement	2025	\$ 180,600	2026	\$ 600,000	2027	\$ 1,206,000	\$ 1,986,600	Gateway85 CID; Gwinnett County	Private development, CID or County Funds		
	T4.5	JCB Northside Trail	Multi-use path along the west side of JCB between Brook Hollow Parkway and the I-85 interchange.	Bicycle/ Pedestrian	2019	\$ 80,000	2019	\$ 50,000	2020	\$ 750,000	\$ 880,000	Gateway85 CID	CID funds, developer contributions		
	T4.6	Brook Hollow Parkway Trail	Multi-use path along Brook Hollow Parkway (with specific alignment to be determined) between Best Friend Road and Center Way. The design of this path should be coordinated with the Gwinnett Way transit corridor planning and design.	Bicycle/ Pedestrian	2022	\$ 82,800	2023	\$ 100,000	2024-2025	\$ 728,000	\$ 910,800	Gateway85 CID; Gwinnett County	CID or County Funds		
	T4.7	Oakbrook-McDonough Multi-Use Path	Expand one sidewalk on McDonough Drive and Oakbrook Parkway into a multi-use path between Center Way and Graves Road. Only a portion of this alignment is within the LCI study area, though aligns with a County priority trail alignment.	Bicycle/ Pedestrian	2020	\$ 92,700	2021	\$ 100,000	2022	\$ 827,000	\$ 1,019,700	Gateway85 CID; Gwinnett County	CID or County Funds		
	T4.8	Live Oak-Dawson Boulevard Multi-Use Path	Expand one sidewalk on Live Oak Parkway and Dawson Boulevard into a multi-use path that intersects with the Oakbrook-McDonough path on both ends. In the short term, this allows a crossing of Jimmy Carter Boulevard as long as the Oakbrook-McDonough crossing remains closed due to those intersections' right-in/right-out designs.	Bicycle/ Pedestrian	2021	\$ 62,200	2022	\$ 100,000	2023	\$ 522,000	\$ 684,200	Gateway85 CID; Gwinnett County	CID or County Funds		
	T4.9	Live Oak-Singleton Path	Multi-use path between Live Oak and Singleton Road	Bicycle/ Pedestrian	2022	\$ 22,700	2023	\$ 150,000	2024	\$ 77,000	\$ 249,700	Gateway85 CID; Gwinnett County	CID or County Funds		

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					Year	Cost	Year	Cost	Year	Cost			Conventional	Flex to FTA-eligible	
4: Expand Jimmy Carter Boulevard's multimodal capacity	T4.10	JCB/South Norcross-Tucker Network	Street Network Addition, expected to allow right-in, right-out access at JCB	Street Network	2022	\$ 191,600	2023	\$ 250,000	2024	\$ 1,666,000	\$ 2,107,600	Gateway85 CID; Gwinnett County	Development contributions; County funds		
	T4.11	JCB Parallel Connection 1	Street Network Addition on the east side of JCB between Tracy Valley Drive and Singleton Road. May use current power easement for part of alignment	Street Network	2023	\$ 165,500	2024	\$ 100,000	2025-2026	\$ 1,555,000	\$ 1,820,500	Gateway85 CID; Gwinnett County	Development contributions; County funds		
	T4.12	JCB Parallel Connection 2	Street Network Addition on the east side of JCB between Singleton Road and Live Oak Parkway. May use current power easement for part of alignment	Street Network	2024	\$ 161,600	2025	\$ 100,000	2026-2027	\$ 1,516,000	\$ 1,777,600	Gateway85 CID; Gwinnett County	Development contributions; County funds		
	T4.13	Goshen Springs-Brook Hollow Network	Street Network Addition between Goshen Springs and Brook Hollow, generally between Center Way and JCB	Street Network	2024	\$ 154,400	2025	\$ 100,000	2026-2027	\$ 1,444,000	\$ 1,698,400	Gateway85 CID; Gwinnett County	Development contributions; County funds		



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