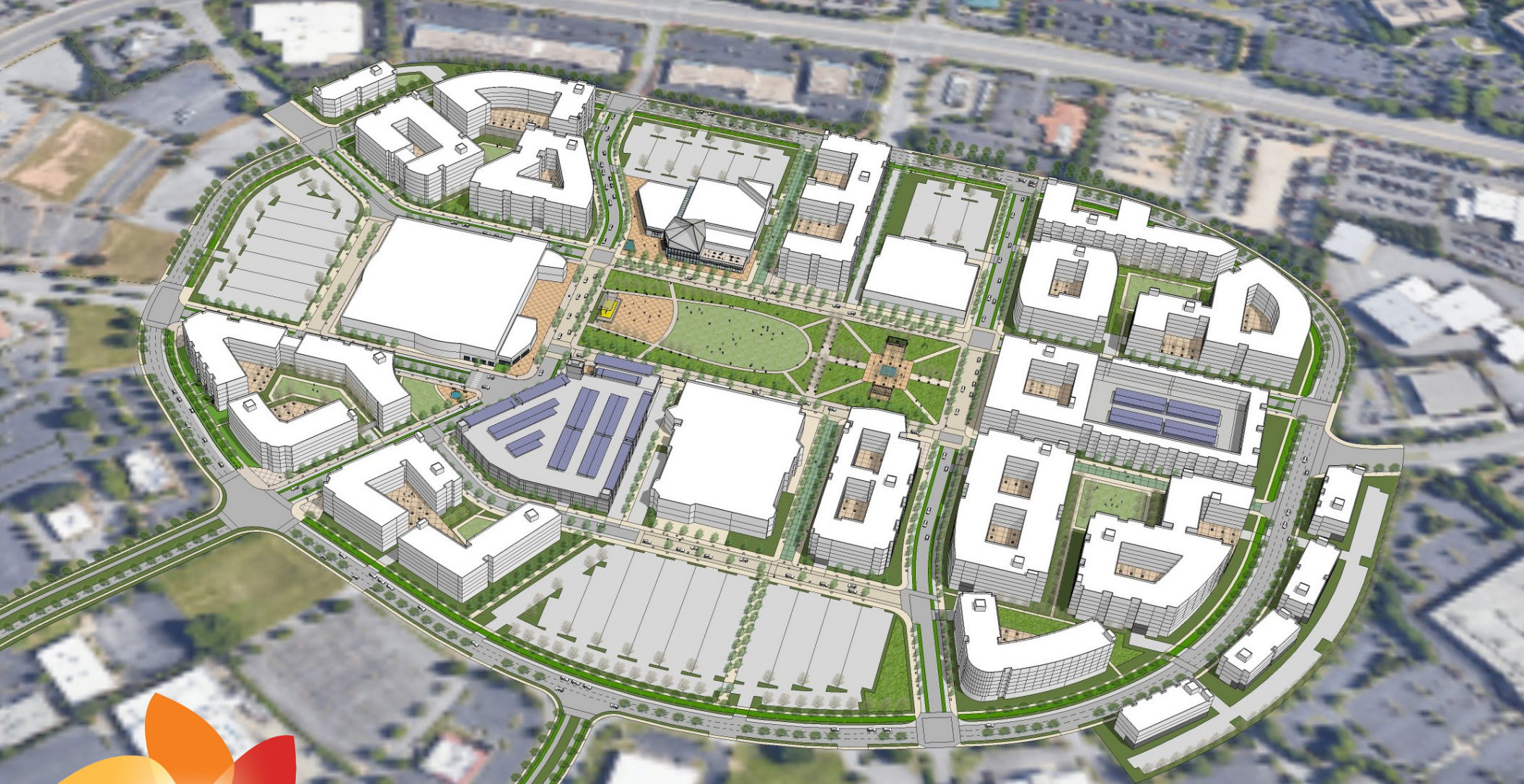




GWINNETT PLACE MALL SITE REVITALIZATION STRATEGY

An Action Plan for the Gwinnett Place to Be: The Global Villages

ACKNOWLEDGMENTS

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- Macy's: Paul Laughlin, Timothy Karmazsin
- Mega Mart: Gyu Heon LEE, Ansik KIM

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- Asian Real Estate Association
- Atlanta Korean American Committee Against Asian Hate
- Atlanta Taiwanese Association of America
- Avila Commercial
- Boehringer Ingelheim Animal Health
- Brand Real Estate Services
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- DS Brown
- EDENS
- Explore Gwinnett
- Ferguson Elementary School
- Filipino-American Association of Greater Atlanta
- Georgia Advocates for Crime Prevention
- Georgia Asian Pacific American Bar Association
- Georgia Communities



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- Georgia Korean American Real Estate
- Georgia Korean Chamber of Commerce
- Georgia Power
- Glance Gwinnett
- Gwinnett Chamber of Commerce
- Gwinnett County Public Library
- HomeFirst Gwinnett
- Hudgens Center for Art & Learning
- Impact Housing Group
- Indian American Cultural Association
- Insignia LLC
- Institute of Transportation Engineers Georgia Section
- Jackson EMC
- Korean American Association of Greater Atlanta
- Korean American Chamber of Commerce GA-ATL
- Korean American Restaurant Association
- Korean National Unification Advisory Council
- Latin American Association
- Latin American Chamber of Commerce of Georgia
- Latino Community Fund of Georgia
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- Mill Creek Residential
- National Association of Asian American Professionals Atlanta
- National Asian Pacific American Women's Forum
- National Church Residences Atlanta
- Northside Hospital Duluth
- Overseas Korean Traders Association
- Organization of Chinese Americans/Asian Pacific American Advocates
- Partnership Gwinnett
- Philadelphia College of Osteopathic Medicine – Georgia
- Purpose Built Communities
- Real Estate Professionals Network Atlanta

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- Revel LLC
- Rotary Clubs of Gwinnett County, Gwinnett Mosaic, Peachtree Corners/Norcross and Sugarloaf
- Ser Familia
- South City Partners
- Southwest Gwinnett Chamber of Commerce
- Tapestry Development Group
- Thai Association World Center
- Ting Enterprise
- University of Georgia Small Business Development Center
- Venterra Living
- Vietnamese American Community of Georgia
- We Love Buford Highway, Inc.
- Women's Affordable Housing Network
- Zimmerman Properties

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EXECUTIVE SUMMARY



EXECUTIVE SUMMARY

A combined effort between Gwinnett County, the Atlanta Regional Commission (ARC), and the Gwinnett Place Community Improvement District (GPCID), the Gwinnett Place Mall Site Revitalization Strategy is a redevelopment action plan for transforming the mall site into the Global Villages.

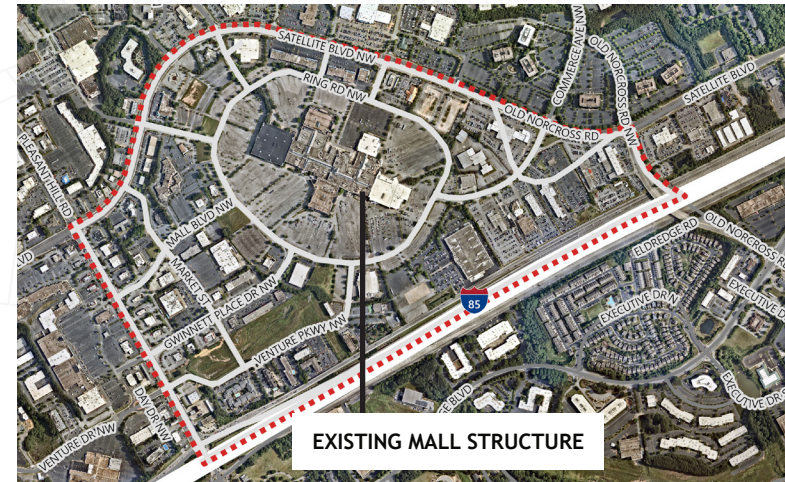
This summary strategy is the final step of a year's long planning process which dared to reimagine the possibilities of the Gwinnett Place Mall site. This document will take readers through the past, present, and future of the project: what work has already been done? Where are we now? What is the path ahead? How can Gwinnett County and its partners move forward on this path to make the vision a reality? Though the action strategy is the last step of the planning process, the work has just begun for Gwinnett Place Mall. Let's get started!

Project Process – 6 Major Steps

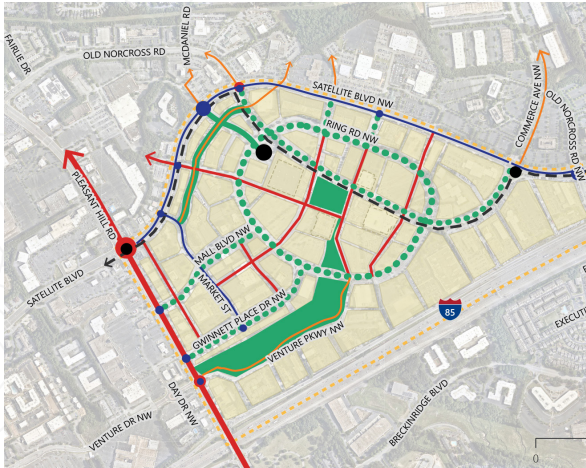
The Gwinnett Place Mall Site Revitalization Strategy was developed in six main steps: the starter vision, community engagement, market analysis, draft concepts, final concept, and the action plan. Keep reading for a summary and key highlights of each step in the project.



Gwinnett Place Mall Today



Aerial View of the Study Area



The Starter Vision

Starter Vision

The project team first took a deep dive into past planning efforts for the Gwinnett Place area. There are over a dozen plans, spanning from 2012 onward, that had all dreamed up different ideas for the site. For each plan, the project team looked for patterns on four main subjects: land use and intensity, mobility, infrastructure, and parks and placemaking.

Synthesizing all these plans together, along with a refining technical analysis, resulted in the Starter Vision. This composite vision provided a high-level starting point for the process: The Gwinnett Place Mall site will become **a vibrant, dense, mixed-use center of activity that is well connected, green, and walkable.**

Community Engagement

In addition to past efforts, there is a key voice that must be heard – yours! Central to the entire Gwinnett Place Mall Site Revitalization Strategy's development was extensive community engagement. The community surrounding the mall site is incredibly diverse – about 38% Gwinnett Place area residents were born in another country, representing 47 different countries total. For this plan to be successful people have to be at the heart of it all.

The project team engaged with over 3,000 community members and stakeholders throughout the planning process. This engagement included in-person events, such as stakeholder interviews, workshops, and community festivals. In addition, people could share feedback via an online hub, available in four languages, to stay up to date on project progress and give input on surveys and exercises.



Engaging the community at the International Night Market



Multi-family housing will be a key component

Market Analysis

Transforming the Gwinnett Place Mall site is going to depend on responding to opportunity—specifically, taking advantage of real estate market opportunities. The project team took a deep dive into understanding the market forces that will drive development at the mall site. This step looked at demographic and economic characteristics, as well as individual markets for housing, office, hotel, and retail. The result is a development program that was data-driven, market supportable, and economically feasible.

Based on this analysis, the project team found that **the strongest market demand in and around Gwinnett Place is for multi-family housing.** With this in mind, the preliminary development program—a list of the most feasible development types and the infrastructure and amenities needed to support them—focuses on new housing, with a sprinkling of new retail and office:

- » Residential: 2,700 – 3,800 housing units
- » Retail (new): 50,000 - 100,000 square feet (SF)
- » Office: 25,000 - 50,000 SF
- » Commercial: 50,000 – 100,000 SF of retail

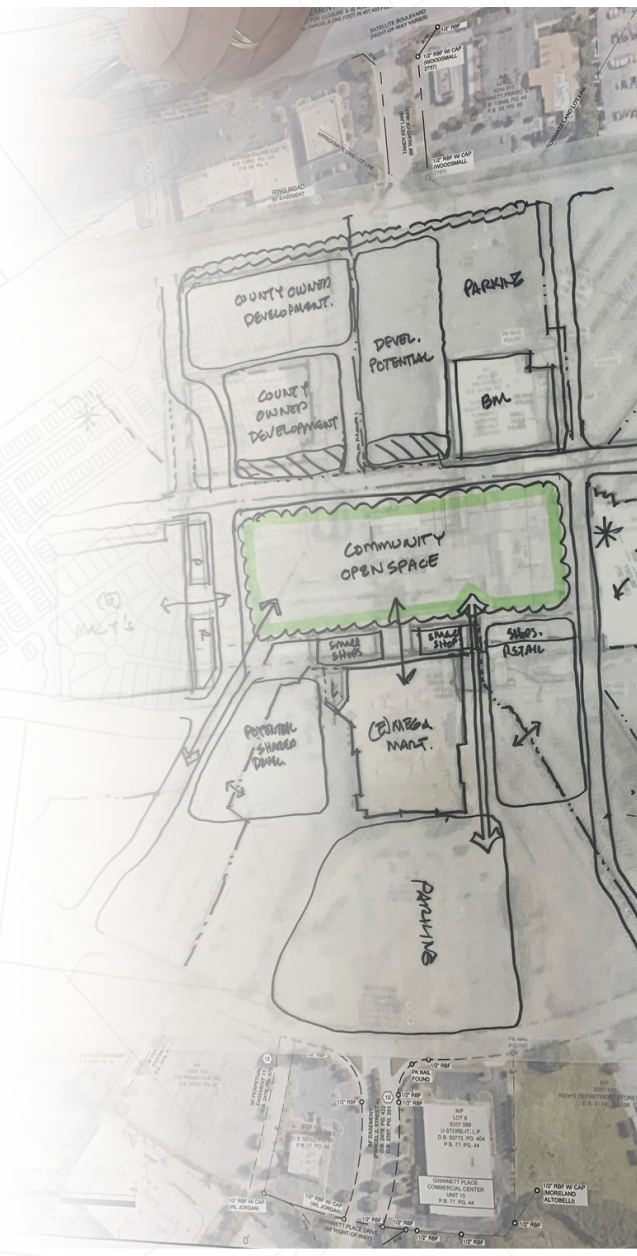
Draft Concepts

Using the starter vision, community input, and the market analysis findings as a foundation, the project team developed two initial concepts: the Mixed-Use Town Center and the Cultural District. **Both concepts call for demolition of the County-owned portion of the mall building, as well as the former Sears that is no longer in business.**

The Mixed-Use Town Center was the lower intensity concept of the two. Although it is heavily focused on new housing, it is similar in look and feel to other city and town centers in the County,

like Suwanee and Lawrenceville. The Cultural District concept is a similar mix of uses but built more intensely – about twice as much office and retail, and about 1,400 more housing units. It also has a stronger focus on culture and the arts, with a proposed cultural center, a high-end central park space, and a public parking garage to support everything.

When the project team went out into the community for input on the two concepts, people overwhelmingly liked the Cultural District concept best. The project team then needed to figure out how to get these ideas from vision to reality.

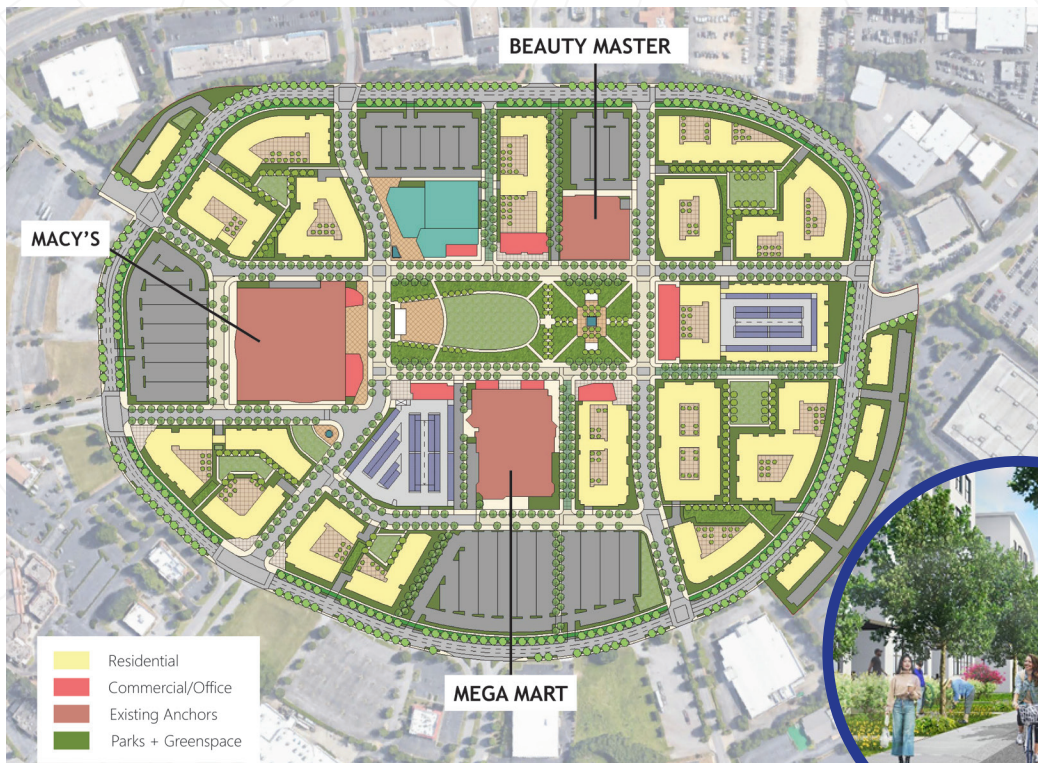


CONCEPT HIGHLIGHTS

Final Concept

Building on community feedback and public approval of the Cultural concept, the next step was to refine the vision into a full development program. **The result is the Global Villages concept: a new, vibrant community comprised of seven different “villages” oriented around a Central Park.**

The Global Villages will focus mainly on housing, which will be connected by a series of green spaces and paths, with pops of art and fun. Macy's, Mega Mart, and Beauty Master remain in place, but share park frontage with two important new public facilities: the International Community Cultural Center (ICCC) and a public parking garage. Encircling all of this is the Ring Road trail, a 1.25-mile greenway with wide sidewalks, a cycle track, and beautiful landscaping. Highlights of the concept are in the panel on the right.



The Global Villages Concept

Rendering of the Ring Road Trail



HOUSING:

2,700-3,800 new units in 7 different villages, with buildings between 4 to 7 stories tall.



NEW RETAIL:

55,000 (SF) mostly clustered around the Central Park space, and envisioned to be focused on food and culture.



OFFICE:

50,000 SF, predominantly offering neighborhood and community serving businesses like doctors' offices, real estate agencies, and co-working spaces.



CENTRAL PARK:

A world-class 4.4 acre park space with lots of outdoor “rooms”, flexible spaces for gathering and festivals, and unique play areas for children.



INTERNATIONAL COMMUNITY CULTURAL CENTER (ICCC) + PUBLIC ART:

This 52,000 SF space will be available for the public to gather, explore diversity/culture, participate in the arts, and access educational opportunities.



MOBILITY:

New roads, sidewalks, bike trails, and transit opportunities paired with a public parking garage.



Action Plan

A vision is great, but how does it get built? The major focus of this process was to create not just an idealized picture of the future, but a nuts-and-bolts guide for implementation. With the Global Villages concept in place, the project team developed a detailed Implementation Strategy to help guide Gwinnett County and its partners in the redevelopment process.

Building the Global Village is expected to take about 20 years, and represents a public investment of about \$158.2 million. Key aspects of the implementation strategy include:

- » Working collaboratively with the existing mall site land-owners
- » Organizing a development team dedicated to the Global Villages project
- » Building County capacity and adding to its development toolbox, particularly around inclusive housing, parking, and equitable development components
- » Prioritizing major public projects early, like the Central Park and new roadways
- » Making the project attractive to the development community by the public sector paying for parking in the villages

IMPACTS

Why go through a 20-year development process that will cost the public so much? Simply put, it will yield a lot of benefits to the community. Beyond transforming an eyesore into a fun destination, building the Global Villages is expected to:

- Generate an economic impact of \$6.98 of private investment for every \$1 of public money spent
- Create 14,700 temporary jobs during construction (equal to \$1.27 billion in wages)
- Longer term, create 3,200 more permanent jobs (with \$162.9 million in annual wages)
- Through 2050, generate \$69.2 million in tax revenue for the County's General Fund, along with \$61.5 million in state revenue, and \$176 million for the Gwinnett County School District

20-YEAR TIMELINE





INTRODUCTION



THE GWINNETT PLACE MALL STORY

Imagine it's the year 1984. The average price of a movie ticket is \$2.50, Prince's Purple Rain is on the radio, the Soviet Union is boycotting the Olympics, and Apple introduces its very first MacIntosh to the world.

On February 2 of that same year, Georgia Governor Joe Frank Harris clips the ribbon—with \$30,000 diamond-encrusted scissors—at the opening of Gwinnett Place Mall. The atrium's fountains splash alive, a band plays, and thousands of shoppers pour into the Atlanta area's newest mall to visit well-known anchors like Rich's, Davison's and Sears (and some lesser known spots like the Stride Rite "Bootery" and Potato Works). The County's Commission Chairman calls it "one of the finest things that's happened in Gwinnett's history."

If you lived in Gwinnett County during the 1980s and 1990s, chances are the Gwinnett Place Mall was part of your life. It was a place where teenagers had their first jobs, people met on dates, and holidays were celebrated with families.

Gwinnett Place Mall is located in unincorporated Gwinnett County, just off the Interstate (I-85) exit at Pleasant Hill Road. When it was built in 1984, it was an immediate success—thousands of people showed up for opening day and kept coming, year after year.

But things started to change around 2000. Newer, bigger malls were built nearby, pulling shoppers away. The way people shopped itself also started to change—they wanted an experience more like shopping along a Main Street, with fun green spaces and places to eat. The rise of the internet and online shopping drew even more customers away.

Gwinnett Place Mall declined to such a degree that it was more profitable as a movie set than as a place to shop. It achieved fame as the Starcourt Mall in *Stranger Things*, and continues to be used as a set to this day for a variety of films. The smaller stores shuttered one by one, but the three anchors of Macy's, Mega Mart, and Beauty Master held on and continue to be open for business today.

Questions swirled around the future of the mall. Could it be revived? Or should it be transformed into something totally different? What could Gwinnett even do, given that it was all privately owned?

In 2021, Gwinnett County bought 39 acres of the site and closed down the interior mall. At last, the County and its partners had a seat at the table.

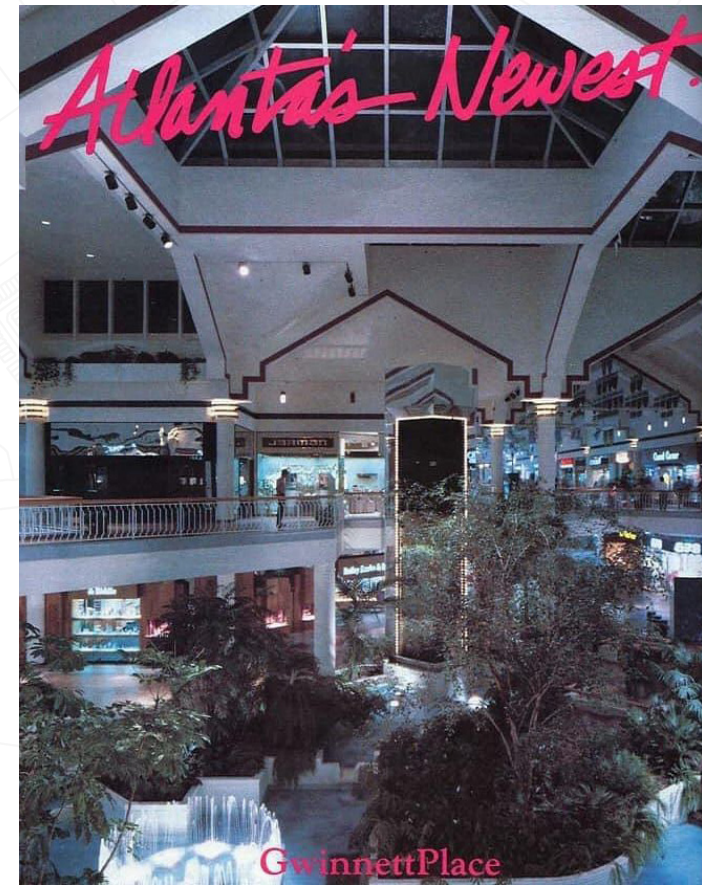


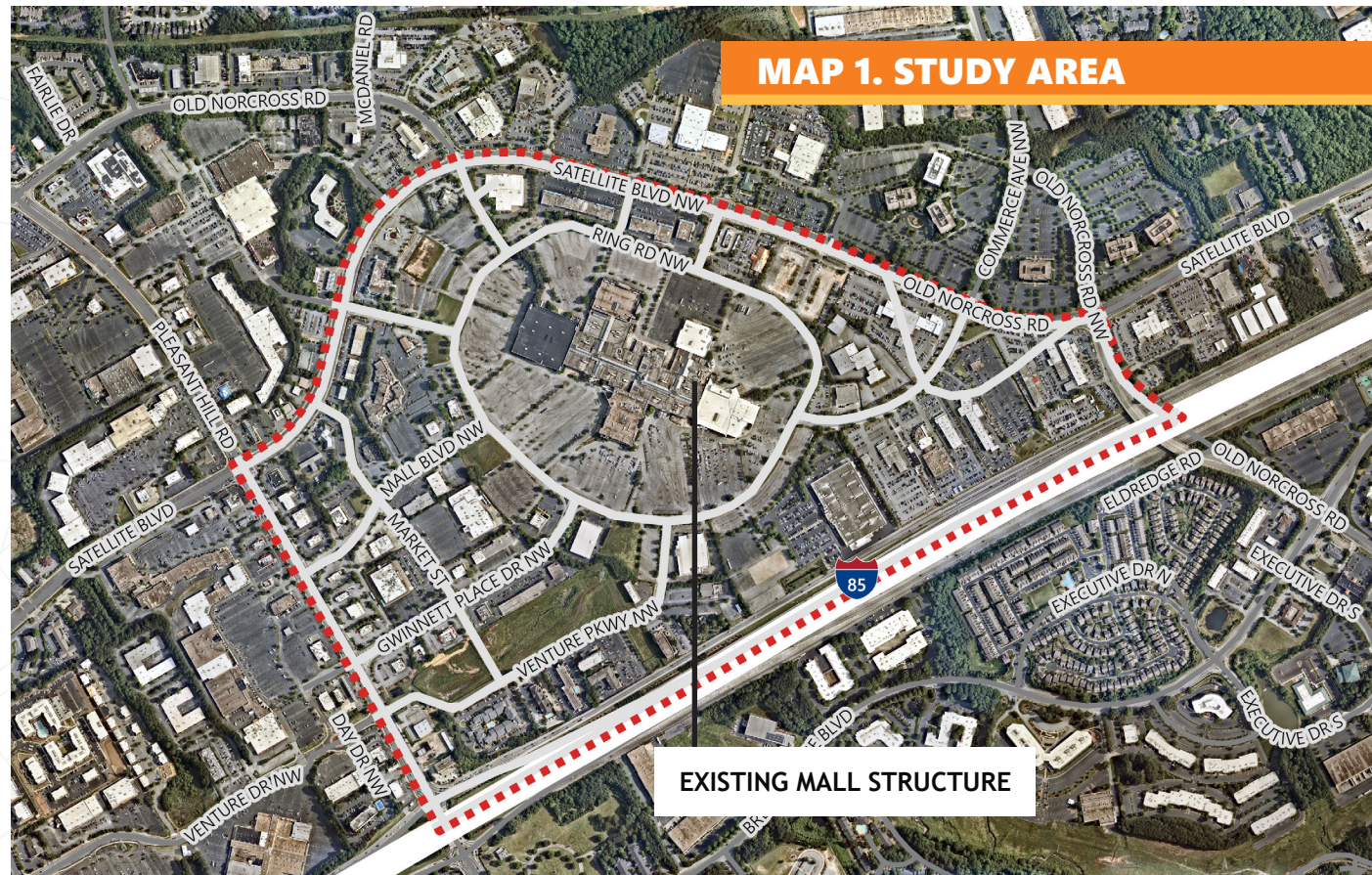
Photo promoting the opening of Gwinnett Place Mall

INTRODUCTION

A partnership of Gwinnett County, the Atlanta Regional Commission (ARC), and the Gwinnett Place Community Improvement District (CID), the Gwinnett Place Mall Site Revitalization Strategy is a redevelopment action plan for transforming the old mall. Specifically, the plan looks at transforming the area in Map 1, with a focus on the space within Ring Road.

Based on earlier plans, community input, and market-based analysis, the action plan charts a path forward to redevelop this once thriving destination in Gwinnett County. **It works hand-in-hand with Gwinnett County's Equitable Redevelopment Plan (ERP) for the mall area, emphasizing opportunities for a broad range of Gwinnettians and celebrating the County's rich diversity.**

Together, the action plan and the ERP mark the beginning of a new era at the site, but some of the familiar challenges remain.



WHAT IS DIFFERENT NOW?

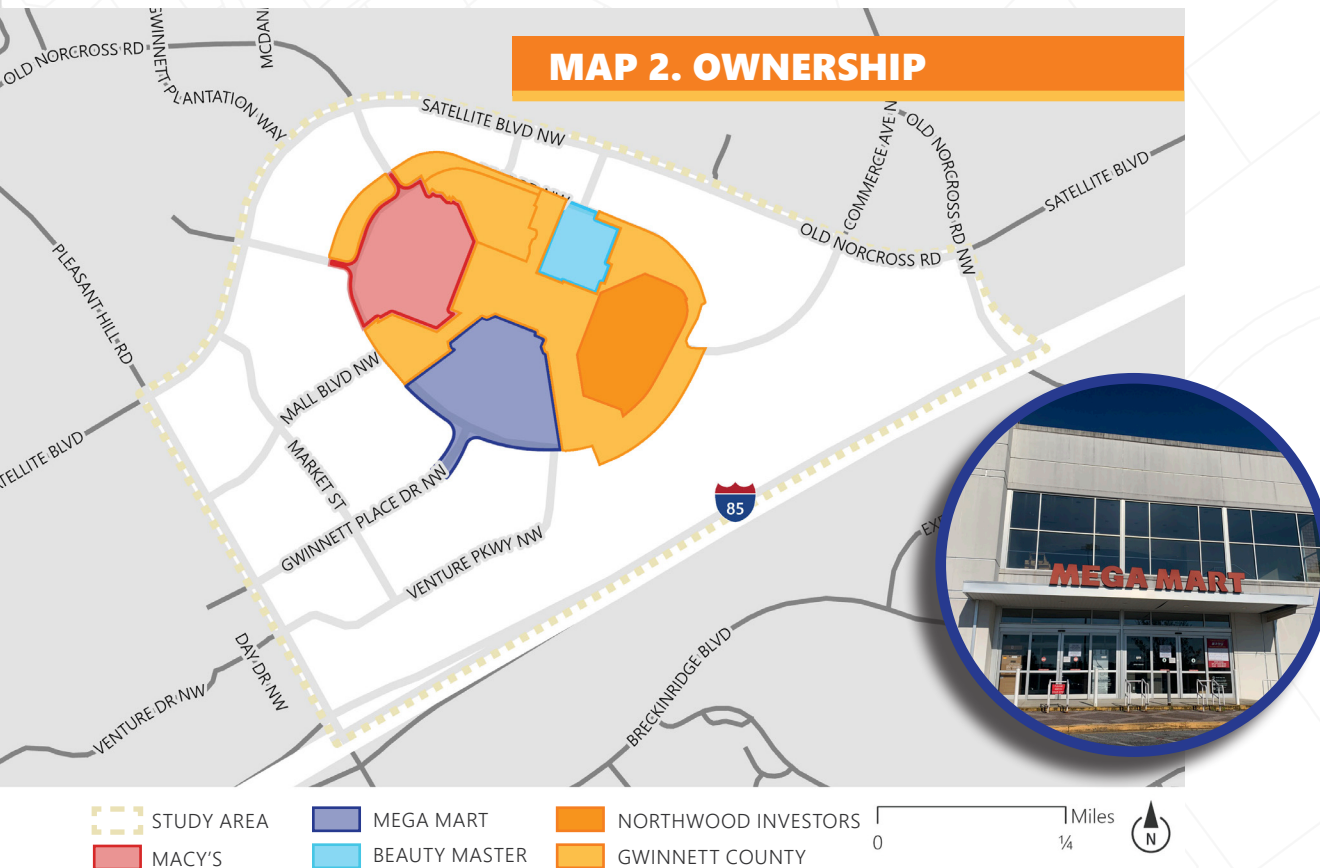
Many plans and proposals have promised big things for the mall site, but not much has happened. What's different about this plan?

- Gwinnett County now owns part of the site
- This plan is a deep dive into implementation, not just visioning
- People are ready! Despite Gwinnettians' fond memories of the mall, residents are ready for great things to happen here

WHAT'S STILL THE SAME?

It's still very complicated. The site has five different owners—Gwinnett County, Northwood Investors, Macy's, Mega Mart, and Beauty Master--and parcel lines are nearly impossible to redevelop as they currently stand. Moreover, the latter three owners still have their doors open to business.

MAP 2. OWNERSHIP



Action planning occurred in six main steps:

- 1 STARTER VISION**
- 2 COMMUNITY ENGAGEMENT**
- 3 MARKET ANALYSIS**
- 4 DRAFT CONCEPTS**
- 5 FINAL CONCEPT**
- 6 ACTION PLAN**

Ready to see the action plan? Let's go!





STARTER VISION



A STARTING POINT

Well before Gwinnett County bought part of the site in 2021, it was clear the mall was declining. It was worrisome—what should be done? In response, the Gwinnett Place Mall site became the subject of many plans and studies starting around 2012.

The first step of this action plan was to take a hard look at these previous plans and synthesize them into a “starter vision” with four layers: land use + intensity, mobility, infrastructure, and parks + creative placemaking.



MOBILITY

Mobility is all about transportation: how we move to, from, within, and around the Gwinnett Place Mall site.

Previous plans had a lot of agreement around mobility, such as pursuing:

- » Providing high-quality transit options like Bus Rapid Transit (BRT)
- » “Complete Streets” – streets that support all users and mode (walking, biking, transit, driving)
- » More trails and ways to walk and bike to nearby parks and planned trails
- » The addition of more local roads as the site redevelops
- » Improvements to existing roadways

These earlier plans envisioned a solid transportation system. However, when the capacity of this system was tested against the amount of new development envisioned, the surrounding roadway network wasn’t able to efficiently manage all of the trips.



INFRASTRUCTURE

Most earlier plans for the Gwinnett Place Mall site did not focus on sewer, water, or stormwater, though almost all noted the large detention pond at Venture Parkway and suggested improvements.

The action plan team looked at the existing sewer and water systems, incorporating County plans for expansion; thanks to the current sewer expansion project underway, no additional major upgrades are needed.

Managing stormwater is a different story. Gwinnett County has a project to improve the detention ponds but these ponds can only hold the water—they can’t treat them for quality. Filtering the runoff to reduce the presence of pollutants will need to be managed at other places on the site.



PARKS + CREATIVE PLACEMAKING

Parks and creative placemaking are all about the special qualities and experiences that make a place feel unique and distinct from everywhere else. Most earlier plans for Gwinnett Place parks and character agree on:

- » Emphasizing the existing diversity/international feeling of Gwinnett Place
- » Having a great central park
- » Including a bunch of green spaces, greenways, and trails

Some earlier plans had projects that would add to the sense of place, but with their high costs and complicated implementation, may not be the best “bang for the buck.” Priority for public spaces and placemaking should be given to high-impact projects that celebrate the area’s diversity.

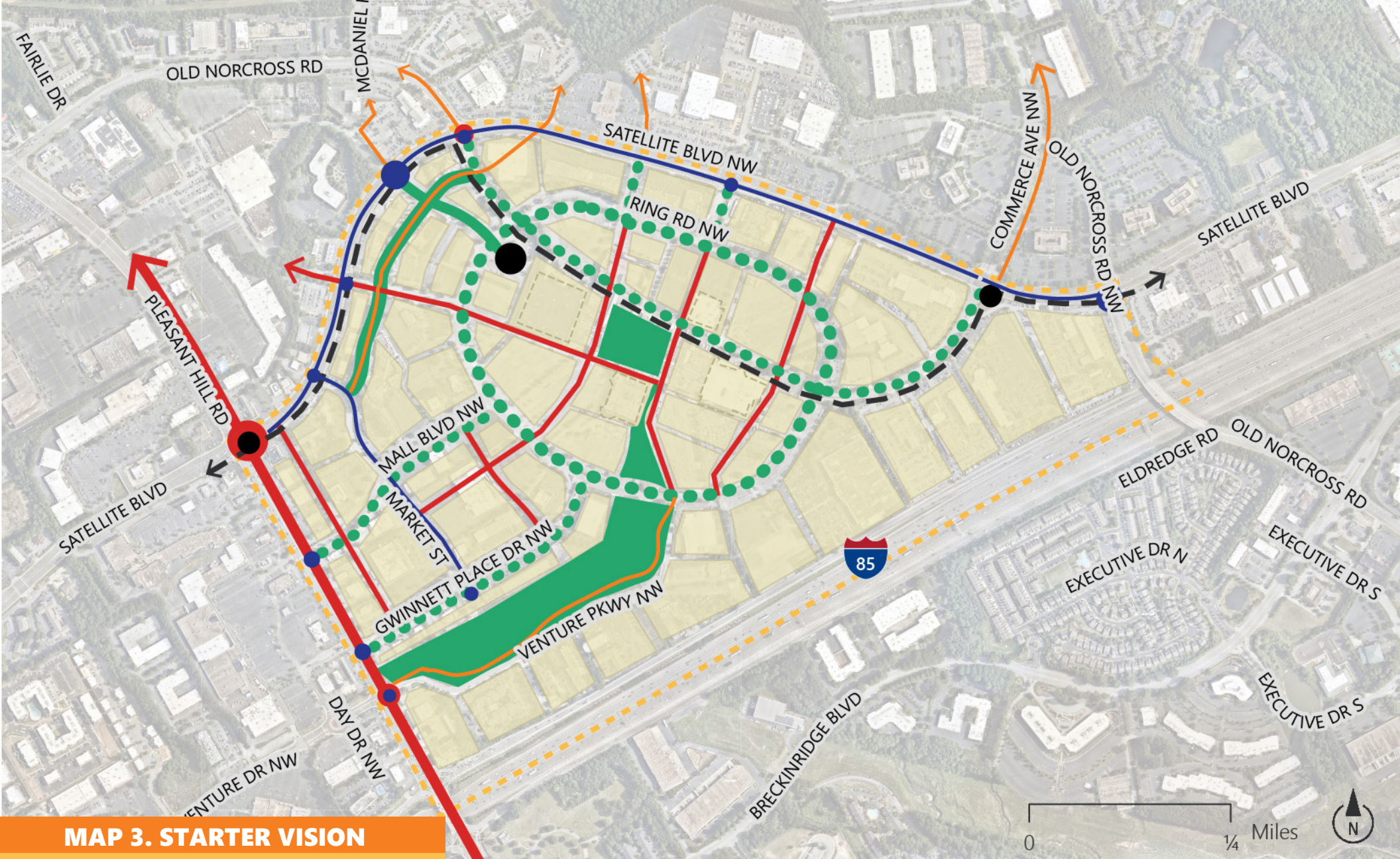


LAND USE + INTENSITY

Land use and intensity looks at how much development should be at the site, how dense/intense it is, and what is the right mix of uses (like retail, housing, and office). Most of the earlier plans showed:

- » Demolishing at least part, if not all of the mall building itself
- » An increased amount of housing
- » A higher density place with a mix of development types—a destination for Gwinnett County, and maybe the region

Early plans were vague on just how much density should be built. A rough estimate based on their vision graphics suggested up to 17 million square feet (SF) of new buildings at and around the mall site; by comparison, Avalon in Alpharetta is just 2.3 million SF.



WHAT THE MARKET WANTS



WHAT DOES THE MARKET WANT?

Transforming the Gwinnett Place Mall site is going to depend on responding to opportunity—specifically, taking advantage of real estate market opportunities. The graphic to the right is a snapshot of what the real estate market looks like, comparing trends in Gwinnett County to the Gwinnett Place trade area (about 2 miles around the mall site).

WHO IS THE MARKET?



GWINNETT COUNTY

POPULATION

- Since 2000, the County's population grew by 368,600; That's about 18,400 new residents every year for the past 20 years
- The Atlanta Regional Commission forecasts 527,700 new residents by 2050 for a total population of 1.48 million

INCOMES, JOBS, + SPENDING

- Average household income: \$94,820 per year
- Average retail spending: \$14,715 per year
- County added 69,300 new jobs over past 15 years (2005—2019): about 4,600 jobs per year (a rate of 1.5%)
- ARC forecasts suggest job growth will slow: 20,000 new jobs by 2030 = 2,000/year (rate of 0.5%/year)



TRADE AREA

- There are about 42,600 residents in 16,300 households...about 4.6% of total County population
- Residents are a diverse mix: Asian (21%), Black (33%), Hispanic (32%), White (26%)
- In the next 5 years, the trade area is expected to gain about 3,500 new residents in 1,300 new households (units)
- By 2050, there will be 24,450 new residents in 9,300 households if trends remain the same

- Average household income: \$65,500 per year
- Average retail spending: \$14,715/year per year
- Trade area added 5,200 new jobs over past 15 years (2005—2019) = 350/year (a rate of 1.0%)
- Trade area captured 7.5% of County's overall job growth (fair share) but had some key losses in jobs in office-using sectors like finance
- If 7.5% share is maintained, the trade area will have will have about 1,500 new jobs by 2030



SO WHAT?

Although population projections for the county are big, the projections for the 2-mile area around Gwinnett Place area are more modest—if current trends hold

Job growth hasn't been as strong in Gwinnett as a whole—the County has mostly been a bedroom community. Jobs around Gwinnett Place have grown slowly at a rate of about 1.0% per year over the past 15 years. By 2030, the area can expect probably only about 1,500 new jobs

WHAT IS THE MARKET FOR DEVELOPMENT?

People are a major driver of development, but it's also important to consider real estate market data. To under potential market demand the project team looked at housing and office development trends, shown at right.



Gwinnett Commerce Center

HOUSING



- Owner-occupancy is increasing: 65% (2010) to 68% (2026)
- 78% of County's housing stock is single-family (attached, detached)
- Average unit value: \$295,000
- Population growth is fueling a lot of new housing construction: 3,400+ new units started every year over the past 15 years (74% in unincorporated County)
- County absorbs 770 multi-family units/year past 15 years

OFFICE



- There is 35.8 million square feet (SF) of offices, including 5.0 million SF of vacant space (14% vacancy rate)
- Since 2007, only 3.3 million SF of space has been built
- Historically about 219,800 SF is "absorbed" every year in the past 15 years, which increased to 250,300 SF/year in the past 5 years
- At this pace though, it will take 13 years to fill up the vacant office space to a stable condition (usually defined as 5% vacancy)



TRADE AREA

- Owner-occupancy is increasing slightly: 30% (2010) to 31.5% (2026)
- Average unit value: \$226,000
- Very few new housing units built in recent years
- The area has historically absorbed about 100 multi-family rental units annually; this increased to 180 units annually past 5 years

- Around Gwinnett Place there is 4.8 million SF of office space, almost 1/4 of which is vacant (1.1 million SF)
- Vacancy rates consistently range between 15% to 31% since 2007 but even then some 437,400 SF have been built in recent years
- The Gwinnett Place area has about 13% of office inventory in the County, but has 23% of its vacancies
- "Absorption" is negative—more people are leaving their office spaces in the area, rather than new space filling up. The area is losing about 41,445 SF of office tenants every year for the past 5 years



SO WHAT?

The housing market around Gwinnett Place is different than most places in unincorporated Gwinnett: it historically attracts fewer units and at more modest values. Almost all new units are multi-family rentals, but there is a big need for this type of housing across the County. Gwinnett Place is a good location for it!

Bottom line, there is almost no opportunity for new office to be built at Gwinnett Place in the near future

RETAIL

The changes that ultimately led to the mall's closure are still underway—and in many ways, these changes have been put in overdrive by the COVID-19 pandemic. The ways we shop have changed profoundly in just a matter of twenty years.

Now there are two shopping models that are successful: online shopping and “experiential” retail. Experiential retail is a trend that goes beyond shopping and focuses on the whole experience of being in a fun, vibrant place full of life and activity.

Unfortunately, the retail built at and around Gwinnett Place reflects the old-school suburban

shopping norms. The mall itself has about 1.4 million square (SF) of retail, and there's another 1.25 million SF of big box stores and strip malls within 2 miles. New retail that better fits today's shoppers' needs is being built elsewhere in the County, leaving Gwinnett Place with high vacancy rates and empty storefronts.

But maybe the most concerning number is the average retail/food and beverage sales per square foot. Within the 2-mile ring of Gwinnett Place, it is just \$134 per SF. For a developer to come in and want to build new retail, usually this number needs to be at least \$200/SF, and ideally closer to \$300/SF.

SO WHAT?

Right now there is way too much outdated retail space at and around Gwinnett Place, and current sales numbers are too low to encourage building new, better space. So, it is unlikely that developers will be interested in constructing a lot of new retail at the site in the near term.



GET WITH THE PROGRAM

Big picture, housing is the type of development with the strongest demand around the Gwinnett Place Mall site. This is expected to be the case for at least the next 5 years, and possibly much longer depending on changes in how we work and shop.

With this in mind, the preliminary development program—basically a list of the most feasible development types—focuses on lots of new housing, with a sprinkling of new retail and office:

- » 2,700 – 3,800 housing units
- » 25,000 – 50,000 square (SF) of office
- » 50,000 – 100,000 SF of retail

The program also assumes that each of the existing mall anchors—Macy's, Mega Mart, and Beauty Master—continue to remain in their current buildings per their request.

This initial program, with input from the community, area stakeholders and property owners, and the starter vision synthesized from earlier plans, formed a critical foundation for development of the plan.



Multi-family above ground-level retail at Avalon

WHERE ARE THE TOWERS?

Why isn't there more density? There are two main reasons: the market numbers do not suggest demand for many thousand rental units at Gwinnett Place, at least not in the next 5 -10 years. This is most clearly seen in the average rate of absorption of about 180 new housing units every year in the Gwinnett Place area. Also, adding large amounts of density at the site would put a huge strain on area roadways, many of which—like Pleasant Hill Road—are already choked with traffic.

This is all consistent with other successful mall redevelopment projects around the country. The best ones, like Westminster and Belmar, max out at just 4 or 5 stories. These are densities that are proven to work well for new mixed use places in the suburbs.

That said, this does not have to be the "final" density. It is an average density based on current and projected market numbers; if and when the market shifts and there is demand for more development, the site definitely has the physical capacity to support more of everything—as long as the transportation network can keep up with the additional trips.



WHAT PEOPLE WANT



ENGAGEMENT OVERVIEW

Since the mall opened back in the 1980's, Gwinnett County experienced an incredible population boom. With that growth brought a tremendous shift in culture and demographics. Today, it is one the most diverse communities in the southeast. It has a diversity index of 80.9%, meaning that if you picked two Gwinnettians at random, there is over an 80% chance they will be of two different races or ethnicities.¹

The Gwinnett Place area is no different. **About 38% Gwinnett Place area residents were born in another country, representing 47 different countries total.**² In creating the

action plan for the Gwinnett Place Mall site, it was critical to engage a diverse group of stakeholders and community members to understand the community's needs and vision. **Most materials were made available in English, Spanish, Mandarin, and Korean.**

Engagement occurred in four stages: early engagement, a concept workshop, community events, and concept consensus.

1. Partnership Gwinnett/ESRI Community Analyst, 2021
2. 2019 American Community Survey Estimates



EARLY ENGAGEMENT

The bulk of community engagement occurred in the early stages. At the outset of the project, the team released a two-minute survey to provide a quick way for people to provide input immediately. Stakeholder interviews and focus groups allowed the team to take a deeper dive with community members and topic experts. The team also popped up at various community events to meet Gwinnettians where they were. Virtually, gwinnettplacetobe.com served as an online hub for project information and engaged visitors with interactive exercises.

4 Main Methods

1

**TWO-MINUTE
SURVEY**

2

**STAKEHOLDER
INTERVIEWS/
FOCUS GROUPS**

3

**COMMUNITY
POP-UP EVENTS**

4

**ONLINE HUB
EXERCISES**

COMMUNITY POP-UPS

The team attended the following events to talk to the community about the future of the mall site.

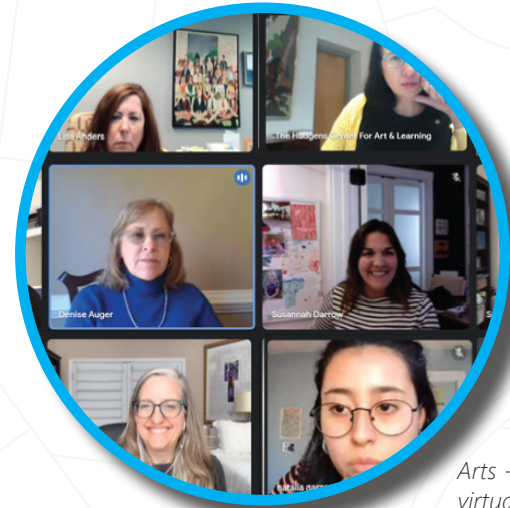
- Metro Atlanta Redevelopment Summit (MARS)
- Rotary Clubs
- BisNow: The Changing Landscape Of Gwinnett County
- Real Professionals Network Atlanta
- Harvest Homecoming Festival
- Lawrenceville Harvest Festival
- Glance Gwinnett
- Leadership Gwinnett
- Duluth Deck the Hall
- Suwanee Jolly Holly Day



STAKEHOLDER INTERVIEWS + FOCUS GROUPS

The team sat down with various stakeholders to chat about their vision for the Gwinnett Place to be. Some of these groups include:

- Local Korean-American leaders
- McClure Health Science HS Students
- Pan-Asian Leaders
- Inclusive Housing Experts
- Latinx Leaders
- Local Arts and Cultural Leaders
- Local Business and Owners



*Arts + cultural leaders
virtual focus group*

EARLY ENGAGEMENT

Through each of the four methods, the project team asked the community about three themes: land use and intensity, transportation and infrastructure, and art and creative placemaking. A summary of their responses is below.



GENERAL TAKEAWAYS

- Celebrate and support an **international mix of cultures**
- Be designed with **multi-generational families** in mind
- Be a place where you can **live, work, play, AND, eat!**
- Include **gathering spaces** for the community
- Capitalize on **public enthusiasm** for Gwinnett County ownership of the property

WHAT WE HEARD - KEY THEMES FROM THE COMMUNITY



Land Use + Intensity

- » Create an International Village where you can live, work, play, and eat!
- » More class A office, residential, and retail space
- » 5 stories is preferred
- » Prioritize transit-supportive uses
- » Encourage authentic, international restaurants and food incubator
- » Include affordable commercial/office space for entrepreneurs and non-profits working with multi-cultural communities
- » Provide affordable and market rate housing that caters to multi-generational families
- » There is concern over commercial gentrification
- » Development should be accompanied by business and workforce development programming
- » Incorporate health related services like pharmacies, primary care outpost, and/or urgent care



Transportation + Infrastructure

- » Bus rapid transit (BRT) is a priority
- » Include trails and bike facilities
- » Provide wide sidewalks with wide, landscaped buffer
- » Incorporate green infrastructure throughout, particularly along streets



Art + Creative Placemaking

- » Include an art and cultural center, particularly affordable event and performance space
- » Green space is a priority! Include large central green space with smaller pocket parks and community gardens
- » Include creative playscapes for children!
- » Create artist + food market

CONCEPT WORKSHOP

Between April 19 and 21, the project team assembled for a three-day community workshop with the goal to create two development concepts (see page 23 for more details!). During “drop-in hours,” community members and stakeholders stopped by to provide input as the team crafted these concepts in realtime.



Photos from Concept Workshop



COMMUNITY EVENTS

On Friday, April 22, and Saturday, April 23, the project team revealed two development concepts at the International Night Market in Suwanee, Georgia and simultaneously on the online hub. Participants stopped by to learn about each concept and used a glow-in-the-dark ball to vote on their favorite. Festival goers and online visitors ultimately voted in favor of the Cultural District concept because they liked the level of density, the central park, and cultural center component. More details on these concepts can be found starting on page 20, as well as additional information about the engagement event on page 23.



Photos from International Night Market



CONCEPT CONSENSUS

With a few more refinements, the team took the Cultural District concept on the road and online to solicit even more feedback. The Gwinnett Multicultural Festival held at Gwinnett Place Mall was the perfect opportunity. The team's booth represented the country of Senegal and engaged festival-goers in a large-scale game of mancala as well as with African drumming performed by Gwinnettian artists. People thought the concept was on the right track and stressed the need for inclusive housing and improved mobility.

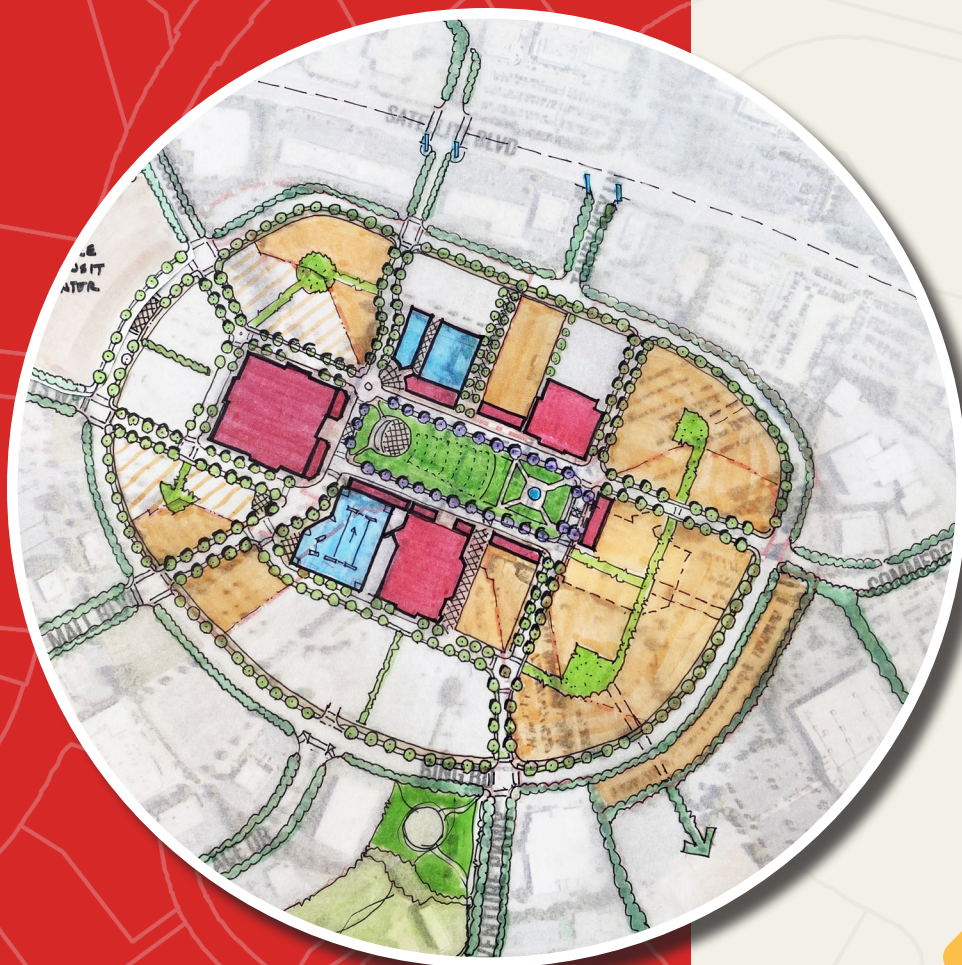


WHAT ABOUT THE MALL ANCHORS?

Community input is important, but it was just as critical to involve the current property owners at the mall site. All four private sector property owners participated in developing the Gwinnett Place Mall Revitalization Strategy. Macy's, Mega Mart, and Beauty Master all expressed their strong desire to stay in business in their current locations, but were open to changes around them. Northwood Investors, the owner of the former Sears, was also supportive and wanted to see forward motion in the site's redevelopment.



Photos from Gwinnett County Multicultural Festival at Gwinnett Place Mall



TWO INITIAL CONCEPTS



TWO INITIAL CONCEPTS

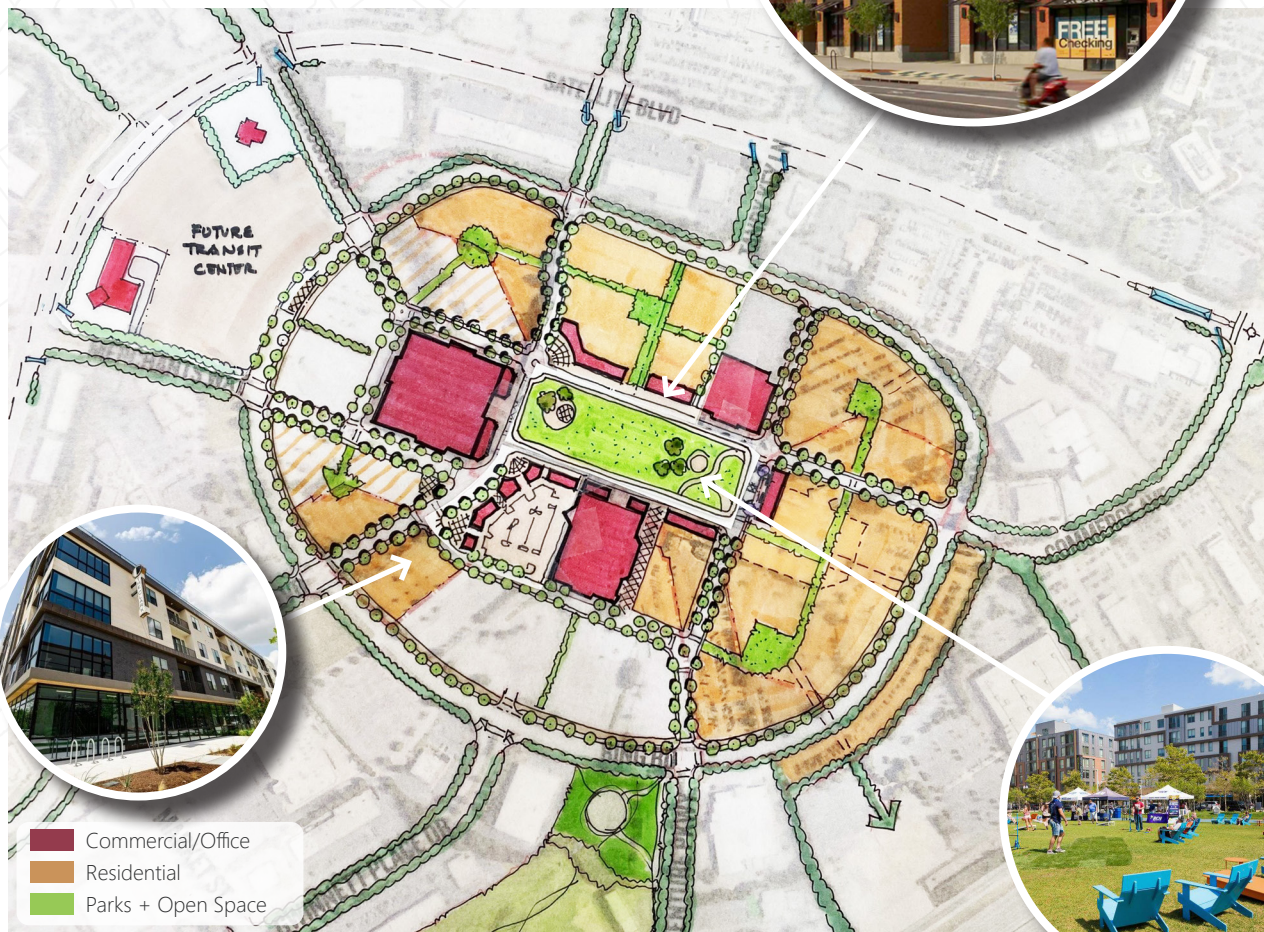
Using the starter vision, community input, and the market analysis findings as a foundation, the project team got together in April, 2022 to develop two initial concepts: the Mixed-Use Town Center and the Cultural District. **Both concepts call for demolition of the County-owned portion of the mall building, as well as the old Sears that is no longer in business.**



Left and above: The project team and stakeholders discuss draft concepts at the Concept Workshop

#1 MIXED-USE TOWN CENTER CONCEPT

The Mixed-Use Town Center was the lower intensity concept of the two. Although it is heavily focused on new housing, it is similar in look and feel to other city and town centers in the County, like Suwanee and Lawrenceville.



KEY FEATURES

- » Mega Mart, Beauty Master, and Macy's buildings remain in place
- » Some small, local retail around a central green space
- » Mostly residential, averaging 3-4 stories in height
- » Flexible central green space with smaller parks throughout
- » Upgraded transit center, better sidewalks, bicycle facilities, and improved intersections



3-4
stories on
average



RESIDENTIAL:
2,700 Dwelling Units (DU)



OFFICE:
25,000 Square Feet (SF)



RETAIL:
50,000 SQFT



PARKS:
15.7 Acres

MODERATE

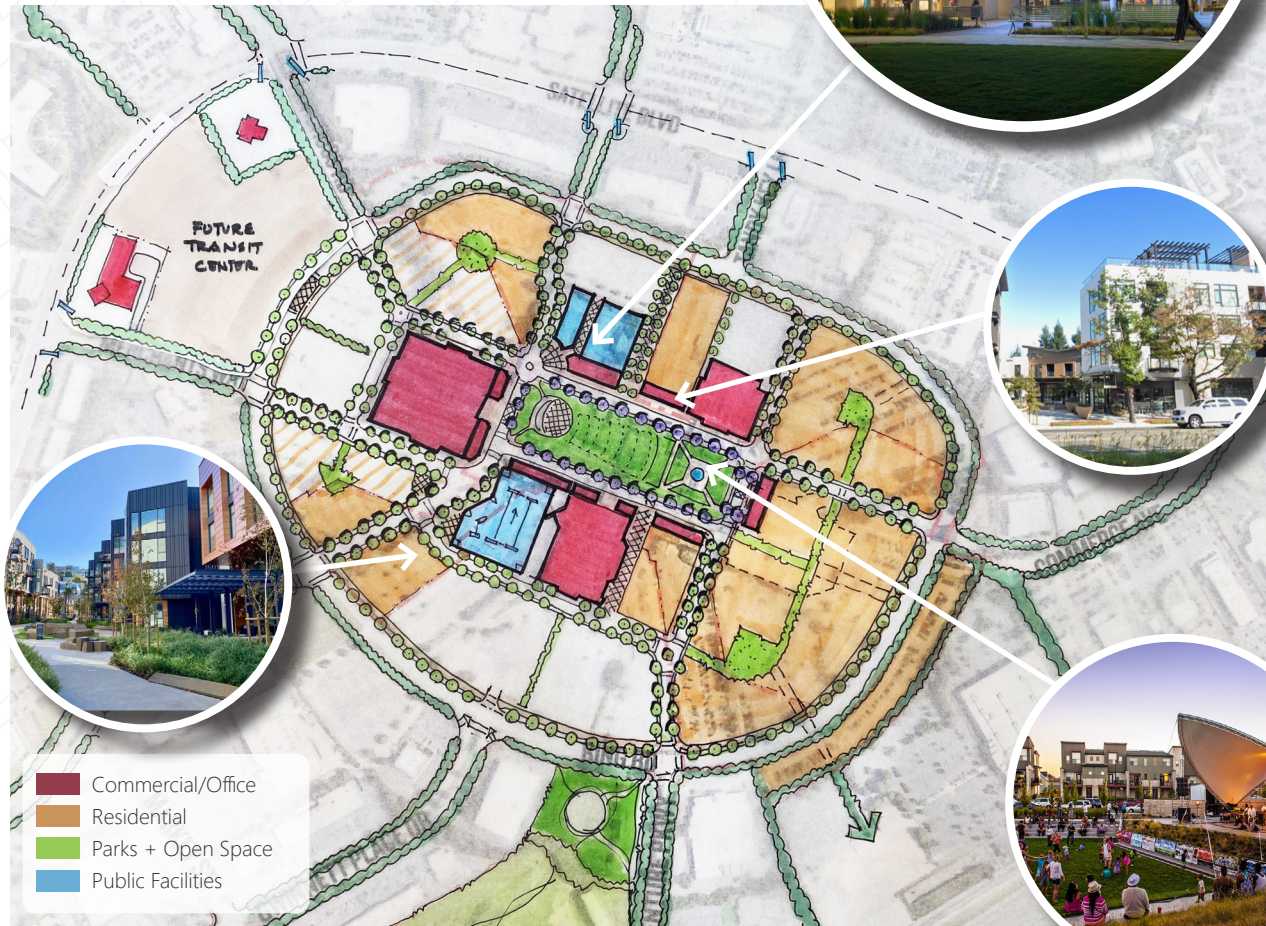
Public Investment &
Redevelopment Impact

SLOWER

Pace of Development

#2 CULTURAL CENTER CONCEPT

The Cultural District concept included a similar mix of uses but more of them – about twice as much office and retail, and about 1,400 more housing units. It also has more of a focus on culture and the arts, with a proposed cultural center, a high-end central park space, and a public parking garage to support everything.



KEY FEATURES

- » Mega Mart, Beauty Master, and Macy's buildings remain in place
- » Mostly residential, but some small/local retail along park
- » Large cultural center with lots of event spaces, programs, and support for non-profits and food entrepreneurs
- » Central, activated green space with arts/culture/event focus
- » Enhanced transit center, Ring Road greenway with trail, bicycle and pedestrian improvements, additional I-85 access



RESIDENTIAL:
3,800 Dwelling Units (DU)



OFFICE:
50,000 Square Feet (SF)



RETAIL:
100,000 SQFT



PARKS:
15.7 Acres



PUBLIC FACILITIES:
2.5 Acres



4-6
stories on average



HIGHER

Public Investment
Redevelopment Impact
Pace of Development

WHICH CONCEPT DID PEOPLE PREFER?

With two draft concepts to share, the project team went into the community to get input. There were four primary ways people could learn about the concepts and give their input:

- » The online hub
- » Festivals: International Night Market and the Gwinnett County Multicultural Festival
- » More stakeholder discussions and focus groups
- » Social media and traditional media
- » Pop up events

Overwhelmingly, the community liked the Cultural District better!

OUTREACH THROUGHOUT

In total, we estimate that we engaged over 3,000 Gwinnettians and other stakeholders in the Revitalization Strategy process.

The next step? Add some detail to finalize the concept, and figure out all of the actions needed to the vision from paper...to possible.



The project team asks festival goers to vote on their preferred concept at the International Night Market



WELCOME TO THE GLOBAL VILLAGES



THE GLOBAL VILLAGES

With the stamp approval from the community, the action plan team took the Cultural District concept plan and ran with it. The result? A plan for a new, vibrant community of seven different villages oriented around a Central Park.

The Global Villages will focus mainly on housing, which will be connected by a series of green spaces and paths, with pops of art and fun. Per their request, Macy's, Mega Mart, and Beauty Master remain in place, but share park frontage with two important new public facilities: the International Community Cultural Center (ICCC) and a public parking garage. Encircling all of this is the Ring Road trail, a 1.25-mile greenway with wide sidewalks, a cycle track, and beautiful landscaping.

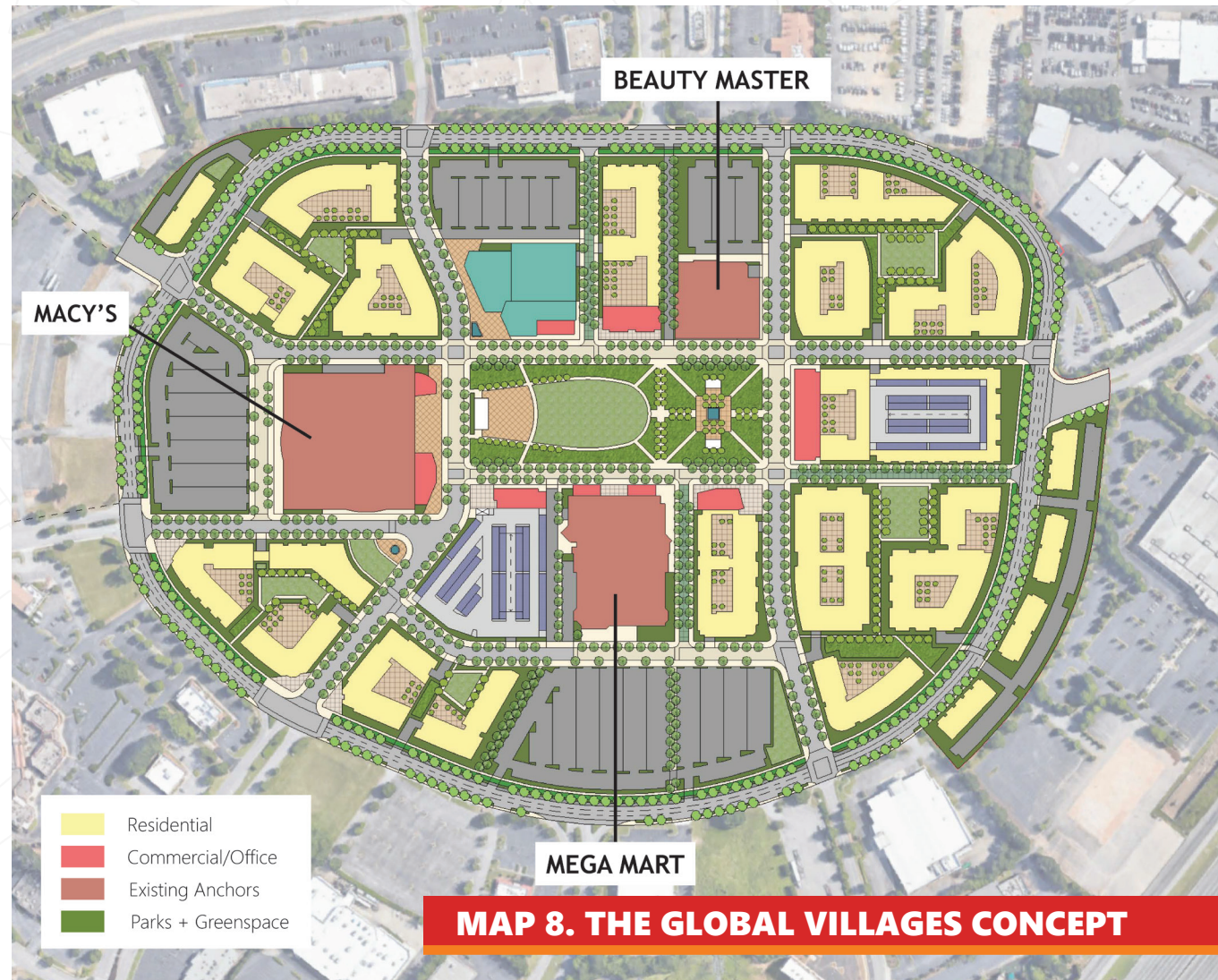
Private development will include:

- » Housing: 2,700 – 3,800 new units
- » New retail: 55,000 square feet (SF)
- » New office: 50,000 SF

Major public projects will include:

- » The Central Park
- » The International Community Cultural Center and public art
- » New roads, sidewalks, bike trails, and transit
- » Public parking garage

Let's take a tour of the concept and how it will be built.



MAP 8. THE GLOBAL VILLAGES CONCEPT

HOUSING: THE SEVEN VILLAGES

A huge need for more housing is the main driver behind the Global Villages. New housing will be organized into seven villages, which will be the major private development investment at the site.

Although each village is different, they generally have:

- » Multi-family housing
- » A small neighborhood green space/plaza
- » A series of sidewalks and trails throughout the village, linking to the Central Park
- » Small-scale shops and/or offices, or an existing mall anchor store
- » A mix of structured and surface parking

Up to about 3,800 new units of housing are shown in the concept, using an average housing unit size of 825 SF as a rule of thumb. Building heights will be between 4 and 7 stories, and the larger buildings will have structured parking (either as a podium underneath or wrapped by housing units).

Many of these units will be rental—there is a strong market for this type of unit in Gwinnett Place, and the site is also one of the best locations for higher density housing in Gwinnett County. That said, owner-occupied housing is possible too in the form of townhouses (shown around the outside of Ring Road) and potential condos throughout the site. Townhouses were intentionally located on the outer edge of the Global Villages to support the transition from higher-density, rental residential and retail uses to

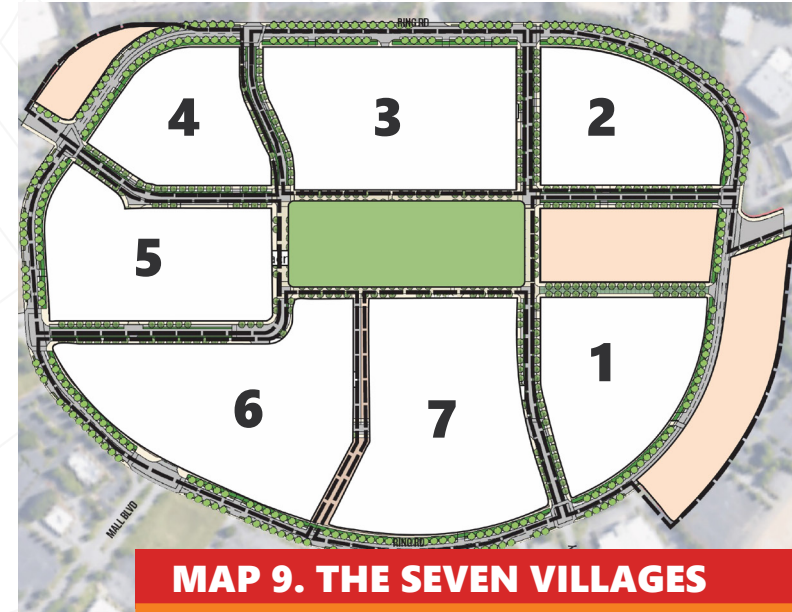


An example of multi-family housing

the surrounding neighborhoods. Taking a “step-up” approach puts the redevelopment in context of nearby single-family residential areas.

Like most parts of the region, there is a need for all types of housing for people and families with a range of incomes. Specifically, there is a need for housing, workforce and multi-generational households.

The project team assumes at least 10 percent of housing units at the Global Villages should be affordable, but ideally there should be more. For this need to be met, Gwinnett County will need to define its affordable housing goals, policies, and financing tools to help the development community meet the diverse needs of Gwinnettians.



An example of a pocket park in Midtown Atlanta

NEW RETAIL

For many years, Gwinnett Place Mall was *the* place to shop for Gwinnett County. Today's retail environment is very different from the 1980s, and the future of retail at the Global Villages will be much more low key—this is because there is already too much retail in the area, and not lot of demand for more in the coming years.

The Global Villages concept shows about 55,000 SF of new retail. This is in addition to the Macy's, Mega Mart, and Beauty Master stores already in place.

New retail is shown clustering around the Central Park space. As the Global Villages are starting to get built, these shops are envisioned to be temporary retail projects—an example would be pop-up shopping and restaurants in shipping containers.

Over time, more permanent retail is expected. In line with the theme of an international center, these retail opportunities are envisioned to center on food and culture.



Examples of retail in the future Global Villages

NEW OFFICE

Because there is so much empty office space in the area, there is only 50,000 SF of new office space shown in the Global Villages. These offices are not likely to be new corporate headquarters; instead, they will probably be filled by neighborhood- or community-serving businesses like doctors' offices, real estate agencies, and co-working spaces.

Ideally, there would be a lot more office like earlier plans envisioned. Although there isn't much demand for new office expected in the next 5 years or so, it is possible these conditions will change later. If this happens, some of the housing in the villages could develop as office instead.



Examples of coworking space



MAP 10. NEW OFFICE

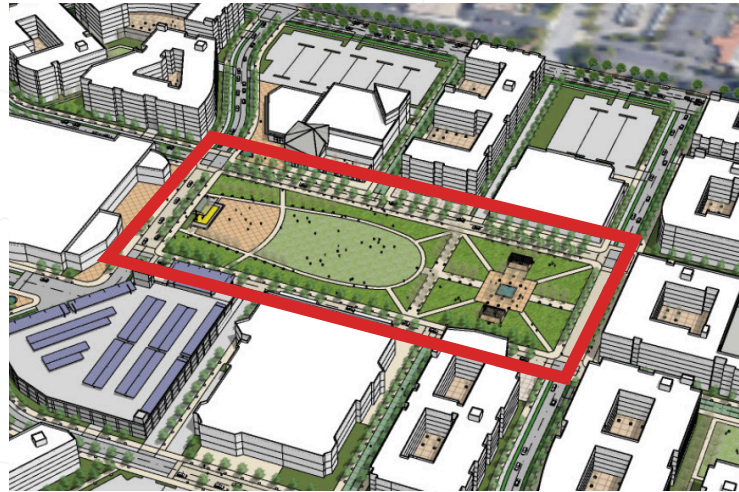
WHAT ABOUT OTHER TYPES OF DEVELOPMENT?

There is no demand for more hotels at this time, but a small hotel could be possible in the long term. Industrial uses are not compatible with surrounding development and so were not considered, but institutional uses like schools and hospitals could easily be part of the Global Villages.

THE CENTRAL PARK

One of the big draws of the Global Villages will be a new Central Park. Although it would be just 4.4 acres in size, the vision is for a world-class park space with lots of outdoor “rooms,” flexible spaces for gathering and festivals, and unique play areas for children.

Parks and green space don’t stop there. All of the seven villages are envisioned to have a series of smaller, more intimate parks spaces, plazas, and pathways that connect to each other and back to the Central Park.



Creative playscape at Franconia Sculpture Park



Klyde Warren Park in Dallas, Texas as an example



Rendering of Central Park

THE INTERNATIONAL COMMUNITY CULTURAL CENTER AND PUBLIC ART

Probably the most unique feature of the Global Villages will be the International Community Cultural Center (ICCC). At about 52,000 SF in size, the cultural center will be a place where people can:

- » Gather together
- » Explore a diversity of cultures
- » Participate in the arts
- » Access education and training

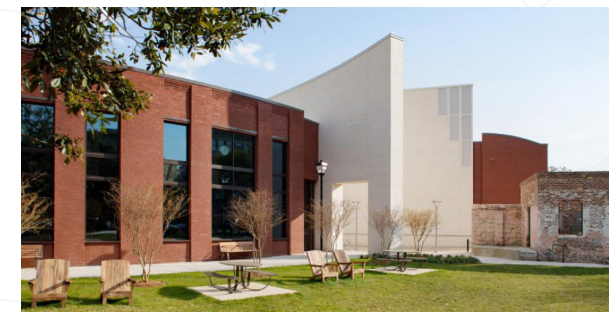
The ICCC is also envisioned to be an affordable co-working space for arts and cultural organizations and non-profits: a sort of headquarters for small arts and culture organizations in the County.

The figure at right shows the concept for the center, which includes five main types of spaces: performances/exhibitions, incubators, exterior spaces, creative services, and education.



GLOBAL VILLAGES - ARTS HUB

Although the ICCC will be the hub of arts and culture at the Global Villages, art is envisioned to happen through the site through art-based playgrounds, artistic landscaping, singage, festival, and both temporary and permanent art installations.



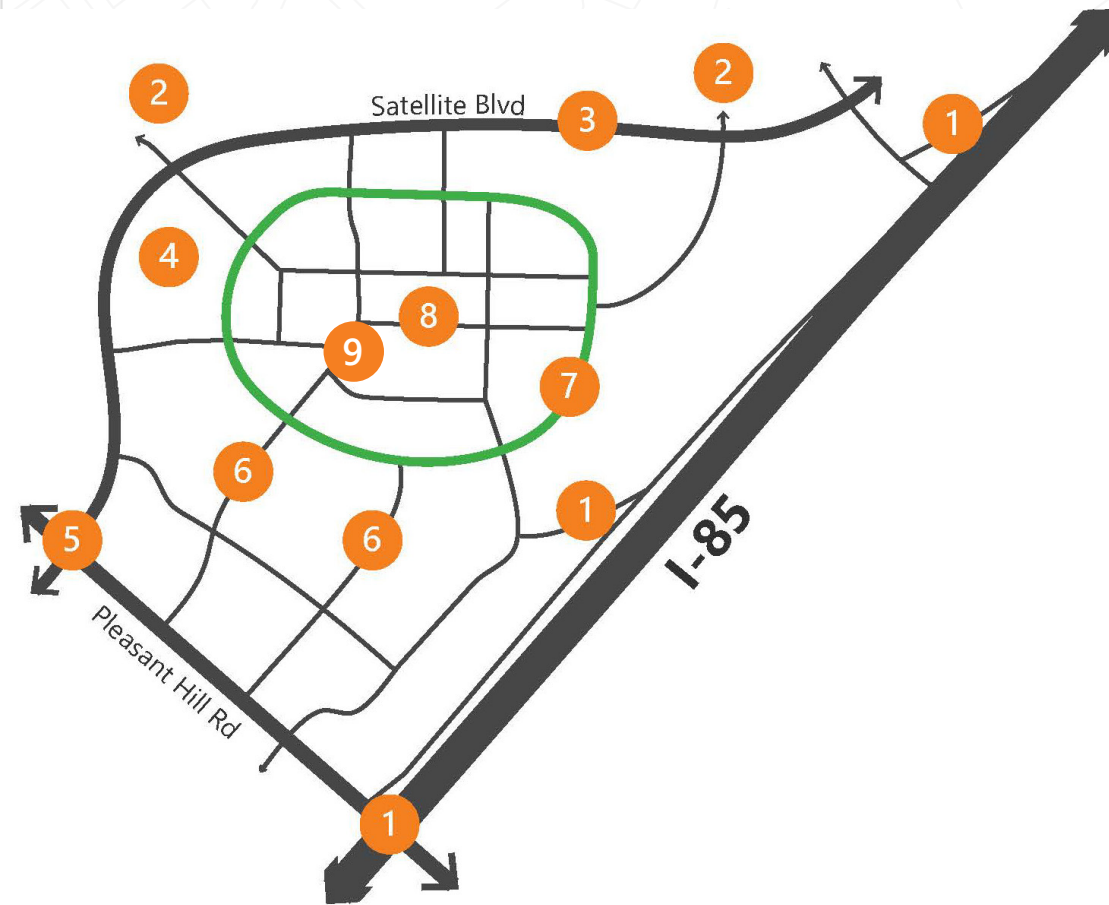
Savannah Cultural Arts Center

NEW ROADS, SIDEWALKS, BIKE TRAILS, AND TRANSIT

Making sure people can easily travel to, from, and around the Global Villages is a major goal. Although the Global Villages will have options for all modes—driving, walking, bicycling, and transit—most trips to and from the site are expected to happen by car.

Key Projects

To improve transportation at and around the Global Villages, the project team identified nine main projects. Although all of them are important, it is especially critical for there to be a better, quicker way to get to I-85 from the site. This is not only for the purpose of shorter, more direct trips, but also a way to keep even more cars from travelling on Pleasant Hill Road.

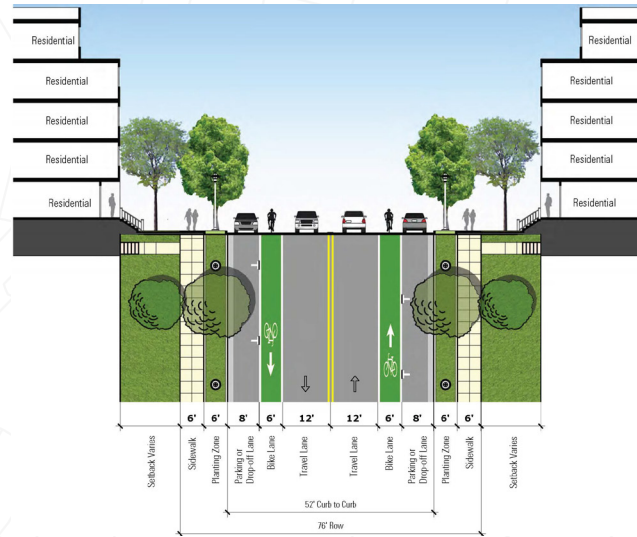


KEY MOBILITY IMPROVEMENTS

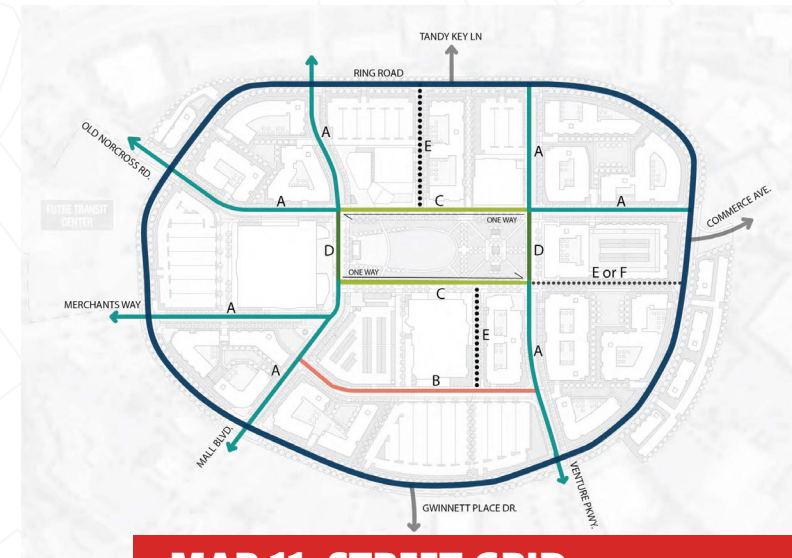
- 1 I-85 INTERCHANGE + ACCESS IMPROVEMENTS
- 2 TRAILS TO MCDANIEL FARM PARK
- 3 SATELLITE BOULEVARD BUS RAPID TRANSIT (BRT)
- 4 NEW TRANSIT CENTER
- 5 PLEASANT HILL ROAD + SATELLITE BOULEVARD INTERSECTION IMPROVEMENTS
- 6 COMPLETE STREETS: MALL BOULEVARD AND GWINNETT PLACE DRIVE
- 7 RING ROAD GREENWAY
- 8 NEW ROADWAYS
- 9 PARKING GARAGE

Complete Streets

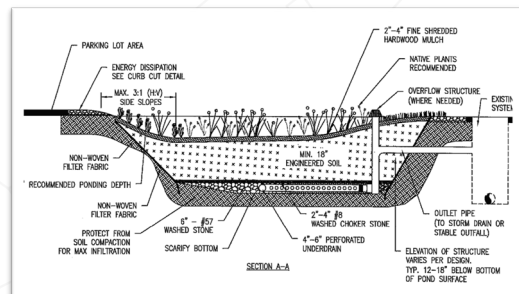
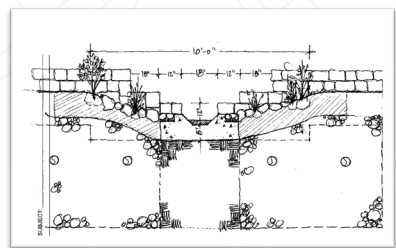
Some of the biggest mobility changes will happen within Ring Road. The County will need to build a whole new street grid to provide access to the Global Villages, for a total of 1.9 miles of new roads. All of these new roads will be “Complete Streets,” which are roads designed for everyone regardless if they are driving, walking, bicycling, or taking transit.



Sample of new roadway cross-section



MAP 11. STREET GRID



Examples of green infrastructure in corridors

Complete Streets are also a chance to address stormwater challenges. By using green infrastructure design, each of the new streets with the Ring Road has a role to play in helping to provide stormwater quality services.

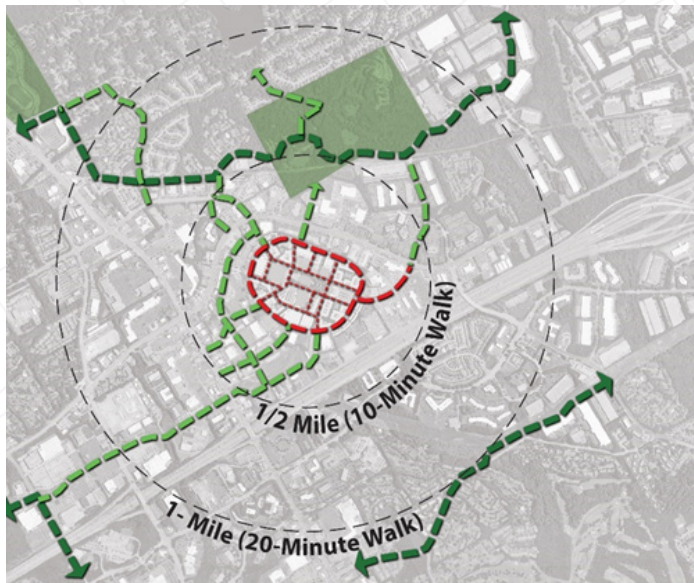
STORMWATER STORAGE

Stormwater quantity, or storage, will be handled by improvements Gwinnett County is already making to the detention pond along Venture Parkway.

Walking + Biking

The Complete Streets within Ring Road will have safe, enjoyable ways for people to walk and bike. But one of the biggest changes will be Ring Road itself, which is envisioned to become a 1.25-mile greenway.

The Ring Road Trail will not only be a fun trail in itself, but has a transportation function. It will help connect bigger trail projects to the Global Villages, including projects that will link the site to McDaniel Farm Park and two of Gwinnett County's Signature trails (The Loop and Piedmont Pathway).



Ring Road trail fits into a larger trail network



Rendering of Ring Road trail



Trail examples



Transit

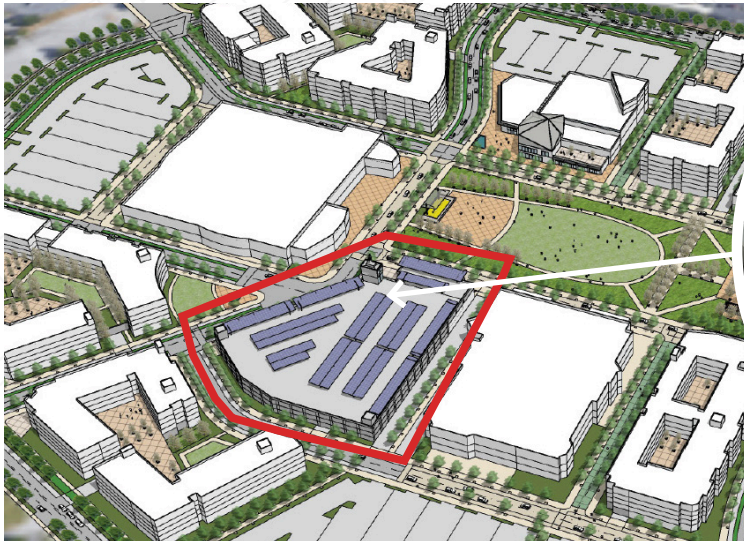
The Global Villages will benefit from two potential major projects to improve transit: the new Gwinnett Place Transit Center and the proposed Satellite Boulevard Bus Rapid Transit (BRT) line.

The Transit Center is envisioned as the major bus hub of Gwinnett County, serving multiple local bus lines. It may also include a park-and-ride, kiss-and-ride, transit center building, and a small conference center.

BRT is a high-quality type of transit sometimes called a “train on wheels.” Gwinnett County and its partners are still studying the potential line on Satellite Boulevard, and where exactly its route should be around the Global Villages.



Example of BRT in Eugene, Oregon



Location of parking garage in the Global Villages - Example of art component from Durham, North Carolina



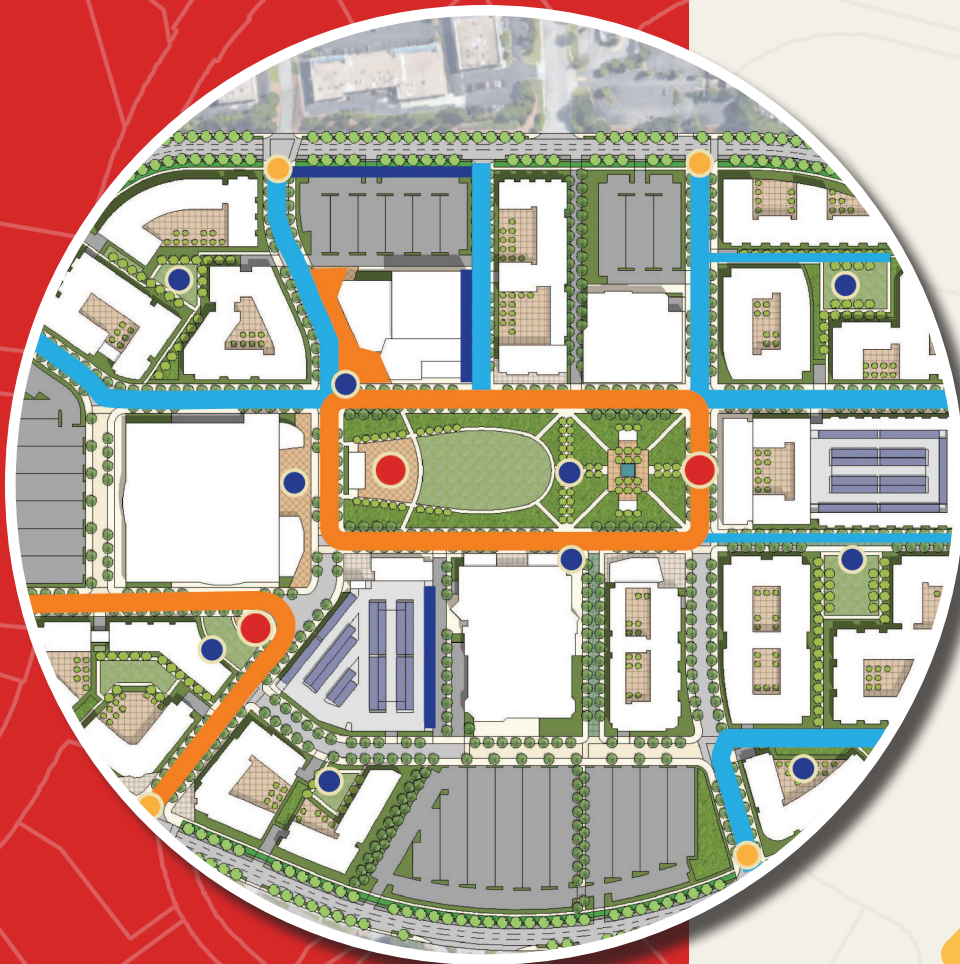
Public Parking Garage

With many people still expected to drive to and from the Global Villages, they will need places to park. The concept calls for a new public parking garage with 700 to 800 spaces. It is envisioned to be more fun than the usual garage, with opportunities for murals and other public art. Retail and office uses will also partially hide the structure from view.

ALIGNMENT WITH THE EQUITABLE REDEVELOPMENT PLAN

Running parallel to the development of the Global Villages concept, Gwinnett County developed the Reclaim Gwinnett Place Mall Equitable Redevelopment Plan (ERP). The ERP looked at redeveloping the mall area at a high level, focusing on equitable themes around housing, neighborhood services, small businesses, jobs, and a cultural activity center. Here's how the two plans align:

	Equitable Redevelopment Plan Themes	Global Villages Concept Alignment
HOUSING	» Ensure existing residents are able to stay in the area » Make sure affordable housing is part of redevelopment » Help Gwinnett residents become home owners	» Looks at strategies to preserve naturally occurring affordable housing (NOAH) nearby » Concept shows 10% of new housing being affordable, with a recommendation to increase this as the County establishes programs and tools » Mix of rental and owner-occupied housing types
NEIGHBORHOOD SERVICES	» Provide services that will meet the needs of a diverse population	» The International Community Cultural Center (ICCC) concept includes space/programming for day care, senior services, continuing education, immigration services, and youth activities
SMALL BUSINESSES	» Support small businesses	» The ICCC concept includes space for a small business incubator and a ghost kitchen » The retail concept includes temporary retail opportunities that front the Central Park, which will have more affordable rents than traditional storefronts
JOBS	» Redevelopment should create well-paying jobs with living wages » Show preference for development teams with small business certification and/or Minority Business Enterprise certification	» Findings from the market study do not currently support building a lot of new office, but if/when the market changes, the concept can easily accommodate office uses
CULTURAL ACTIVITY CENTER	» Recognize Gwinnett Place as a global hub » Provide space to celebrate diversity through food, art, and other programs » Improve transportation options, with a focus on Ring Road, connecting to trails, and supporting the planned Satellite Boulevard BRT	» Spotlights the ICCC as a world-class cultural center that combines arts and community gathering spaces » Promotes transforming the Ring Road into a greenway trail » Complete Streets that connect to the County's planned Loop Trail and Piedmont Pathway » Supports the Satellite Boulevard BRT



THE ACTION PLAN



THE ACTION PLAN

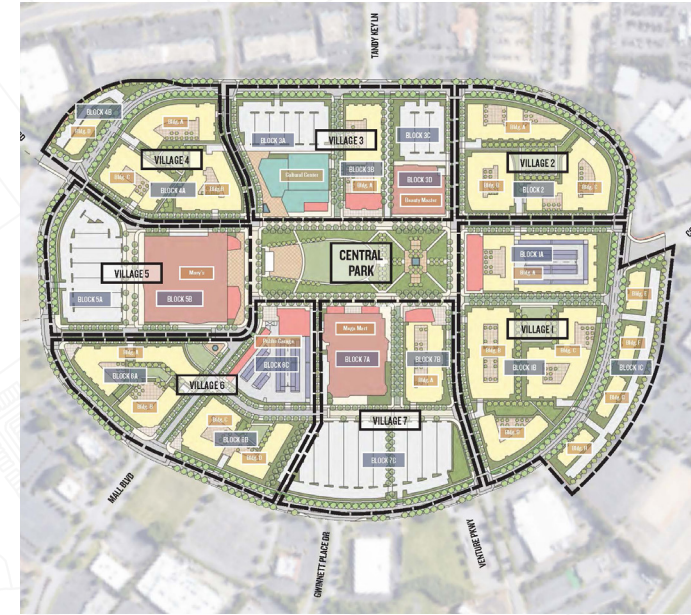
A vision for redevelopment is great, but how does it happen? Ultimately that's the goal of this action plan: to lay out that implementation process step by step. As part of this process, the project team created a detailed implementation guide for Gwinnett County and its partners. At over 120 pages - more than 300 with appendices - it is not light reading, but the main analysis and actions are summarized here in terms of plan feasibility, expected impacts, and recommended actions.

Feasibility

Once the project team put some detail to the Global Villages concept, it was time to test it. Specifically, could it be profitable enough for to attract developers to come build it?

Initially, the answer was no. The estimated total cost for building the residential, new retail, and office is \$935.8 million. At this price, developers would be hard pressed to make the standard amount of profit (at least 12%, but more ideally 15-20%) based on the expected rents the buildings could get.

There was a big financial gap that needed to be filled. The project team then looked at a scenario where the public sector would pick up the tab for parking at the seven villages. This increased the public investment from \$85.7 million (for the Central Park, ICC, transportation projects, etc.) to \$158.2 million. With this shift in costs, the development of the Global Villages becomes much more attractive to the development community and is considered feasible.



Villages broken up for phasing



Klyde Warren Park in Dallas, Texas



Example of complete street near Amazon HQ in Seattle, Washington

THE ACTION PLAN

Impacts

The public investment of almost \$160 million is a steep price tag. Why spend the money? Not only will the Global Villages create a great place for all Gwinnettians in the strategic heart of Gwinnett, it will also have several positive impacts for the community both economically and financially.

From an economic standpoint, redevelopment means jobs. During construction of the Global Villages, the project team estimates about 14,700 temporary jobs will be created, which is equivalent to \$1.2 billion in wages. Once the Global Villages are all built, there will be an estimated 3,200 jobs created (including direct, indirect, and induced, equivalent to \$162.9 million in annual wages) with 920 of those jobs on the site itself.

Financial impacts are usually looked at from the perspective of taxes. How will the Global Villages impact tax revenues? Through 2050, building the Global Villages will generate approximately \$69.2 million of tax revenue for the Gwinnett County General Fund, along with \$61.5 million in state tax revenue and \$176 million in tax revenue to the Gwinnett County School District.

Table A has the details.

TABLE A: ANTICIPATED TAX REVENUE GENERATED DURING STABILIZED OPERATIONS

REVENUE SOURCE	GWINNETT COUNTY GENERAL FUND	GWINNETT COUNTY SCHOOL DISTRICT	STATE	COMBINED COUNTY, STATE, SCHOOL DISTRICT ANNUAL REVENUE
Sales Tax	\$464,790	\$372,499	\$2,165,034	\$3,002,323
Corporate Profit Tax	\$0	\$0	\$291,610	\$291,610
Property Tax	\$2,775,620	\$7,867,585	\$0	\$10,643,205
Income Tax	\$0	\$0	\$421,597	\$421,597
Annual Total	\$3,240,410	\$8,240,084	\$2,878,241	\$14,358,734
Cumulative Total (2023-2050)	\$69,242,439	\$176,077,583	\$61,503,458	\$306,823,481

IMPACTS GO BOTH WAYS

With the expected number of new housing units the Global Villages, the action plan team estimates that there could be up to 1,000 school-aged children at the site. This is equivalent to a new elementary school and significant additional space at middle and high schools.

THE ACTION PLAN

Actions + Phasing

The impacts mention a timeframe until 2050—that is because the process of building the Global Villages is expected to take at least 20 years, with another 10 or so for the development to be fully occupied and stable.

Why will it take so long? There are a few major reasons:

- ***The first phase is very complicated*** and requires a lot of negotiations between Gwinnett County and the other four property owners at the mall site regarding demolition and property boundaries. It will likely take about two years just to “untangle” the site from the complicated ownership pattern.
- ***Demolition is more than getting a bulldozer out there.*** Removing just part of a building, especially one attached to operating businesses, is tricky.
- ***Experienced staff, agencies, and organizations must be in place.*** Gwinnett County will need to build a development team focused on the project, as well staff up either its Development Authority or Redevelopment Authority; empower the existing Housing Authority; and start a Parking Authority.
- ***The pace of development depends on how fast units can be “absorbed.”*** Market data suggests that about 250 housing units per year could be “absorbed” at the site. If at least 3,000 units are built, that’s about 12 years right there.

BARRIERS

The number one barrier in revitalizing the Gwinnett Place Mall site is the lack of a dedicated, experienced organization and staff to move it forward. A priority recommendation from this planning process is for the County to hire an experienced development team to lead the charge. This team will likely be an outside team of consultants at first; while the consultant team works, the County should build its own internal capacity by staffing up either its Development Authority or its Redevelopment Authority to eventually take the baton and complete the project.

THE ACTION PLAN

The 20-Year Timeline

The timeline to the right is a high-level look at each of the nine proposed phases; Table B has some of the key actions/recommendations to occur in each.



TABLE B: 20-YEAR TIMELINE

PHASE	YEARS	KEY ACTIONS FOR GWINNETT COUNTY + PARTNERS
1. Demolition + Organization of Development Team	1 to 2	» Gwinnett Board of Commissioners adopt the Gwinnett Place Mall Site Revitalization Strategy » Select and hire a development team » Negotiate property agreements with other anchor owners » Create an Engineering-level map of the site » Update zoning » Establish official County policy for affordable housing » Begin planning for additional school space » Demolish the site » Begin construction of Transit Center » Initiate study of the need for a new interchange with I-85 » Begin hiring staff for the Development (or Redevelopment) Authority and the Housing Authority » Prepare to build Central Park and new roadways
2. Central Park + Key Roadways	3 to 4	» Build Central Park » Build new roadways within Ring Road » Establish a Parking Authority » Complete negotiations with first anchor owner to redevelop » Start an art non-profit to manage the public art program » Work with anchor owner/development partners to build the first village » Start building the Ring Road Trail
3. First Village	4 to 5	» Work with anchor owner/development partners to build the first village » Start building the Ring Road Trail
4. Second Village	6 to 7	» Support development of the second village » Continue to build Ring Road Trail » Finish negotiations for next anchor owner to redevelop

THE ACTION PLAN

The 20-Year Timeline

The timeline to the right is a high-level look at each of the nine proposed phases; Table B has some of the key actions/recommendations to occur in each.



TABLE B: 20-YEAR TIMELINE

PHASE	YEARS	KEY ACTIONS FOR GWINNETT COUNTY + PARTNERS
5. Temporary Retail + Third Village	8 to 9	» Implement temporary retail project around Central Park » Support development of the third village » Continue to build Ring Road Trail » Prepare to construct the ICCC
6. International Community Cultural Center (ICCC)*	10 to 12	» Build the ICCC » Continue to build Ring Road Trail » Support development of more permanent retail
7 – Mini Villages (smaller residential projects next to operating anchor stores)	12 to 14	» Work with remaining anchor owners to finish negotiations » Support building the Mini Villages » Continue to build Ring Road Trail » Prepare to construct the public parking garage » Continue to build Ring Road Trail
8 – Public Parking Garage*	15 to 16	» Build the public parking garage
9 – Final Villages	17 to 20	» Support development of the final villages » Complete the Ring Road Trail

**It should be noted that County projects like the ICCC and the public parking garage can start as soon as demolition is done; the phasing strategy however spaces these major investments out over time to give some breathing room for staff capacity and funding.*

There are also several projects that can occur at any phase of constructing of Global Villages, mostly because they not dependent on other tasks/projects. These are mostly the transportation projects located outside of Ring Road that focus on improving connections with the broader transportation network in Gwinnett County. Also, studying and implementing ways to open up more access to I-85 will be an ongoing, multi-phase task.

THE ACTION PLAN

100-Day Action Plan

What happens now? We start with the 100-Day Action plan for tasks that can start right away, shown in Table C.

Stay Tuned, Stay Engaged!

Gwinnett County, the ARC, and the Gwinnett Place CID are committed to redeveloping the mall site into the Global Villages. Be sure to keep track of the project's progress by tuning into the CID's website (GwinnettPlaceCID.com) and social media, and keep us all accountable! Your engagement is important—you not only have a place at the future Global Villages, but a voice in the process.

TABLE C: 100-DAY ACTION PLAN 

ACTION	LEADER	PARTNERS
Gwinnett County Board of Commissioners adopts the Gwinnett Place Mall Site Revitalization Strategy	Gwinnett BOC	County Administrator
Begin hiring for project manager	County Administrator	Economic Development
Complete a formal legal review of the existing property agreements with the other four property owners	County Law Department	Economic Development
Begin discussions with anchor owners	County Administrator	CID
Initiate process for developing Interchange Justification Report (IJR) to study need for a potential new interchange at I-85	CID	Gwinnett Department of Transportation
Integrate mobility project list into the County's Comprehensive Transportation Plan	Gwinnett Department of Transportation	CID



Temporary art installation for the International Night Market



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