

09

# COMMUNITY WORK PROGRAM

# Community Work Program

LAND USE	
GOAL 1	EXPAND OPTIONS FOR CREATIVE REDEVELOPMENT
STRATEGY 1.1	Incentivize redevelopment of underutilized land in and around suburban commercial centers.
ACTION	
Develop an incentive package for first-adopters of redevelopment of underutilized properties: tax credits, grants for specific improvements, and others.	
Develop a Gwinnett County Land Bank with three priorities: (1) provide public-private investment for redevelopment projects, (2) hold easements for pedestrian and transit connections, and (3) identify potential options for housing on land currently owned by the County.	
Consider special purpose tax districts for funding redevelopment in high-interest areas.	
Identify properties for proactive rezonings that could support redevelopment.	
<i>+ Make proactive investments in designated mixed-use centers (e.g., upgrade roads and sewers, parking structures, civic buildings, landscaping, etc.).</i>	
<i>+ Investigate forecasting ability to determine land use and fiscal implications of land use changes.</i>	
<i>+ Determine priority retail centers for redevelopment. Study vacancy rates and recommend sites.</i>	
<i>+ Update Existing Land Use Map.</i>	

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*



## LAND USE

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	-	X					General Fund*, private
P&D	DOT, DoCS	X	X	X			General Fund
P&D	CIDs and local businesses		X	X			General Fund, Special tax districts
P&D	-			X	X	X	General Fund
GCDOT	DWR, BOC	X	X	X	X	X	General Fund
P&D	private consultants	X	X	X	X	X	General Fund
P&D	-	X	X	X	X	X	Staff Time
P&D	-	X	X	X	X	X	Staff Time

*\*Unless stated otherwise, "General Fund" items will be funded from the General Operating Budget.*

## LAND USE

### GOAL 1

### EXPAND OPTIONS FOR CREATIVE REDEVELOPMENT

#### STRATEGY 1.2

Promote quality, connected urban design in new development and redevelopment.

#### ACTION

Create design guidelines that promote denser forms of development, prioritizing good urban design principles that incrementally help stitch together suburban neighborhoods

*+ Define block lengths for urban and suburban areas*

*+ Develop and incorporate connectivity standards for new development into County's Development Regulations*

*+ Research doing corridor studies*

Partner with academic institutions and community partners to offer urban design training programs for developers, elected officials, and community members.

Work with the Gwinnett County Department of Transportation to revise street design guidelines for better pedestrian accommodations.

Conduct audit of tree and stormwater regulations to assess for barriers to connected developments.

Continue implementation of redevelopment studies for Gwinnett Place Mall.

Continue implementation of the Rowen Foundation Master Plan.

*+ Consider strategic implementation of improvements to support R&D Growth*

*+ Follow the implementation strategy to develop an R&D Overlay District with specific development regulations. Study the Innovation District Character Area.*

*+ Continue to implement the strategy to upgrade University Parkway to a limited access highway.*

*+ Make complementary, proactive investments in redevelopment areas designated for higher densities.*

*+ Change applicable policies and ordinances to allow multi-parcel owners to create and use shared stormwater and parking facilities.*

*+ Update the access management portion of the county's existing activity center/corridor overlay districts overlay zone*

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*

## LAND USE

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	GCDOT	X	X	X	X	X	General Fund, Staff Time
P&D	ARC, universities, Georgia Realtors Association	X	X	X			General Fund
P&D	GCDOT	X	X	X			General Fund, community partnerships
P&D	DWR, DoCS	X	X	X			General Fund, Gwinnett DOT, GDOT
P&D	BOC, DWR, GCDOT, CIDs	X	X	X	X	X	General Fund, Staff Time
P&D	BOC, GCDOT, GDOT, Rowen Foundation	X	X	X	X	X	Staff Time, General Funds, SPLOST, GDOT
P&D	Law Department	X	X	X	X	X	Staff Time
P&D	DWR			X	X	X	Staff Time
GCDOT	P&D, DoFS			X	X	X	Staff Time

*\*Unless stated otherwise, "General Fund" items will be funded from the General Operating Budget.*

<b>GOAL 2</b>	<b>STRENGTHEN ADMINISTRATIVE CONTROLS OVER DEVELOPMENT DECISIONS</b>
<b>STRATEGY 2.1</b>	Establish “preferred criteria” for development, based on type and scale.
<b>ACTION</b>	
Develop preferred ranges for design criteria tailored to each community using the future development framework of the 2045 Unified Plan.	
Partner with other County departments to ensure their criteria are included, including proximity to transit, availability of infrastructure, and parameters for new amenities.	
Discuss identified criteria with developers to better understand how guidelines create challenges and increase costs.	
Update the UDO accordingly once these criteria are created. (See p. 163-165 for a starter list of recommended changes.)	
Hire staff to create and lead a Developer Coordination Program, in which developers whose proposals do not incorporate “preferred criteria” receive feedback and expedited review on proposals if they are revise plans to align with criteria.	
Evaluate effectiveness after 1-3 years of implementation and adjust criteria accordingly.	
<i>+ Utilize overlay districts and other tools to assist in guidance and decision making.</i>	
<b>STRATEGY 2.2</b>	Establish a Micro-Development “Village Link” Program and explore making desired development types permitted “by right.”
Develop a strategic plan for a program that addresses two major goals: incremental housing increases and community connections, including pedestrian infrastructure.	
Explore funding opportunities through federal and state institutions to support the program.	
Once strategic plan is complete, assess UDO for necessary changes.	
Ensure alignment with Countywide Trails Master Plan and identify initial target areas.	
Build relationships with developers, realtors, and other involved parties to conduct a pilot of 5 sites.	
<b>STRATEGY 2.3</b>	Educate decision-makers on the benefits of new forms of development.
Hire staff to develop a Housing & Development Educational Curriculum for Gwinnett County Leadership, taking advantage of existing programs in Georgia.	
Develop partnerships with local non-profit and small-scale developers to provide tours of alternative housing types to decision-makers.	

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	-	X					General Fund
P&D	DoCS (Parks & Rec), DWR, DOT	X					General Fund, public-private partnerships
P&D	Development Community	X					General Fund, public-private partnerships
P&D	-	X	X	X			General Fund
P&D	Development Community, Housing and Community Development Division			X	X	X	General Fund, CIDs
P&D	-				X	X	General Fund
P&D		X	X	X	X	X	Staff Time
P&D	-	X	X	X			General Fund
P&D	-	X	X	X			General Fund, grants
P&D	-			X	X	X	Staff Time
P&D	DoCS, DOT	X	X	X	X	X	Staff Time
P&D	Development and real estate communities	X	X	X	X	X	General Fund, Staff Time
P&D	ARC, Georgia Academy of Economic Development	X					General Fund, Grants
P&D	-	X					General Fund, public-private partnerships

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<b>GOAL 3</b>	<b>MAINTAIN A HIGH-QUALITY OF LIFE THROUGH INVESTMENTS IN COMMUNITY CENTERS</b>
<b>STRATEGY 3.1</b>	Identify “low-hanging fruit” opportunities for incremental redevelopment.
<b>ACTION</b>	
Conduct a countywide audit of redevelopment potential using guidance from the 2045 Unified Plan.	
Classify projects within neighborhood centers identified in the initial scan by level of effort/transformation required.	
Identify funding sources for “face-lift” activities, including facade improvements, code compliance projects, and small-scale public space creation for underperforming properties.	
Over the course of three years, develop neighborhood-level plans for five other community centers in Gwinnett County using the 2045 Unified Plan’s Small Area Plans as a model.	
Evaluate success of the Small Area Plans and make changes to the process and recommendations; then, develop neighborhood-level plans for remaining community centers.	
<b>STRATEGY 3.2</b>	Partner with diverse communities to ensure representation and avoid commercial gentrification.
Begin building support for redevelopment by investing in placemaking activities. These could include takeovers of parking lots, do-it-yourself solutions for transit improvements (i.e. bus benches), and other such volunteer-led projects.	
Consider applying to the Georgia Economic Placemaking Collaborative.	
Identify community champions from various neighborhoods across Gwinnett and connect them with educational resources on the benefits of development.	
Develop community-specific best practices that can imbue redevelopment with local culture: arts committees, community benefits coalitions, and others.	
<i>+ Develop initiatives to engage with and leverage the diversity of our community (to help provide venues to celebrate the Cultural Diversity of the County).</i>	
<i>+ Develop criteria for promoting existing cultural facilities.</i>	
<i>+ Develop programs to increase the number of cultural outreach activities.</i>	

+ This action item is continued on from the 2040 Unified Plan Community Work Program.

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	Consultant Team	X					Staff Time
P&D	-	X					Staff Time
P&D	-	X	X	X			General Fund, Grants, Staff Time
P&D	-			X	X	X	General Fund, ARC, Grants
P&D	DOT, DWR, DoCS					X	General Fund, ARC, Grants
P&D	Community partners (religious institutions, arts institutions, others)	X					General Fund, Recreation Funds, Private Funding
P&D	GMA	X	X	X			Staff Time
P&D	Community Partners	X	X	X			General Fund, Staff Time, public-private partnerships
P&D	Community Partners			X	X	X	General Fund, Recreation Funds, Staff Time
Chamber of Commerce	DoCS	X	X	X	X	X	Staff Time
DoCS	BOC	X	X	X	X	X	Staff Time
Chamber of Commerce	DoCS	X	X	X	X	X	Staff Time

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<b>GOAL 4</b>	<b>DEVELOP A FRAMEWORK THAT PROTECTS REMAINING NATURAL AND RURAL PARTS OF GWINNETT COUNTY FROM OVER-DEVELOPMENT</b>
<b>STRATEGY 4.1</b>	Conserve land with high ecological productivity, difficult development challenges, or both.
<b>ACTION</b>	
Catalog and grade potential sites for ecological productivity, scanning for wetlands, forests, native grasses, and endangered or threatened species.	
Catalog and grade potential sites for development challenges, including hard bedrock, steep slope coverage, and any remediation needs.	
Cross-reference site criteria with infrastructure capacity and develop a tier list of conservation and development opportunities.	
Develop partnerships with local conservation organizations to identify first-tier conservation projects.	
<b>STRATEGY 4.2</b>	Cluster new development around community services and amenities.
Develop design guidelines for new development.	
Identify candidate sites for pilot projects using tier list for developable sites.	
Identify and build partnerships with developers willing to experiment with new forms, using incentive structures developed under Goal 1.	
<b>STRATEGY 4.3</b>	Use sewer and road infrastructure as a growth management tool.
Coordinate with DWR to align redevelopment strategy with Sewer Basin Master Plan efforts.	
Coordinate with GCDOT to align redevelopment strategy with CTP, TDP, and corridor studies.	

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	Georgia EPD, Nature Conservancy, Open Space Institute	X	X	X			General Fund, grants
P&D	Georgia EPD, Nature Conservancy, Open Space Institute	X	X	X			General Fund
P&D	DWR, local land trusts	X	X	X			Staff Time
P&D	Local land trusts	X	X	X	X	X	General Fund, grants (Georgia Outdoor Stewardship Program)
P&D	-	X	X	X			General Fund
P&D	CIDs, development community, Rowen Foundation	X	X	X			General Fund, private, public-private partnerships
P&D	CIDs, development community	>	>	>	>	>	General Fund, private
P&D	DWR	X	X	X	X	X	Staff Time
P&D	GCDOT	X	X	X	X	X	Staff Time

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## ECONOMIC DEVELOPMENT

### GOAL 1

### PROMOTE INVESTMENT AT THE DAILY COMMUNITY SCALE

#### STRATEGY 1.1

Incentivize and facilitate unique, attractive development.

#### ACTION

Steer investment toward commercial redevelopment areas to create more people-scaled, mixed use Daily Community centers.

Utilize strong but flexible land use guidelines to dictate which areas are primed for Daily Community infrastructure investment and which should be preserved as more traditionally suburban and exurban.

Begin to build relationships with developers interested in advancing projects supportive within the Daily Community Framework.

Pursue changes to policy that would refine building standards and support development of Daily Community centers.

Craft a robust funding strategy to support small-scale redevelopment.

Continue to build relationships with developers interested in creating people-centered developments supportive of the Daily Community concept.

Implement Daily Community infrastructure within county-owned and operated developments.

Attract amenities to match new developments, including leisure, recreation, and essential products and services.

*+ Determine costs for capital improvement projects.*

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*



## ECONOMIC DEVELOPMENT

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	Development Authority of Gwinnett County, Private Developers, Civic Leaders, Neighborhood Associations, Municipal Partners, CIDs	X	X	X	X	X	General Fund, SPLOST Funding, Tax Allocation Districts, Debt and equity financing from nonprofits and commercial developers, state and federal grants, CDFIs
		X	X	X	X	X	
		X	X	X			
		X	X	X			
		X	X	X			
				X	X	X	
				X	X	X	
P&D	DWR, GCDOT	X	X	X	X	X	Staff Time

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<b>GOAL 1</b>	<b>PROMOTE INVESTMENT AT THE DAILY COMMUNITY SCALE</b>
<b>STRATEGY 1.2</b>	Accommodate growth through housing and transportation infrastructure.
<b>ACTION</b>	
Explore incentives for housing development, such as density bonuses and Tax Allocation Districts (TADs).	
Continue to expand multi-modal options into the transportation system, with an emphasis on walkability.	
Emphasize the development of housing and transportation as key economic development priorities .	
Make physical investments into housing and transportation infrastructure.	
Bring regional attention to new developments in Gwinnett surrounding housing and transportation.	
Attract new residents and businesses to the county with renewed housing options.	
Market Gwinnett’s transportation infrastructure as a key component of the area’s strong quality of life.	
Continue to meet housing and transportation needs according to growth projections and desires.	

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D, GCDOT	Development Authority of Gwinnett County, Nonprofit and commercial housing developers, GDOT, CIDs	X	X	X			General Fund, SPLOST, TAD financing, debt and equity financing from nonprofits and commercial developers, state and federal grants, Community Development Finance Institutions
		X	X	X			
		X	X	X			
				X	X	X	
				X	X	X	
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<b>GOAL 2</b>	<b>ATTRACT BUSINESS AND TALENT</b>
<b>STRATEGY 2.1</b>	Establish a thriving job market.
<b>ACTION</b>	
Develop a comprehensive program that offers financial support for young workers and graduates to live and work in Gwinnett County	
Introduce incentives that encourage the creation of higher-paying jobs within the county, supporting both new companies and the expansion of existing ones.	
Attract more high-wage jobs to Gwinnett County, creating opportunities for both new and existing residents.	
Identify and implement targeted incentives that foster the growth of research and development (R&D) and innovation-oriented companies, creating a thriving ecosystem for such industries.	
Continue to foster the growth of companies in the county that offer high-quality job opportunities.	
Establish Gwinnett County as a nationally recognized hub for R&D.	
Directly market Gwinnett as an attractive and rewarding place to live for college graduates, showcasing the unique benefits and opportunities the county offers.	
<b>STRATEGY 2.2</b>	Amplify Gwinnett's brand.
Develop a comprehensive place-based brand for Gwinnett County that can be utilized in business and population attraction, tourism, and regional marketing efforts.	
Collaborate with key partners to create targeted campaigns that highlight Gwinnett's unique offerings to both domestic and international audiences.	
Market Gwinnett County as a premier destination for living and doing business, leveraging the established brand to attract talent, companies, and investment.	
Build a self-sustaining economy in Gwinnett that encourages residents to both live and work within the county, promoting the local business ecosystem and quality of life.	
Position Gwinnett County as a distinctive location for doing business, capitalizing on its demographic, cultural, and commercial assets to attract companies seeking a diverse and vibrant community.	
Share the success and best practices of Gwinnett's marketing and economic development initiatives with other communities, serving as a model for replication and inspiring similar achievements.	

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	Development Authority of Gwinnett County, Private Developers, Civic Leaders, Neighborhood Associations, Municipal Partners, CIDs	X	X	X			State and federal grants, General Fund, Public-private partnerships, and Corporate sponsorships and investments
		X	X	X			
				X	X	X	
				X	X	X	
						>	
						>	
						>	
P&D	Gwinnett Chamber of Commerce, Gwinnett County Convention and Visitors Bureau, local business associations and industry-specific organizations	X	X	X			General Fund, Partnership Gwinnett, Gwinnett Chamber of Commerce, Explore Gwinnett, corporate sector partnerships
		X	X	X			
				X	X	X	
				X	X	X	
						>	
						>	

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<b>GOAL 3</b>	<b>PROMOTE ECONOMIC GROWTH AND MOBILITY</b>
<b>STRATEGY 3.1</b>	Foster a culture of innovation and creativity.
<b>ACTION</b>	
Continue to build out the existing Gwinnett Entrepreneur Center, both in its geographical presence(s) and service offerings.	
Assemble support for a business incubation program and pilot with local startups.	
Compile an organized list of resources to share with new and existing entrepreneurs in the county.	
Develop mentorship and resource-sharing programs that connect entrepreneurs and small business owners to experienced business leaders and professional service providers.	
Explore physical community entrepreneurship hubs for home-based small business owners to use in selling their goods.	
Explore service gaps and continue to iterate Entrepreneur Center programming ideas.	
Examine the physical expansion of the Entrepreneur Center in new locations in Gwinnett.	
Have numerous businesses entering and successfully exiting the business incubator program.	
Capture business incubator graduates as mentors for the next generation of entrepreneurs.	
Celebrate the business success stories that are expanding in Gwinnett.	
<b>STRATEGY 3.2</b>	Develop targeted programs to support underrepresented communities and individuals.
Educate county economic developers on best practices in equitable economic development.	
Develop KPIs for tracking non-white entrepreneurial activity and economic impact.	
Gather funding targeted to minority-owned businesses and startups.	
Continue to fund minority-owned businesses.	
Implement best practices of equitable development throughout Gwinnett.	
Track and refine KPIs on non-white entrepreneurial activity and economic impact.	
Continue to develop programming that inspires racial equity in Gwinnett's economy.	
Market Gwinnett as a hub for diverse entrepreneurship with ample resources.	
Celebrate minority-owned business success stories in the county.	

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	Gwinnett Entrepreneurship Center, Partnership Gwinnett, Gwinnett Chamber of Commerce, private businesses, local business associations and trade groups	X	X	X			Gwinnett County General Fund, private philanthropy, corporate sponsorship, Community Development Finance Institutions
		X	X	X			
		X	X	X			
		X	X	X			
				X	X	X	
				X	X	X	
				X	X	X	
						>	
						>	
				>			
P&D	Gwinnett Entrepreneurship Center, Partnership Gwinnett, Gwinnett Chamber of Commerce, business support organizations, diverse trade associations and industry groups	X	X	X			Gwinnett County General Fund, private philanthropy, corporate sponsorship, Community Development Finance Institutions
		X	X	X			
		X	X	X			
				X	X	X	
				X	X	X	
				X	X	X	
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<b>GOAL 3</b>	<b>PROMOTE ECONOMIC GROWTH AND MOBILITY</b>
<b>STRATEGY 3.3</b>	Connect workforce development to Gwinnett’s shifting economy.
<b>ACTION</b>	
Explore a structure and support for a workforce development public-private partnership.	
Collaborate with K-12 partners to identify the educational pathways to Gwinnett’s youth attaining critical workforce skills.	
Consider what skills may be needed for future employment opportunities.	
Establish and operate a workforce development partnership.	
Identify continued funding for the prioritization of workforce development.	
Convene commercial, nonprofit, and educational partners frequently to strategize on workforce development.	
Have new workforce development programs and investments pay off in wage growth and enhanced socioeconomic mobility.	
Retain a new generation of young workers in Gwinnett.	

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
Partnership Gwinnett, P&D	Gwinnett Technical College, Georgia Gwinnett College, Gwinnett County Public Schools, Atlanta Regional Commission, Governor's Office of Workforce Development Private Companies	X					State and federal grants, corporate membership and sponsorship, private philanthropies, General Fund
		X					
		X					
				X			
				X			
				X			
						>	
						>	

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## HOUSING

### GOAL 1

### BUILD OUT HOUSING GOVERNANCE

#### STRATEGY 1.1

Convene a group of community stakeholders focused on affordable housing.

#### ACTION

Ensure there is guidance from key stakeholders on the policies, programs, and priorities that will provide direction for the new Housing and Community Development Division of Planning and Development.

#### STRATEGY 1.2

Develop educational programming related to housing development and its relationship to affordability.

Begin a public education series for residents to learn about housing problems and solutions

Encourage community to engage with housing ecosystem, and express ideas, complaints, and opinions on proposed concepts.

#### STRATEGY 1.3

Garner support for housing coalition.

Identify and invite partners to join housing coalition. Identify key initiatives for coalition to pursue, guided by the 2045 Unified Plan and Housing Action Plan.



## HOUSING

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	-	X	X	X	X	X	Staff Time
P&D	BOC, community groups	X					Staff Time
P&D	BOC, community groups	X	X	X	X	X	Staff Time
P&D	Development community, non-profit developers, regional agencies, community groups		X	X	X	X	Staff Time

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GOAL 2	STREAMLINE HOUSING DEVELOPMENT
STRATEGY 2.1	Consider expediting permits and waiving fees for development that meets specific standards.
<b>ACTION</b>	
Establish criteria for projects that might qualify for a streamlined process.	
STRATEGY 2.2	Consider waiving system development charges for projects that fit the County's redevelopment goals.
Establish criteria for projects that might qualify for waived system development charges.	
Establish list of developers in good standing with the county to qualify for waived fees.	
STRATEGY 2.3	Build out housing resource hubs for developers and County staff.
Identify objectives and partners to start a Housing Developer Education Series.	
Once objectives are set, begin building curriculum utilizing resources from a variety of sources.	
STRATEGY 2.4	Compile and provide access to resources related to housing development.
Develop a digital repository of housing resources and share with government administrators, residents, and developers.	
Track viewership and refine information in repository as needed.	

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	-	X					Staff Time
P&D	-	X	X	X			Staff Time
P&D	-	X	X	X			Staff Time
P&D	GMA, Georgia Homebuilders Association, Georgia Academy of Economic Development, development community	X	X				General Fund, Staff Time
P&D	GMA, Georgia Homebuilders Association, Georgia Academy of Economic Development, development community		X	X	X	X	General Fund, Staff Time
P&D	-			X	X	X	General Fund, Staff Time
P&D	-					X	Staff Time

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<b>GOAL 3</b>	<b>ENSURE HOUSING AFFORDABILITY</b>
<b>STRATEGY 3.1</b>	Consider quasi-governmental solutions like affordable housing trust funds or land trusts.
<b>ACTION</b>	
Identify potential government, nonprofit and private partners for an Affordable Housing Trust Fund.	
Create guidelines for operations when establishing fund.	
Identify key housing stakeholders in the County to serve on the oversight committee of the Trust Fund.	
Explore the appropriateness of a Housing Land Trust within Gwinnett County as part of the Micro-Development Program (see Strategy 2.2).	
<b>STRATEGY 3.2</b>	Explore affordable housing policies for new development, such as affordability impact statements and inclusionary zoning.
Update requirements around affordable units in multifamily developments.	
Include incentives in exchange for increasing the share of affordable units developed.	
<b>STRATEGY 3.3</b>	Promote missing middle housing development.
Identify barriers to missing middle housing within the UDO and develop a timeline to adjust them.	
Coordinate with developers to understand financing challenges for missing middle housing.	
<b>GOAL 4</b>	<b>ADVOCATE FOR LIFESTYLE CHOICES IN HOUSING</b>
<b>STRATEGY 4.1</b>	Align land use policies and regulations to accommodate more housing variety.
Align housing priorities with land use policy and make updates to the Unified Development Ordinance where appropriate.	
Align government entities, developers, and residents on issues of land use with housing to ensure future housing meets community requirements.	
<i>+ Pursue locating and studying TOD sites to develop with transit components.</i>	

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	DCA, GMA, development community	X					Staff Time
P&D	DCA, GMA, development community	X	X				Staff Time
P&D			X	X			Staff Time
P&D		X	X	X	X	X	General Fund, Staff Time
P&D	-	X	X	X			Staff Time
P&D	-	X	X	X			Staff Time
P&D	BOC	X	X				General Fund, Staff Time
P&D	Development community, CDFIs		X	X			Staff Time
P&D		X	X	X			General Fund, Staff Time
P&D		X	X	X	X	X	Staff Time
P&D	GCDOT	X	X	X	X	X	General Fund, SPLOST

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<b>GOAL 4</b>	<b>ADVOCATE FOR LIFESTYLE CHOICES IN HOUSING</b>
<b>STRATEGY 4.2</b>	Renew housing standards to encourage rehabilitation for older units.
<b>ACTION</b>	
Identify funding sources for housing upgrades across a variety of housing aspects.	
Consider the development of a housing weatherization program to reduce utility costs for homeowners and renters.	
<i>+ Provide rehabilitation and maintenance assistance from HUD grant funds and private sources to homeowners and to existing multi-family projects that preserve affordable workforce housing.</i>	
<b>STRATEGY 4.3</b>	Offer opportunities to learn about and encourage housing types supportive of different lifestyles.
Establish a formal supportive housing strategy focused on efficiency and impact to accommodate homeless, disabled, and struggling residents.	
<b>GOAL 5</b>	<b>ALLOCATE FUNDING TO HOUSING</b>
<b>STRATEGY 5.1</b>	Explore funding structures that can boost development, such as TADs and Housing Opportunity Bonds.
Identify strategic areas in the county that could benefit from a TAD for housing using information from the 2045 Unified Plan.	
If TADs for housing are appropriate, work to establish TADs in those areas and begin the process of acquiring land and financing new residential projects to increase housing supply.	
Explore potential for a SPLOST to support housing. Speak with Athens-Clarke County for more information on theirs.	
Explore potential for a Housing Opportunity Bond.	
Prioritize Small Areas for future concentrated strategies using information from the 2045 Unified Plan.	
Identify funding mechanisms for small area housing strategies.	
<i>+ Provide financial assistance from HUD grant funds and private sources to private and/or non-profit developers to acquire and rehabilitate substandard single-family housing for sale as affordable workforce housing to qualifying families.</i>	
<i>+ Provide financial assistance from HUD grant funds to private/non-profit developers to construct new single-family or new multi-family projects to provide affordable workforce housing.</i>	

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	ARC, DCA		X	X			General Fund, HUD Grants
P&D	Georgia Power	X	X	X	X	X	General Fund, Staff Time
P&D	DoFS	X	X	X	X	X	CDBG, Housing NOFA
P&D	-			X	X	X	General Fund, Staff Time
P&D	-	X	X	X	X		Staff Time
P&D	-				X	X	TAD collections, grants, private developers
P&D	Peer jurisdictions		X	X	X	X	Staff Time
P&D	BOC		X	X	X	X	Staff Time
P&D	-	X					General Fund, HUD Grants
P&D	-	X					General Fund, HUD Grants
P&D	DoFS	X	X	X	X	X	CDBG, Housing NOFA
P&D	DoFS	X	X	X	X	X	CDBG, Housing NOFA

*\*Unless stated otherwise, "General Fund" items will be funded from the General Operating Budget.*

## SUSTAINABLE INFRASTRUCTURE

### GOAL 1

### ALIGN WATER, WASTEWATER, AND STORMWATER PLANNING WITH DAILY COMMUNITY FRAMEWORK

#### STRATEGY 1.1

Use policy and rate-setting tools to incentivize growth in areas well-served by infrastructure, in alignment with findings from Sewer Basin Studies.

#### ACTION

Ensure that P&D staff coordinate with DWR to discuss findings of the Sewer Basin Studies.

Identify action items and establish a work plan to address any alignment needs.

Meet at least quarterly to evaluate issues related to land use and water.

Document in an annual report the steps taken to mitigate environmental impacts (through land use policy or other initiatives).

Update the calculations within future iterations of ongoing water and sewer planning efforts using the growth projections from the 2045 Unified Plan.

*+ Evaluate future wastewater treatment capacity needs and location(s) for new and/or expanded water reclamation facilities.*

*+ Review and modify as necessary septic to sewer policies and ordinances.*

#### STRATEGY 1.2

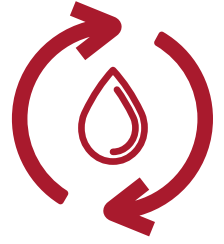
Modify the UDO to adjust stormwater regulations to promote creative solutions for redevelopment projects

Conduct an inventory of wetlands throughout the County, determining if DWR has in-house capacity or if external support is needed.

Evaluate the necessity for a new overlay district or other tool upon completion of the wetlands inventory.

Work with the development community to identify pain points in existing regulations and revise them.

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*



## SUSTAINABLE INFRASTRUCTURE

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	DWR	X	X				General Fund
P&D	DWR	X	X				General Fund
P&D	DWR	X	X				General Fund
P&D	DWR	X	X				General Fund
DWR	-			X	X	X	General Fund
P&D	DWR	X	X	X	X	X	Staff Time
P&D	DWR	X	X	X	X	X	Staff Time
DWR	-		X				General Fund
DWR	-		X				General Fund
P&D	DWR, Development community		X	X	X		General Fund, Staff Time

*\*Unless stated otherwise, "General Fund" items will be funded from the General Operating Budget*



<b>GOAL 1</b>	<b>ALIGN WATER, WASTEWATER, AND STORMWATER PLANNING WITH DAILY COMMUNITY FRAMEWORK</b>
<b>STRATEGY 1.3</b>	Promote community design choices that result in efficient water use.
<b>ACTION</b>	
Adjust infrastructure plans to prioritize improvements in locations where the 2045 Unified Plan anticipates more intense development/redevelopment.	
Consider adding reduced infrastructure costs and demand to criteria list for quality development.	
<b>GOAL 2</b>	<b>PLAN FOR SUSTAINABLE AND RESILIENT INFRASTRUCTURE SYSTEMS THAT PROTECT AND EXPAND ACCESS TO ENVIRONMENTAL ASSETS</b>
<b>STRATEGY 2.1</b>	Utilize forward-looking climate data to inform infrastructure facility planning.
Study social sustainability metrics (such as access to green amenities) and identify solutions/actions to address disparities identified among groups. Metrics should include areas prone to flooding, heat island effect, limited, tree canopy, and other related items.	
Dedicate staff time for monitoring and pursuing funding opportunities to fund and advance action items.	
<b>STRATEGY 2.2</b>	Implement best practices from the Metro Water District's 2022 Water Resources Management Plan
Periodically submit stormwater management volume data to the Metro Water District, particularly from large development sites.	
<b>STRATEGY 2.3</b>	Establish County goals for facility rating certifications including Sustainable SITES, Envision, and others such as LEED.
Conduct a cost-benefit analysis, informed by multiple departments' perspectives, to inform true-cost accounting for construction of sustainable and resilient infrastructure.	
Set a DoCS guideline for when to pursue certification for parks and trails projects through Sustainable SITES.	
Establish a DWR guideline for when to pursue certification for infrastructure projects through ISI Envisions's rating system.	

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
DWR	P&D			X	X	X	Metro Water District, ARC, General Fund
P&D	-	X	X	X			Staff Time
P&D	-	X	X	X	X	X	Staff Time
P&D	-	X	X	X	X	X	Staff Time
DWR	-	X	X	X	X	X	Metro Water District, Staff Time
Sustainability Commission	DWR, P&D	X	X	X	X	X	General Fund, Staff Time
Sustainability Commission	DWR, P&D, DoCS	X	X	X	X	X	General Fund, Staff Time
Sustainability Commission	DWR	X	X	X	X	X	General Fund, Staff Time

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GOAL 3	REDUCE IMPERVIOUS SURFACES	
STRATEGY 3.1	Promote green infrastructure retrofit opportunities of surface parking, particularly in disadvantaged communities.	
<b>ACTION</b>		
Identify and map environmentally sensitive areas for use as a cross-reference when proposed developments are under review.		
Determine external that can support environmental justice initiatives and establish a forum for collaboration.		
Collaborate with County departments and initiatives, as well as external green building organizations and technical partners, to incorporate performance-based standards into development scorecard.		
Educate decision-makers on environmental and social benefits of sustainable site design.		
STRATEGY 3.2	Evaluate the stormwater utility fund to determine if a rate increase is warranted to meet community goals.	
Complete a rate increase study to accomplish: benchmark stormwater utility fees with peers in the region; consider and make recommendations for potential rate increase, considering automatic rate increases tied to an index, such as the Consumer Price Index or those that consider construction prices.		
Evaluate potential new stewardship credits that would incentivize commercial entities to participate.		
STRATEGY 3.3	Build capacity for maintenance of stormwater infrastructure facilities.	
Partner with Gwinnett County CIDs to study green infrastructure deficits in Justice40 disadvantaged communities. Identify whether the county has in-house capacity or if external support will be needed.		
Study low-cost strategies for implementation of green infrastructure retrofits.		
Conduct public outreach to involve the community in the planning and implementation of green infrastructure.		
Explore potential green infrastructure projects on existing recreational set-asides that have safe access points. Work with local nonprofits and neighborhoods to increase local buy-in for their maintenance.		

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
P&D	-	X	X	X	X	X	Staff Time
P&D	-	X	X	X	X	X	Staff Time
P&D	DWR, DoCS, Sustainability Commission, green building organizations, technical partners	X	X	X	X	X	Staff Time
P&D	BOC	X	X	X	X	X	Staff Time
DWR	-	X	X	X			General Fund
DWR	-	X	X	X			Staff Time
DWR	CIDs	X	X	X	X		General Fund
DWR	-	X	X	X	X		Staff Time
DWR	-	X	X	X	X		Staff Time
DWR	-	X	X	X	X		

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<b>GOAL 3</b>	<b>REDUCE IMPERVIOUS SURFACES</b>
<b>STRATEGY 3.4</b>	Encourage tree planting as a green infrastructure practice.
<b>ACTION</b>	
Conduct an audit of tree protection standards.	
Research tree planting programs in other communities as well as certification programs to facilitate. Determine appropriate actions to advance.	
Benchmark with peers in the region.	
Budget for tree plantings within the public right-of-way in disadvantaged communities.	
Consider wildflowers where tree canopy cannot be established within the right-of-way.	
Contact Trees Atlanta or other local nonprofits with similar missions. Discuss the costs for program implementation.	
Establish a pilot program in one area of the county to determine countywide feasibility. The pilot could be focused on a disadvantaged community identified earlier in this element.	
<b>GOAL 4</b>	<b>FOSTER THE DEVELOPMENT OF GREEN INFRASTRUCTURE AMENITIES THAT PROVIDE MULTIPLE BENEFITS</b>
<b>STRATEGY 4.1</b>	Develop a menu of best practices for green infrastructure that achieve multiple benefits.
Evaluate transportation plans (such as the CTP and the Trails Plan) to identify if new strategies for green infrastructure can be incorporated.	
Study new technologies for low-maintenance green stormwater infrastructure, such as the tree box filter example discussed in this element.	
Review findings of DWR Barriers to Green Infrastructure Audit to determine if relevant transportation policies can be adjusted.	

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
Sustainability Commission	P&D, private consultants		X				General Fund, Staff Time
P&D	-		X				Staff Time
P&D	-		X				Staff Time
P&D	GCDOT, GDOT		X	X			General Fund, Staff Time
P&D	GCDOT, GDOT		X	X			General Fund, Staff Time
Sustainability Commission	P&D			X	X	X	Voluntary application fees for interested homeowners
Sustainability Commission	P&D			X	X	X	Voluntary application fees for interested homeowners
GCDOT	P&D		X	X			Staff Time
GCDOT	-		X	X			Staff Time
GCDOT	DWR		X	X			Staff Time

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<b>GOAL 4</b>	<b>FOSTER THE DEVELOPMENT OF GREEN INFRASTRUCTURE AMENITIES THAT PROVIDE MULTIPLE BENEFITS.</b>
<b>STRATEGY 4.2</b>	Create a public-facing StoryMap and online dashboard for sharing metrics about green infrastructure projects.
<b>ACTION</b>	
Create a public-facing StoryMap and online dashboard for sharing metrics about green infrastructure projects.	
Determine sources of available data across departments.	
Hold an interdepartmental meeting to align on goals of the dashboard.	
Determine in-house capacity and/or needs for external support.	

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
DWR	P&D, DoCS		X	X	X		Staff Time
DWR	P&D, DoCS		X	X			Staff Time
DWR	P&D, DoCS		X	X			Staff Time
DWR	P&D, DoCS		X	X			Staff Time

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## TRANSPORTATION

### GOAL 1

### INCREASE ACTIVE TRANSPORTATION OPTIONS

#### STRATEGY 1.1

Adopt standards to improve safety and comfort of pedestrians and cyclists in the road corridor.

#### ACTION

Design standards for pedestrian and cyclist safety and access in line with guidance from CTP, TDP, and Trails Plan.

Revise streetscape standards and typical details to encourage a higher quality environment for walking and biking.

Incorporate Complete Streets principles into new roadway projects and developments.

Develop and maintain partnerships with local bicycle groups.

Perform supplemental, specialized sub-area and corridor studies and develop specific plans and recommendations.

*+ Implement projects and design guidelines from updated Gwinnett Open Space and Greenways Master Plan*

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*



## TRANSPORTATION

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
DOT	P&D	X					SPLOST, Grants, Staff Time
DOT	P&D	X					Staff Time
DOT	P&D		X	X	X	X	SPLOST, Grants, Staff Time
DOT	P&D	X	X	X	X	X	Staff Time
P&D	DOT	X	X	X	X	X	Grants, ARC, Staff Time
P&D	GCDOT	X	X	X	X	X	Staff Time

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<b>GOAL 1</b>	<b>INCREASED ACTIVE TRANSPORTATION OPTIONS</b>
<b>STRATEGY 1.2</b>	Increase the use of active transportation by integrating active transportation planning to create shorter routes.
<b>ACTION</b>	
Follow action items for full implementation of the Countywide Trails Plan.	
Provide dedicated staff time for coordinating multiple forms multiple forms of transportation, such as on-demand ride services, biking, paratransit, and other first/last mile options in new developments.	
During project implementation, add features directly adjacent to destinations and provide interparcel access at the local scale.	
Secure new, dedicated revenue to pay for additional active transportation safety features within the roadway right-of-way	
<i>+ Coordinate and implement appropriate transportation improvements to maintain safe and efficient access to Post-Secondary institutions.</i>	
<i>+ Design/redesign busy intersections and mid-point crossings to improve pedestrian/bicycle safety.</i>	
<b>GOAL 2</b>	<b>ENSURE THAT PRIVATE DEVELOPMENTS AND PUBLIC PROJECTS ENABLE MOBILITY FOR ALL USERS.</b>
<b>STRATEGY 2.1</b>	Establish standards for transit improvements identified in the Transit Development Plan.
Follow action items for full implementation of the Transit Development Plan.	
Review development regulations and overlay districts to ensure multiple modes are addressed.	
<b>STRATEGY 2.2</b>	Review current Complete Streets policy.
Convene Complete Streets Implementation Team.	
Revise policy according to findings of Complete Streets policy review.	
Use development regulation authority to achieve compliance for development community.	

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
DOT	P&D	X	X	X	X	X	SPLOST, Grants, General Fund
P&D	DOT	X	X	X	X	X	General Fund
DOT	P&D	X	X	X	X	X	SPLOST, Grants, General Fund
DOT	P&D			X	X	X	General Fund, Staff Time
DOT	P&D	X	X	X			SPLOST, Staff Time
DOT	P&D	X	X	X	X	X	SPLOST, Staff Time
DOT	P&D	X	X	X	X	X	Current/future transit funding, FTA grants, TADs
P&D	DOT	X	X	X			Staff Time
DOT	P&D	X					Grants, Staff Time
DOT		X	X				Staff Time
DOT	P&D		X	X	X	X	Staff Time

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<b>GOAL 3</b>	<b>CONTINUE COUNTERMEASURES TO REDUCE SPEEDING AND ACCIDENTS</b>
<b>STRATEGY 3.1</b>	Utilize the Safe Streets and Roads for All Grant Program (SS4A) to develop a safety action plan and implement the recommendations from the plan.
<b>ACTION</b>	
Explore candidate areas for SS4A pilot interventions.	
<b>STRATEGY 3.2</b>	Use SPLOST funds and pursue GDOT lump sum safety program funds for safety improvements throughout the County.
Fully implement safety improvement recommendations from the Comprehensive Transportation Plan.	
<i>+ Continue to identify areas in need of signal coordination and/or ITS improvements</i>	
<i>+ Installation of ITS improvements</i>	
<b>STRATEGY 3.3</b>	Utilize recommendations from CTP and other relevant plans and studies to expand the array of safety improvements available for both public and land development roadway projects
<b>GOAL 4</b>	<b>IMPROVE TRANSIT TO COMPETE WITH PRIVATE VEHICLE TRIPS AND PROVIDE LAST MILE CONNECTIVITY</b>
<b>STRATEGY 4.1</b>	Implement and evaluate TDP recommendations and adjust services based on performance.
<b>ACTION</b>	
Fully coordinate and collaborate with all regional transit service providers, especially on fares and schedules.	
Take advantage of technology, apps, and social media to promote alternative modes and provide real-time information on services.	
Identify high-priority, customer facing improvements such as reduced wait times and service availability.	
Secure new, dedicated revenue to meet Ride Gwinnett's capital and operating needs.	
<i>+ Develop and implement transit promotion campaign</i>	

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
DOT	P&D	X	X	X			SS4A Grants
DOT	P&D	X	X	X	X	X	SPLOST, SS4A Grants, Georgia DOT
DOT	-	X	X	X	X	X	Staff Time
DOT	-				X	X	SPLOST

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
DOT	P&D, regional transit providers	X	X	X	X	X	Staff Time
DOT	-	X	X	X	X	X	General Fund, SPLOST, Staff Time
DOT	-			X	X	X	Staff Time
DOT	-			X	X	X	General Fund, Staff Time
DOT	P&D	X	X	X	X	X	SPLOST, Grants, General Fund

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<b>GOAL 5</b>	<b>INTEGRATE TRANSIT INTO LAND USE AND DEVELOPMENT PLANNING</b>
<b>STRATEGY 5.1</b>	Incorporate transit access within designs for redevelopment and new development.
<b>ACTION</b>	
Establish permanent task force comprised of DOT and P&D staff charged with implementation.	
Combine recommendations from TDP and 2045 Unified Plan to produce a plan documenting land use considerations and design guidelines for the Daily Community framework.	
<i>+ Identify areas that would be suitable for TOD and station development</i>	
<i>+ Create incentives to promote development in TOD areas</i>	

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
DOT	P&D	X					SS4A Grants
P&D	DOT	X	X	X			ARC, Staff Time
P&D	DOT	X	X	X	X	X	Staff Time
P&D	DOT, BoC	X	X	X	X	X	Staff Time

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## COMMUNITY RESOURCES

### GOAL 1

### COLLABORATE BETWEEN DEPARTMENTS AND PARTNERS TO SCALE UP COMMUNITY RESOURCES

#### ACTION

#### STRATEGY 1.1

Increase collaboration with partners.

Share updates on current and upcoming pipeline projects.

Involve other departments in long-range plans for redevelopment of areas within Gwinnett County.

#### STRATEGY 1.2

Ensure new public spaces support comfort, safety, and a sense of place for all residents.

Develop a cross-departmental program that promotes information sharing related to the redevelopment process, public space, and other community amenities that can be delivered in new projects.

### GOAL 2

### INFUSE COMMUNITIES WITH CONTEXT-APPROPRIATE GREENSPACE

#### STRATEGY 2.1

Incentivize quality public spaces within private redevelopment.

Establish a new Gwinnett County staff position for an urban designer or architect responsible for providing leadership for the physical design of the County

*+ Engage CIDs to encourage inclusion of privately owned and maintained open spaces in areas where park space has traditionally been limited*

#### STRATEGY 2.2

Expand shared space within the public realm, including in street rights-of-way

Develop Public Realm and Greenspace Pattern Book, Design Guidelines, and Standards.

Complete a Feasibility Study for implementing Park Impact Fees customized to the County's future Parkland and development needs.

#### STRATEGY 2.3

Expand and connect new public spaces along linear corridors, including trails

Establish policies and procedures that systematically integrate the Parks and Recreation Division into projects led by other Gwinnett Departments, Divisions, and partner organizations.

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*



COMMUNITY RESOURCES							
LEAD	POTENTIAL PARTNERS	EXPECTED IMPLEMENTATION YEARS					FUNDING
		24	25	26	27	28	
P&D	DoCS, other departments	X	X	X	X	X	Staff Time
P&D	DoCS, other departments	X	X	X	X	X	Staff Time
P&D	DoCS, Public Safety	X	X	X			Staff Time, General Fund
P&D	DoCS			X	X		General Fund, Staff Time
P&D	CIDs	X	X	X	X	X	CIDs, Staff Time
P&D	DoCS		X	X			General Fund, Staff Time
P&D	DoCS	X	X				Grants, General Fund
P&D	Other Departments and Divisions			X	X		Staff Time

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<b>GOAL 3</b>	<b>MAINTAIN PUBLIC SAFETY RESPONSE TIMES AMIDST INCREASE IN CALL VOLUME</b>
<b>ACTION</b>	
<b>STRATEGY 3.1</b>	Share resources across departments.
Share technological resources across departments, including data on crime reports, emergency call concentrations, and public safety response times.	
<b>STRATEGY 3.2</b>	Integrate public safety access into redevelopment designs through “eyes on the street.”
Update design guidelines with input from planners and public safety officials and distribute them to local developers.	
Invest in better signage along I-85 to assist those needing emergency services to provide better location information to 911 communication officers.	
<b>GOAL 4</b>	<b>STRENGTHEN DAILY COMMUNITY IDENTITIES THROUGH ARTS AND CULTURE PROGRAMMING IN CENTERS</b>
<b>STRATEGY 4.1</b>	Identify underutilized assets in active areas.
Finalize inventory of physical arts and culture assets to understand better what the county has and where improvements should be made.	
<b>STRATEGY 4.2</b>	Provide dedicated staff time and funding for artistic and cultural work.
Hire an Arts and Culture Manager to ensure Gwinnett’s focus on arts and culture is organized and formalized	
Intentionally avoid over-regulating arts and culture production, whether in relation to programming or tangible and intangible creations. Actively work to bring down existing regulations that are barriers to this work to help arts and culture flourish in Gwinnett.	
<i>+ Support non-profit Artworks! Organization</i>	

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*

LEAD	POTENTIAL PARTNERS	EXPECTED IMPLEMENTATION YEARS					FUNDING
		24	25	26	27	28	
GCPD, GCFES	P&D	X	X	X			Staff Time, SPLOST, State Funding
P&D	GCPD, GCFES	X	X	X			Staff Time, SPLOST, State Funding
GCDOT	P&D, GCPS, GCFES, GDOT	X	X	X			Staff Time, SPLOST, State Funding
DoCS	ArtWorks Gwinnett, community groups	X	X				Staff Time
DoCS		X	X				Department Funds
P&D	DoCS, GCPD, County Commissioners, ArtWorks Gwinnett	X	X	X			Staff Time, County General Funds, State Funds, nonprofits
P&D	DoCS	X	X	X	X	X	Staff Time

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<b>GOAL 5</b>	<b>INVEST IN SCHOOLS AS COMMUNITY CENTERS</b>
<b>ACTION</b>	
<b>STRATEGY 5.1</b>	Establish strong connections between Daily Community centers, neighborhoods, community facilities, and schools.
As part of the Community School Model, consider adopting EPA site standards for new schools.	
Update school infrastructure to support increased public uses such as bathrooms at sports facilities, greater connectivity, and appropriate security measures.	
<i>+ Identify youth enrichment programs to expand</i>	
<i>+ Identify new youth enrichment programs to offer</i>	
<b>STRATEGY 5.2</b>	Explore opportunities for educators to reside in the communities they serve.
Begin researching educator-supportive housing programs, such as vouchers or the creation of new housing, and assess their feasibility.	
<i>+ Promote and Support Georgia Gwinnett College</i> <ul style="list-style-type: none"> <li>• <i>Develop a detailed land use plan for areas around colleges in collaboration with the institutions and surrounding jurisdiction(s)</i></li> <li>• <i>Encourage open communication between colleges/universities and organizations promoting the SR 316 corridor</i></li> </ul>	
<b>GOAL 6</b>	<b>DEVELOP THE BUILT ENVIRONMENT TO INCREASE HEALTH AND WELLNESS</b>
<b>STRATEGY 6.1</b>	Pursue policies that create accessibility/promote aging in place
Update UDO requirements for accessibility to ensure aging in place is possible for senior residents.	
Explore incremental improvements to the built environment.	
<b>STRATEGY 6.2</b>	Create more opportunities for safe active transportation.
Invest in regular programming that temporarily or permanently protects active transportation facilities from cars to promote health and change perceptions about non-vehicular movement.	

*+ This action item is continued on from the 2040 Unified Plan Community Work Program.*

LEAD	POTENTIAL PARTNERS	EXPECTED IMPLEMENTATION YEARS					FUNDING
		24	25	26	27	28	
GCPS	DoCS	X	X	X	X	X	E-SPLOST, US DOE, State of Georgia, General Fund
GCPS	DoCS, P&D	X	X	X	X	X	E-SPLOST, US DOE, State of Georgia, General Fund
DoCS	GCPS	X	X				
DoCS	GCPS	X	X				
P&D		X	X	X	X	X	Grants, General Fund
P&D	GCDOT	X	X	X			SPLOST, Grants, General Fund
P&D	-	X	X	X	X	X	SPLOST, General Fund, Staff Time
P&D	-	X	X	X	X	X	SPLOST, General Fund, Staff Time
P&D	-	X	X	X	X	X	SPLOST, General Fund, Staff Time

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**BROADBAND**

**GOAL 1**

**REACH FULL BROADBAND COVERAGE FOR GWINNETT COUNTY**

**ACTION**

**STRATEGY 1.1**

Pass Broadband-Ready Community model ordinance and become designated as a broadband-ready community.

**STRATEGY 1.2**

Monitor installation and upgrades of broadband infrastructure through development, redevelopment, and other infrastructure projects.



## BROADBAND

		EXPECTED IMPLEMENTATION YEARS					
LEAD	POTENTIAL PARTNERS	24	25	26	27	28	FUNDING
BOC	P&D, Gwinnett Chamber of Commerce	X					Staff Time
P&D	DWR, GCDOT, Development Community	X	X	X	X	X	Staff Time

*\*Unless stated otherwise, "General Fund" items will be funded from the General Operating Budget.*



