

gwinnettcounty

2030 Unified Plan Overview



a great place to live and work

October 2010



How We Got Started

- PAC began meeting – July 2006
- Developed and reviewed:
 - Existing trends, issues, and opportunities
 - Driving forces
 - Community assessment document (summer 2007)
 - Fiscal strategies
 - Modeling of different scenarios
- Began development of interventions (fall 2007)
 - Sessions on formulation of intervention strategies
 - Sessions on ranking of intervention strategies

Economic Development

The County's largest employers are public sector, distribution, and technology-based:

Employer	Number of Employees
Gwinnett County Public Schools	18,226
Gwinnett County Government	4,586
Gwinnett Health Care System	4,229
Wal-Mart	4,163
Publix *	3,250
United States Postal Service	2,760
State of Georgia	2,159
Kroger *	1,981
Primerica	1,682
Scientific-Atlanta (Cisco)	1,624

* Full-Time Equivalents

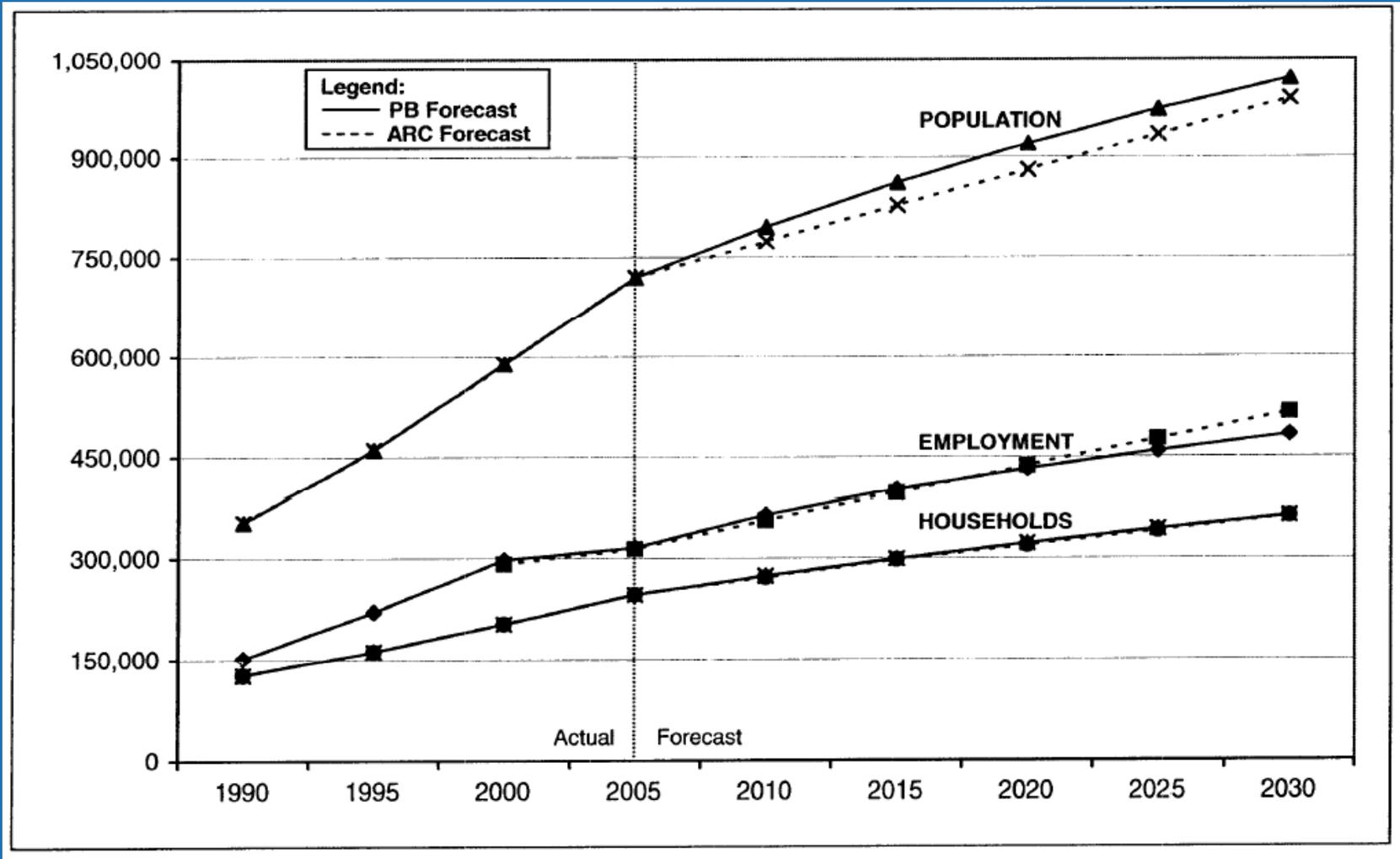
Economic Development

***84 percent of Gwinnett's residents are private wage and salary workers**

***10 percent are federal, state, or local government workers**

***6 percent are self-employed**

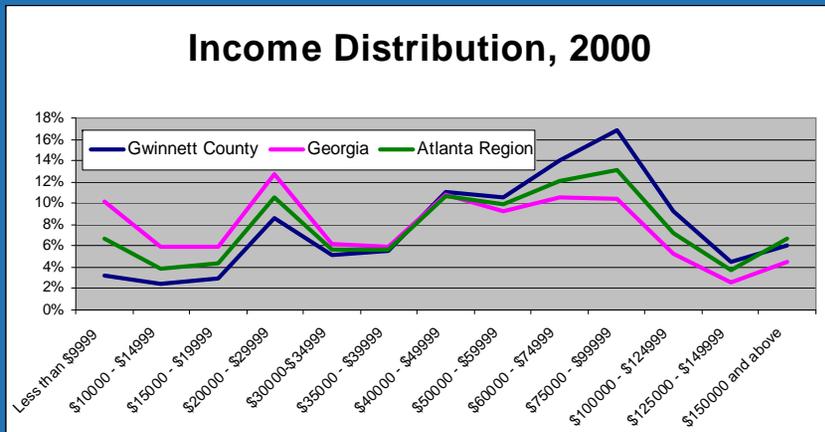
Continued but slower growth...



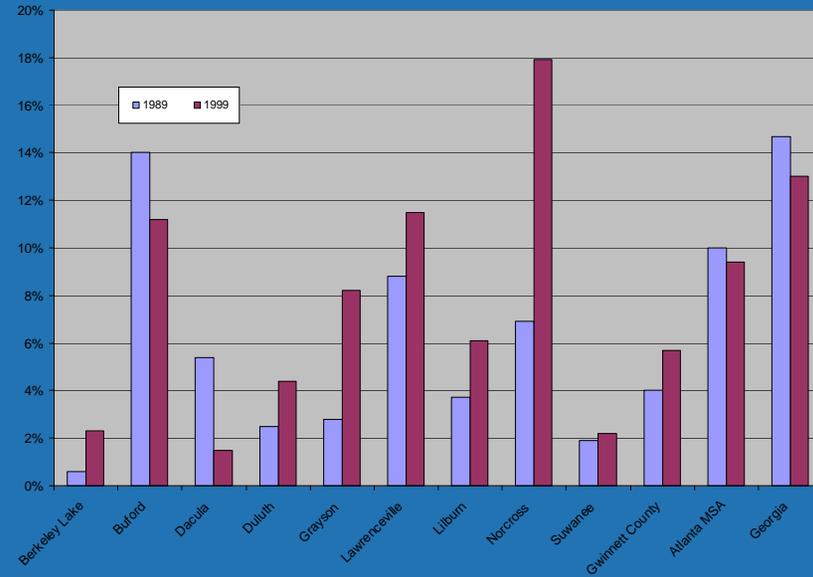
Income and Poverty Levels

Gwinnett has a larger percentage of higher incomes than the state or region

The percentage of the population living below the poverty level is increasing in some places



Percentage of Population Below the Poverty Level



Source: 2000 Census (SF3)



What Dooms Most Comprehensive Plans to Failure?

- Many, if not most plans, treat land use and transportation separately
- Most are based on a community vision that is possible, but not plausible
- There is seldom, if ever, a validation of the plan against the future economic potential of the community



How was Gwinnett's Unified Plan Different?

- Combined the Comprehensive Plan, Comprehensive Transportation Plan, and the (HUD) Consolidated Plan into one planning effort
- Used a scenario-based approach to create possible futures instead of a vision based on the desires of a select group of people
- Forecasted land use based on market realities
- Tested the plausibility and fiscal impact of each scenario using economic modeling

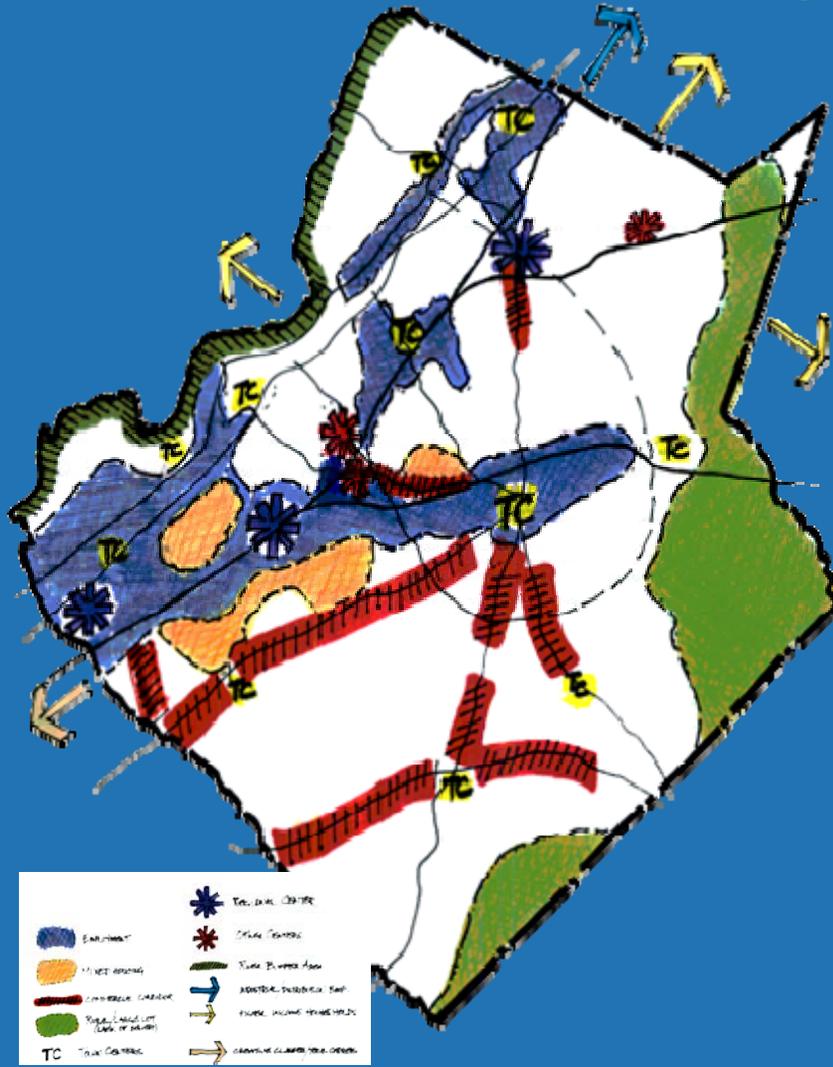


What is a Scenario?

- A plausible future that results from a series of driving forces and assumptions about how current trends may vary in the future
- Obviously, there can be an infinite number of scenarios or plausible futures
- We chose three:
 - The regional economy will decline
 - The regional economy will continue as it has
 - The regional economy will improve

Regional Slowdown Scenario

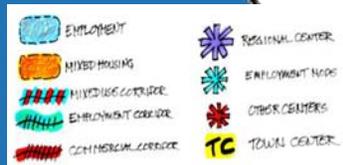
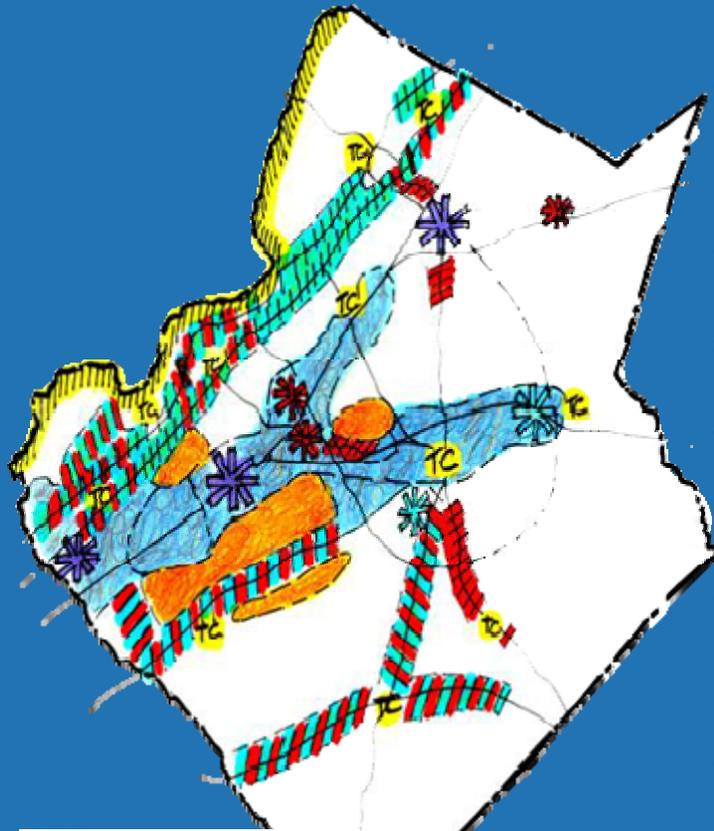
An Unacceptable Outcome



- Region's growth slows
- Gwinnett gains only 30 percent more people and 27 percent more jobs
- More transient population – fewer long-term residents
- Average income growth slows
- Limited neighborhood reinvestment

Middle of the Pack Scenario

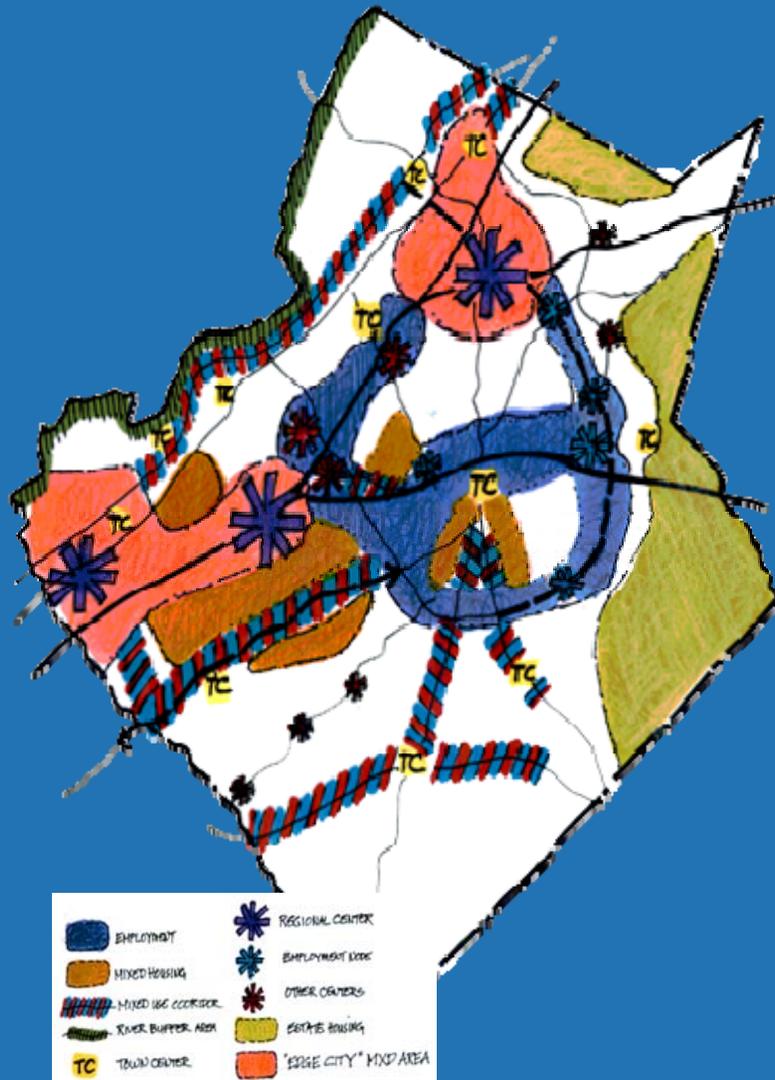
Most Likely Future without Intervention – So plan for it also!



- Region continues to prosper; current trends continue
- County average income declines
- Offers little relief from congestion
- No resources to address redevelopment
- Gwinnett gains 47 percent more people and 53 percent more jobs
- Entire County on sewer
- Truly diverse community, no dominant majority
- Fairly low density development

International Gateway Scenario

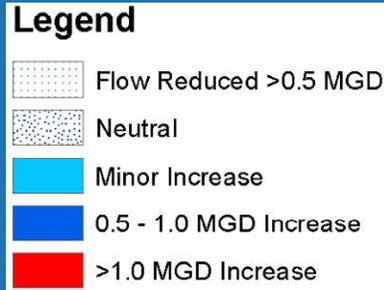
The Basis for the Vision and Plan



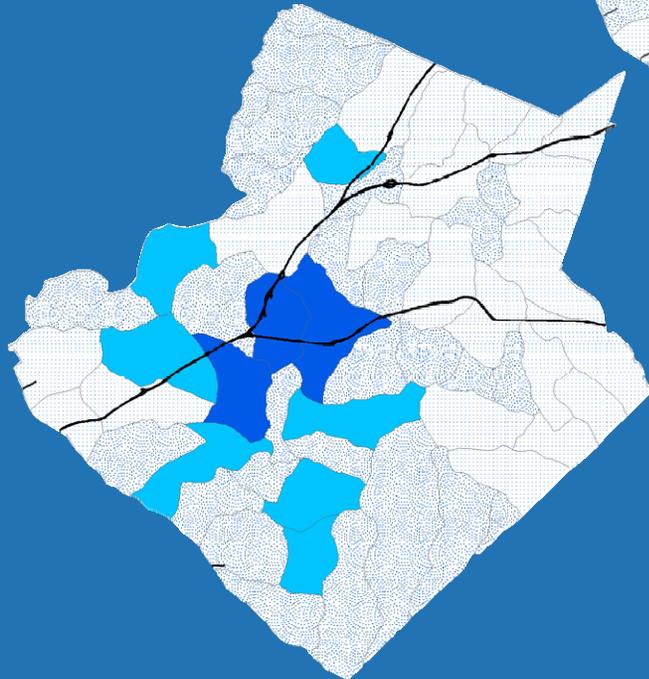
- U.S. economy strong; Region has massive job growth
- Gwinnett gains 76 percent more people and 106 percent more jobs
- Expand transit options
- International/multicultural segments of workforce grow
- High rises at key nodes and mixed-use development along major roads
- Redevelopment of older areas

Sewer Impacts-Change in Flow

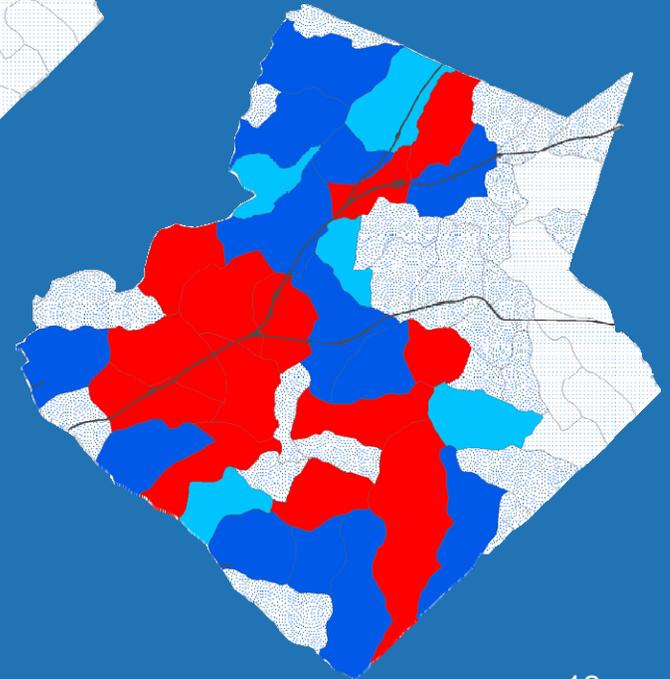
From 2003 Master Plan



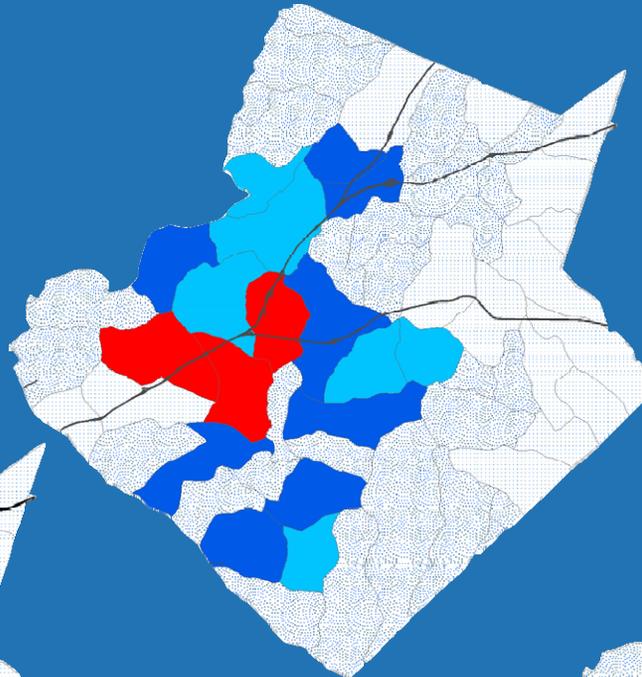
Regional Slowdown



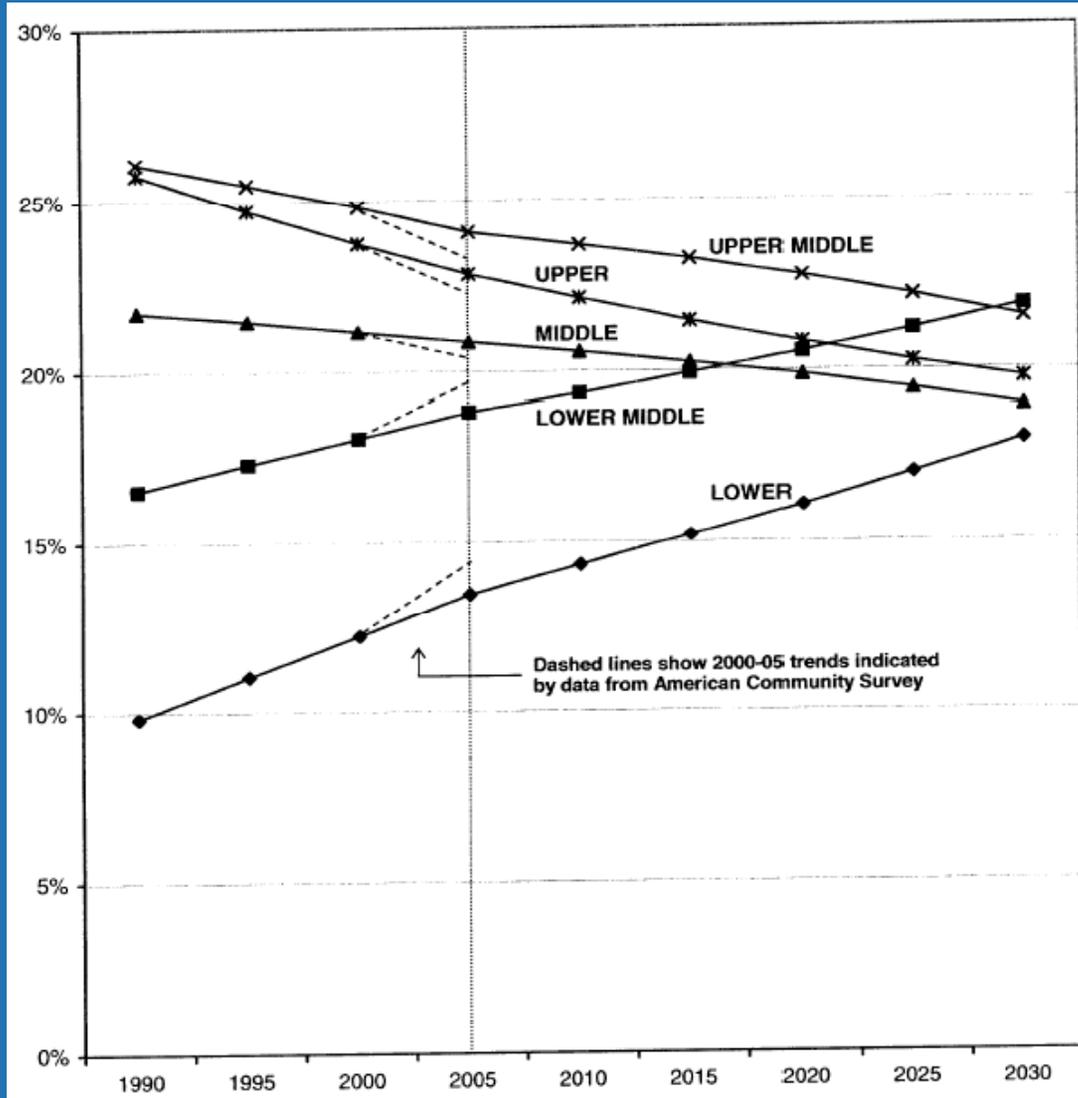
International Gateway



Middle of the Pack



Incomes Continue their Trend



Households in each regional quintile as a percent of total households



Enhanced Fiscal Model

- Builds on the existing WebFIT model
- Adjusts for level of police and fire services
- Adjust “poverty” spending
 - Poverty spending includes
 - Public health
 - Public welfare and social services
 - Community development

Comparison Outcomes

(without interventions)

WebFit Model

- Slowdown Scenario
 - Surplus in 2030
 - \$9 million
 - 2% of revenues
- Middle Scenario
 - Deficit in 2030
 - \$7 million
 - 0.7% of revenues
- Gateway Scenario
 - Deficit in 2030
 - \$44 million
 - 4.6% of revenues

Enhanced Model

- Slowdown Scenario
 - Deficit in 2030
 - \$358 – \$532 million
 - 43.7% – 64.9% of revenues
- Middle Scenario
 - Deficit in 2030
 - \$111 – \$192 million
 - 12% – 21% of revenues
- Gateway Scenario
 - Deficit in 2030
 - \$63 – \$81 million
 - 6.5% – 8% of revenues



Fiscal Modeling Outcomes

Enhanced Model

- Slowdown Scenario
 - Deficit in 2030
 - \$109 – \$259 million
- Middle of the Pack Scenario
 - Deficit in 2030
 - \$3 – \$84 million
- International Gateway Scenario
 - Surplus in 2030
 - \$45 – \$62 million



How The Plan to Address these Challenges is Organized

- By Five Themes:
 - Maintain economic development and fiscal balance
 - Foster redevelopment
 - Maintain mobility and accessibility
 - Provide more housing choices
 - Make Gwinnett a “preferred place”

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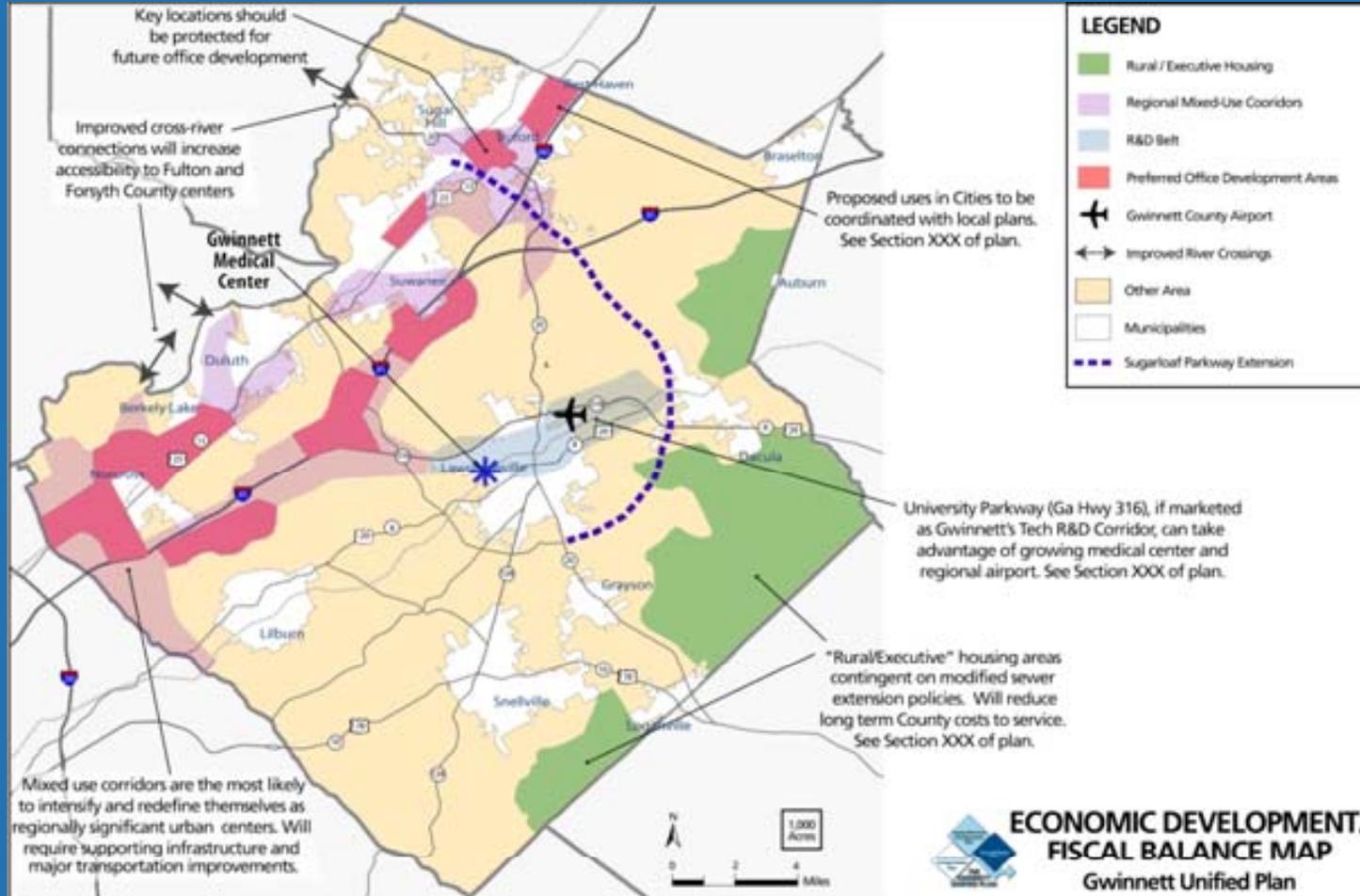
Summary of Intervention Policies



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Organized by Theme

Maintain Economic Development and Fiscal Health





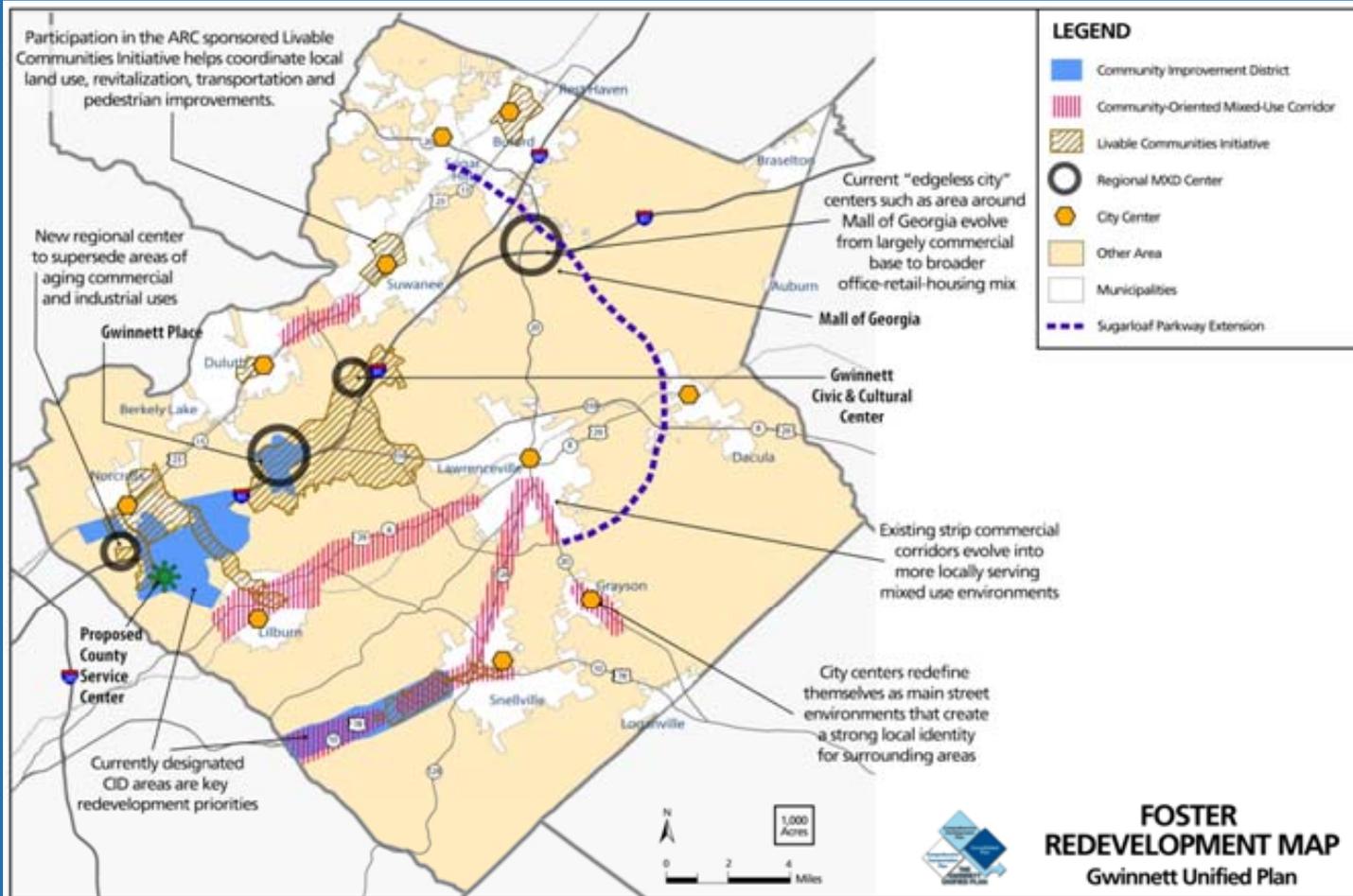
Maintain Economic Development and Fiscal Health

- Promote major mixed-use developments
- Protect large, well-located parcels/areas for office
- Strategic placement of sewer
- Revise current millage rates
- Promote University Parkway as R & D corridor
- Employ debt financing of major infrastructure
- Obtain appropriate balance of retail
- (TDR shown on Housing Map)



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Foster Redevelopment



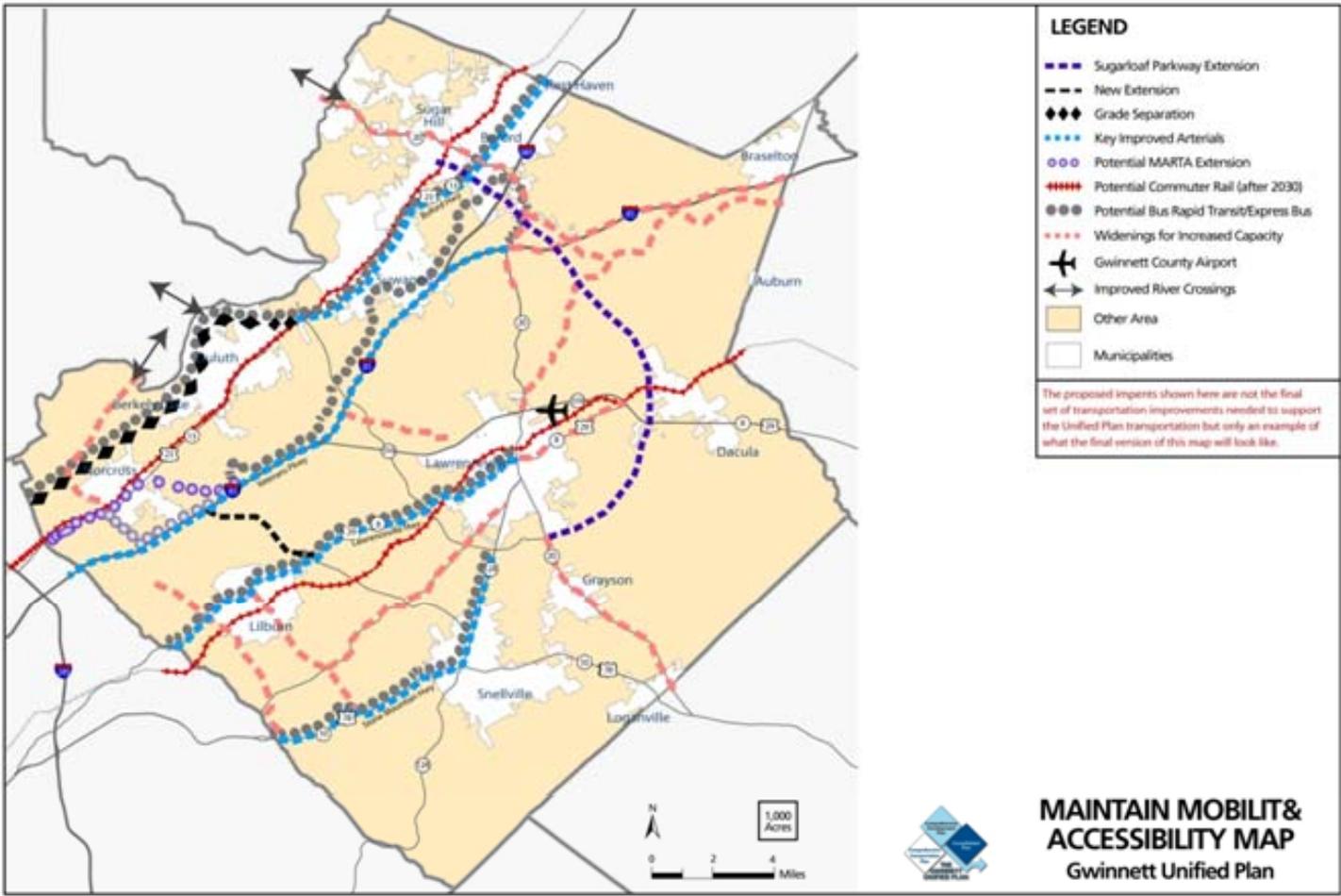


Foster Redevelopment

- Institute a variety of redevelopment incentives
- Promote densification in specific areas
- Use Tax Allocation Districts (TADs)
- Promoted shared infrastructure facilities
- Allow “corner stores” within specified med/high density areas



Maintain Mobility and Accessibility



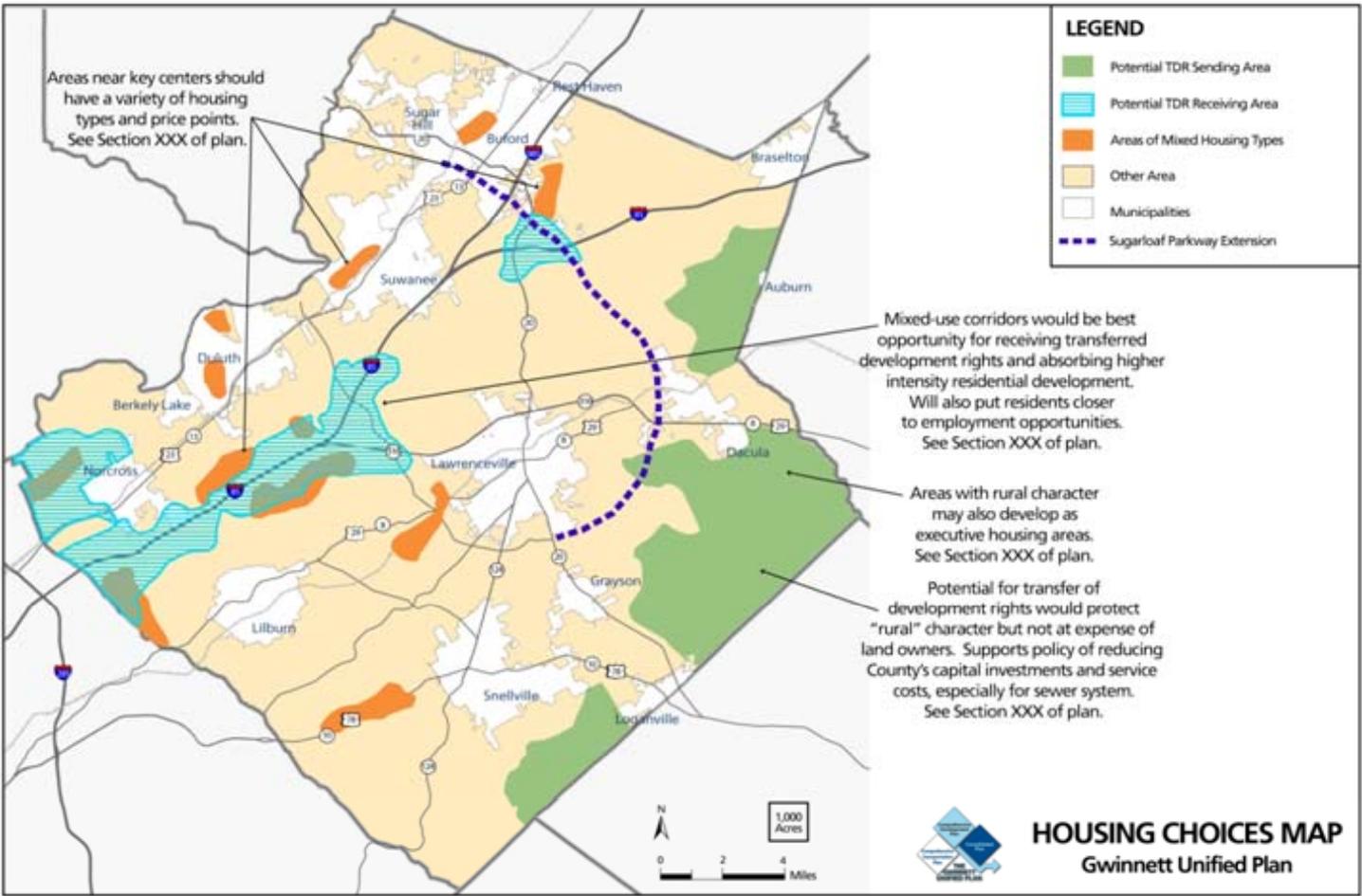


Maintain Mobility and Accessibility

- Enhance signal coordination and Intelligent Transportation Systems (ITS)
- Manage access on arterials
- Enhance incident management (Traffic Control Center)
- Establish road connectivity requirement
- Create transit-oriented development at appropriate sites
- Establish a more extensive transit system
- Pursue strategic road widening and new alignments



Provide More Housing Choices



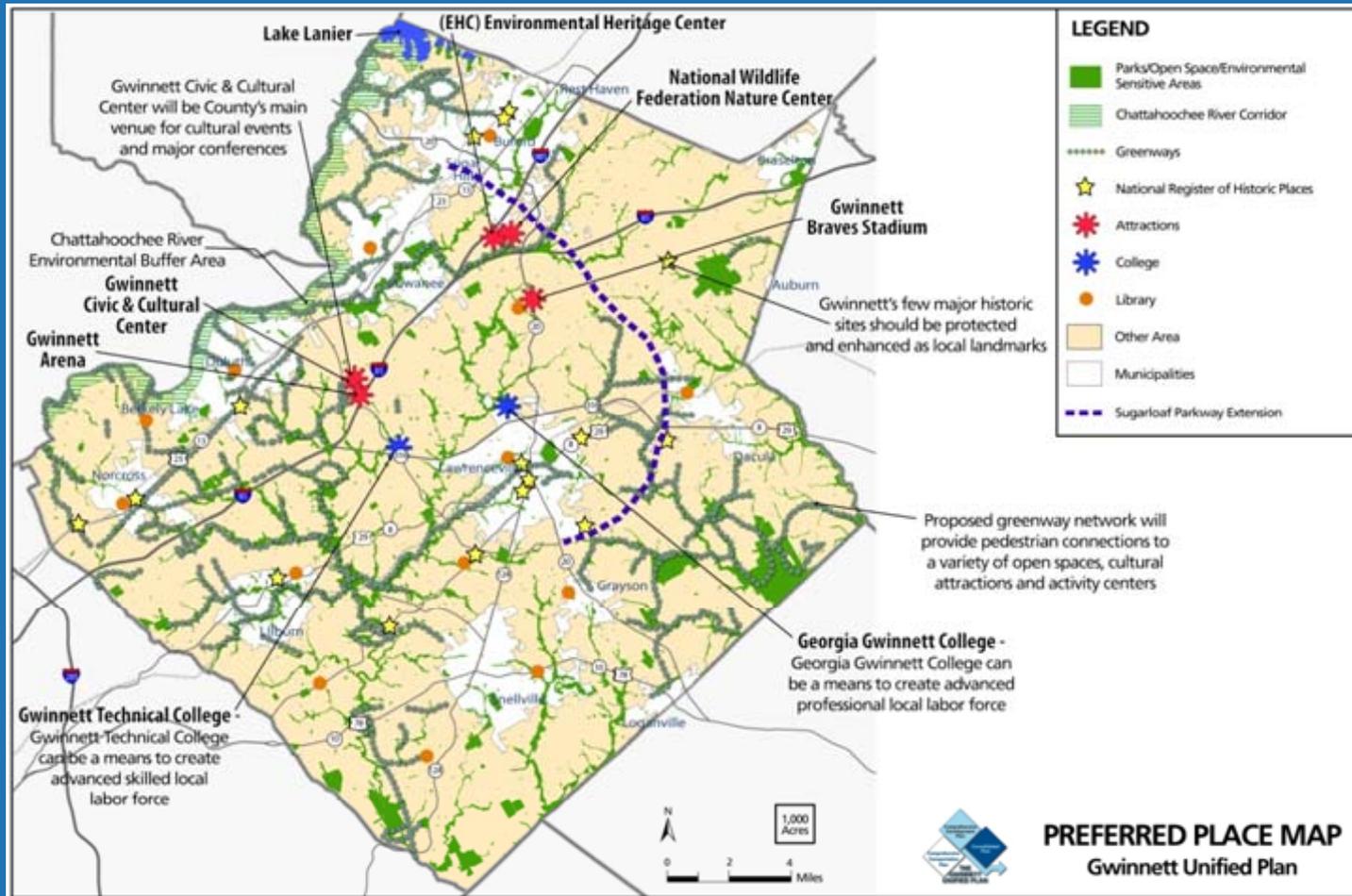


Provide More Housing Choices

- Establish and provide access to more executive housing
- Preserve existing workforce housing
- Expand maintenance and rehabilitation assistance to homeowners and small businesses
- Use Transfer of Development Rights (TDR)



Make Gwinnett a “Preferred Place”



Make Gwinnett a “Preferred Place”

- Improve the walkability of Gwinnett’s activity centers and neighborhoods
- Support and promote the expanded four-year college
- Invest in after school programs
- Enhance development aesthetics
- Provide venues to celebrate growing cultural diversity in the county
- Expand presence of “arts community”
- Provide incentives for enhanced open space/trails
- Use development regulations to create local parks
- Acquire surplus industrial or commercial sites for open space/recreation

Land Use Character Areas

(Depicted on the Future Development Map)

- Mixed-use character areas
 - Regional mixed-use
 - Preferred office
 - Community and corridor mixed-use
 - R & D corridor
- Predominantly residential character areas
 - Mixed housing types
 - Existing/emerging suburban
 - Chattahoochee River corridor
 - Rural estate areas



Unified Plan Outline

Part 1: Trends and Challenges

A: Taking stock

B. A new type of plan

- Why plan is different

- How plan is different

C. Gwinnett today: trends/driving forces

- Regional picture, demographics, market, fiscal, housing, transportation, cultural resources, etc.

D. Guiding the plan

- Fiscal relationships



Unified Plan Outline

Part 2: The Plan

A. Toward Gwinnett 2030: Using Scenarios

B. The Five Central Themes: General Overview

C. Future Development map



Unified Plan Outline

Part 3: Implementation:

A. Strategy for success

(the “user’s manual” section)

- Policy implementation summaries
 - Key implementation policies
 - Responsibilities
 - Phasing

B. Short-term work plan

- Coordination with other plans and programs



Unified Plan Outline

Part 3: Implementation: (cont.)

C. Using the plan and its maps

- Using the Future Development Map and character areas

D. Changes to the Zoning Resolution

E. Keeping on course