

Appendix E

Report of Accomplishments and Short Term Work Program



Gwinnett County Report of Accomplishments		
THEME 1: MAINTAIN ECONOMIC DEVELOPMENT AND FISCAL HEALTH		
ACTIVITY	Status	Comments
Policy 1.1 - Promote Major Mixed-Use Developments	Ongoing	Policy revised to state, "Promote Mixed-Use, Nodal Development Along Major Corridors"
Use the new mixed-use zoning districts in the Unified Development Ordinance (UDO) to permit higher densities and more by-right uses in designated mixed-use centers	Accomplished	Three new mixed-use districts and the Venture Drive Overlay District were created, approved by the BOC, and incorporated into the Unified Development Ordinance.
Make proactive investments in designated mixed-use centers (e.g., upgrade roads and sewers, parking structures, civic buildings, landscaping, etc.)	Ongoing	Tennis Center, Gwinnett Place Multi-Modal Center, OFS
Revise approval process so that it is less complicated and easier to execute. For example, specify standards that if met allow for automatic administrative approval of allowed uses.	Accomplished	A new feature was adopted with the UDO. Supplemental regulations guide administrative approvals.
Policy 1.2 - Designate Large, Well Located Parcels/Areas for Office Use	Ongoing	Policy revised to state, "Promote Office Use as Part of Larger, Mixed-Use Developments"
Determination of which parcels to protect for future office use using GIS technology and other data sources	Deleted	Studied and decided this was no longer an activity to pursue due to the change in market for office parks. Will focus on incorporating majority of office into mixed-use developments, per new Policy 1.2.
Rezone parcels to office use	Deleted	Studied and decided this was no longer an activity to pursue due to the change in market for office parks. Will focus on incorporating majority of office into mixed-use developments, per new Policy 1.2.
Protect parcels designated for office use rather than rezoning these parcels to uses that do not support sustained economic health and higher wage jobs in the County	Deleted	Studied and decided this was no longer an activity to pursue due to the change in market for office parks. Will focus on incorporating majority of office into mixed-use developments, per new Policy 1.2.
Policy 1.3 - Strategic Placement of Sewer	Ongoing	Policy revised to state, "Coordinate with DWR on Placement of Water and Sewer in Conjunction with 2050 Sewer Master Plan"
Establish guidelines to limit the transfer of wastewater across sewer basin boundaries in the eastern area of the County (to include limiting the construction of developer-built wastewater pump stations and force mains as well as tunnel gravity sewers)	Accomplished	The 2015 Water and Sewer Rate Resolution adopted Pump Station Phase-Out Charges and Future Operation and Maintenance Fees
Identify specific boundaries and limit the extension of sewer into areas of eastern Gwinnett County and to begin reserving sewer capacity for office, mixed-use, and hospital expansion uses identified in the Unified Plan Updates	Accomplished	Addressed in 2050 Sewer Master Plan
Modify sewer extension policy to prevent or limit new connections	Accomplished	
Determine the amount of excess sewer capacity in those areas designated for office development and estimate how much capacity should be retained for future office employment use	Accomplished	Addressed in 2050 Sewer Master Plan
Evaluate most appropriate zoning district to rezone properties that will have limited or no sewer; create new zoning district if needed	Accomplished	
Complete Sewer System Master Plan	Accomplished	2050 Sewer Master Plan Completed
Policy 1.4 - Use Transfer of Development Rights (TDR) for Rural Estate Housing in East	Deleted	County has not pursued TDR as a means to preserve land for rural estate housing.
Implement TDR policy in the County	Deleted	County has not pursued TDR as a means to preserve land for rural estate housing.
Policy 1.5 - Revise Millage Rates	Deleted	No longer relevant
Maintain a systematic monitoring of revenue sources to avoid becoming too reliant on one type of tax	Deleted	No longer relevant
Develop education and outreach programs about County's current and future financial condition, strategies to address the situation, and the impact of doing nothing	Deleted	No longer relevant
Revise millage rates again as needed	Deleted	No longer relevant
Policy 1.6 - Promote University Parkway (SR 316) as Gwinnett's Research & Development Belt	Ongoing	Future Development Map designation changed to "Innovation District"
Continue to implement the strategy to upgrade University Parkway to a limited access highway	Ongoing	See notes in Short Term Work Program
Begin strategic implementation of improvements to support R&D growth, potentially in one or more than one of the Focus Areas (Riverside Focus Area, Sugarloaf West Focus Area, Cedar Road Focus Area, Sugarloaf East Focus Area) from Sector Plan	Ongoing	Activity revised to, "Consider strategic implementation of improvements to support R&D growth"

ACTIVITY	Status	Comments
Refer to 2011 Sector Plan for additional information regarding desired amenities to promote R&D corridor growth (e.g., Yellow River Trail System from Circulation Framework in Sector Plan)	Ongoing	Activity revised to, "Refer to 2011 Sector Plan for additional information regarding desired amenities to promote R&D corridor growth"
Foster "enterprise" relationship with Georgia Gwinnett College, Gwinnett Technical College, and Gwinnett Medical Center to encourage the transition of promising research ideas into successful businesses	Ongoing	See notes in Short Term Work Program
Follow the implementation strategy to develop an R&D Overlay District with specific development regulations.	Ongoing	Activity revised to add, "Study the Innovation District Character Area"
Develop and implement promotional materials to attract businesses	Ongoing	See notes in Short Term Work Program
Policy 1.7 - Employ Debt Financing for Major Infrastructure	Ongoing	Policy revised to state, "Employ Debt Financing, User Fees, Public-Private Partnerships, and Other Methods to Finance Major Infrastructure"
Determine costs for capital improvement projects	Ongoing	
Continue to issue bonds to cover infrastructure costs	Ongoing	
Policy 1.8 - Obtain Appropriate Balance of Retail	Ongoing	Policy revised to state, "Encourage Redevelopment/Renovation of Existing Retail Centers"
Conduct market forecast to determine the existing and anticipated market demand for commercial/retail uses along targeted corridors	Ongoing	See notes in Short Term Work Program
Determine priority retail centers for redevelopment and rezoning	Ongoing	Activity revised to state, "Determine priority retail centers for redevelopment. Study vacancy rates and recommend sites"
Create overlay or floating zone that can be applied to larger parcels	Accomplished	Adopted the Venture Drive Overlay District
THEME 2: FOSTER REDEVELOPMENT		
Policy 2.1 - Institute a Variety of Redevelopment Incentives and Bonuses	Ongoing	
Determine the specific areas the County wishes to revitalize	Accomplished	Three areas became Community Improvement Districts (CIDs): Stone Mountain, Gwinnett Place, and Jimmy Carter Boulevard (JCB)
Determine the desired amount and character of development of targeted areas	Ongoing	Similar to activities listed under Policy 1.6 in Short Term Work Program
Promote new UDO mixed-use developments, as well as FAR incentives that are given to encourage redevelopment	Ongoing	Activity revised to state, "Consider new mixed-use zoning districts in appropriate character areas and promote redevelopment incentives that exchange increased floor area ratio for community space"
Policy 2.2 - Promote Densification in Specific Areas Designated for Mixed-Use Through Rezoning and Increased Infrastructure Capacity	Ongoing	
Make complementary, proactive investments in redevelopment areas designated for higher densities	Ongoing	
Revise zoning district text and/or create new districts to permit higher densities and design standards in specific areas in accordance with policy maps	Ongoing	
Policy 2.3 - Use Tax Allocation Districts (TADs)		
Reset property values in TADs that have seen declining values to net positive benefits in newly established districts	Accomplished	
Identify projects for the TAD areas	Accomplished	
Secure bonds for projects	Ongoing	See notes in Short Term Work Program
Policy 2.4 - Promote Shared Infrastructure Facilities		
Change applicable policies and ordinances to allow multi-parcel owners to create and use shared stormwater and parking facilities	Ongoing	See notes in Short Term Work Program

ACTIVITY	Status	Comments
Develop a program to promote shared infrastructure facilities options to developers	Ongoing	See notes in Short Term Work Program
Policy 2.5 - Allow Corner Convenience Stores in Defined Residential Nodes	Ongoing	
Amend the County Zoning Resolution to allow for convenience shopping in medium and high density residential areas if certain criteria for parcel size, aesthetics, etc. are met	Ongoing	Revised activity wording to state, "Allow Corner Convenience Stores in Defined Residential Nodes"
THEME 3: MAINTAIN MOBILITY AND ACCESSIBILITY		
Policy 3.1 - Enhance Signal Coordination and Intelligent Transportation Systems (ITS)	Ongoing	
Continue to identify areas in need of signal coordination and/or ITS improvements	Ongoing	
Maintain County funding source for improvements	Ongoing	
Installation of ITS improvements	Ongoing	
Policy 3.2 - Manage Access on Arterials	Ongoing	Policy revised to state, "Promote Inter-Parcel Access on Arterials in New Development and Redevelopment, to Cut Down on Curb Cuts"
Update the Long Range Road Classification Map, and the access management portion of the County's existing activity center/corridor overlay districts overlay zone	Completed/Ongoing	The Long Range Road Classification Map has been updated as part of the 2018 Comprehensive Transportation Plan. Update of the access management portion of the County's existing activity center/corridor overlay districts overlay zone is ongoing.
Support the interface with GDOT's Navigator System and the County's Smart Commute Program	Ongoing	
Policy 3.3 - Enhance Incident Management (Traffic Control Center)	Ongoing	
Identify and prioritize additional resources for incident management	Ongoing	
Policy 3.4 - Establish a Road Connectivity Requirement for New Development	Ongoing	
Define block lengths for urban and suburban areas	Ongoing	
Adopt a Connectivity Index for all new residential subdivisions	Ongoing	
Develop and incorporate connectivity standards for new development into County's Development Regulations	Ongoing	See notes in Short Term Work Program
Policy 3.5 - Create Transit Oriented Development (TOD) at Proposed Transit Stations/Hubs	Ongoing	See notes in Short Term Work Program
Identify possible transit alignments	Ongoing	See notes in Short Term Work Program
Identify areas that would be suitable for TOD and station development	Ongoing	See notes in Short Term Work Program
Create incentives to promote development in TOD areas	Ongoing	See notes in Short Term Work Program
Policy 3.6 - Prioritize Transit System Initiatives	Ongoing	Policy revised to state, "Support the Recommendations and Policies in the Transit Development Plan"
Identify additional areas to be served by transit	Ongoing	See notes in Short Term Work Program
Evaluate funding sources and strategically pursue state and federal aid for additional transit needs	Ongoing	See notes in Short Term Work Program
Develop and implement transit promotion campaign	Ongoing	See notes in Short Term Work Program
Policy 3.7 - Prioritize Strategic Road Widening and New Road Alignments	Ongoing	Policy revised to state, "Adopt and Promote Land Use Policies that Support the Recommendations and Policies in the Comprehensive Transportation Plan (CTP)"
Prioritize capacity improvement projects	Ongoing	See notes in Short Term Work Program
Establish policy that, where feasible, new roadway construction will consider bike lanes and multi-use paths to provide alternative transportation	Ongoing	See notes in Short Term Work Program
Develop and implement funding plans for projects	Ongoing	

ACTIVITY	Status	Comments
Improve road connections to Fulton/Forsyth per CTP	Ongoing	
THEME 4: PROVIDE MORE HOUSING CHOICES		
Policy 4.1 - Establish and Provide Access to More Executive Housing Areas	Deleted	The County no longer intends to pursue this policy; combined with Policy 4.2 to create a new policy.
Policy 4.2 - Preserve Existing Workforce Housing	Ongoing	Policy has been reworded to state, "Preserve and Expand Housing for All Income Levels and Phases of Life"
Provide rehabilitation assistance from HUD grant funds and private sources to homeowners and to existing multi-family projects that preserve affordable workforce housing	Ongoing	
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	Ongoing	
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	Ongoing	
Continue code enforcement through Quality of Life Unit to ensure that properties are maintained	Ongoing	
Consider creating a Housing Task Force to evaluate issues related to mixed income multi-family housing, Senior housing, workforce housing, creation of an incentive-based moderately priced dwelling unit (MPDU) ordinance, and housing for persons with special needs	Ongoing	
Policy 4.3 - Expand Maintenance and Rehabilitation Assistance to Homeowners	Ongoing	
Provide rehabilitation assistance from HUD grant funds for homeowner occupied dwellings	Ongoing	
Expand program beyond HUD grant funds to include County funds for commercial properties	Ongoing	
Policy 4.3 - Support Expanded Housing Opportunities for Seniors	Ongoing	
Consider amendments to the Zoning Resolution to allow more senior housing at appropriate sites within the County	Completed	R-SR Zoning District created and incorporated into the UDO. O-I uses expanded and clarified for senior housing.
Revise Zoning Resolution to create more walkable, mixed-use communities	Completed	R-SR, Mixed-Use, and Venture Drive Overlay Districts created and incorporated into UDO.
Pursue locating and studying TOD sites to develop with transit components	Ongoing	See notes in Short Term Work Program
Appoint an education program manager to coordinate the structure of courses, counseling options, and marketing of the program	Ongoing	
Establish a system to disburse CDBG funds through a process to non-profit organizations that assist with low-income citizens, seniors, at-risk individuals, disabled citizens, and others with issues related to housing	Ongoing	
THEME 5: KEEP GWINNETT A "PREFERRED PLACE"		
Policy 5.1 - Improve the Walkability of Gwinnett's Activity Centers and Neighborhoods	Ongoing	
Implement projects and design guidelines from updated Gwinnett Open Space and Greenways Master Plan	Ongoing	See notes in Short Term Work Program
Design/redesign busy intersections and mid-point crossings to improve pedestrian/bicycle safety	Ongoing	
Coordinate and implement appropriate transportation improvements to maintain safe and efficient access to Post-Secondary institutions	Ongoing	
Policy 5.2 - Support and Promote Georgia Gwinnett College	Ongoing	
Develop a detailed land use plan for areas around colleges in collaboration with the institutions and surrounding jurisdiction(s)	Ongoing	See notes in Short Term Work Program
Encourage open communication between colleges/universities and organizations promoting the SR 316 corridor	Ongoing	See notes in Short Term Work Program

ACTIVITY	Status	Comments
Policy 5.3 - Invest in Youth Enrichment Programs	Ongoing	
Identify programs to expand	Ongoing	To be covered through the next Parks and Recreation Comprehensive Master Plan
Identify new programs to offer	Ongoing	To be covered through the next Parks and Recreation Comprehensive Master Plan
Allocate additional funding resources	Ongoing	
Policy 5.4 - Enhance Development Aesthetics	Ongoing	Policy revised to state, "Draft Design Guidelines for Areas That Are Ready for Redevelopment or New Development"
Utilize overlay districts and other tools to assist in guidance and decision making	Ongoing	
Policy 5.5 - Provide Venues to Celebrate the Cultural Diversity of the County	Ongoing	
Develop initiatives to engage with and leverage the diversity of our community	Ongoing	See notes in Short Term Work Program
Develop criteria for promoting existing cultural facilities	Ongoing	See notes in Short Term Work Program
Develop program to increase number of cultural outreach activities	Ongoing	See notes in Short Term Work Program
Policy 5.6 - Expand Presence of "Arts Community"	Ongoing	
Support non-profit Artsworks! Organization	Ongoing	See notes in Short Term Work Program
Policy 5.7 - Provide Incentives for Enhanced Open Space/Trails	Ongoing	
Determine the regulations or incentives/bonus requirements	Ongoing	See notes in Short Term Work Program
Revise Development Regulations appropriately	Ongoing	
Policy 5.8 - Create Trail Connections Between Existing Parks, Schools, Libraries, and Other Community Facilities as Appropriate	Ongoing	
Engage CIDs to encourage inclusion of privately owned and maintained open spaces in areas where park space has traditionally been limited	Ongoing	See notes in Short Term Work Program
Utilize and promote new zoning districts that have incentivized inclusion of open space and trail facilities	Ongoing	See notes in Short Term Work Program
Determine appropriateness of making local parkland provision a development requirement or whether it will be linked to development incentives and bonuses	Ongoing	Activity revised to state, "Develop mechanisms for including useable common open space, parks and other community features in new developments"

Gwinnett County Short-Term Work Program 2019 - 2023

THEME 1: MAINTAIN ECONOMIC DEVELOPMENT AND FISCAL HEALTH										
ACTIVITY	Primary Responsible Party	2019	2020	2021	2022	2023	Cost	Funding Source(s)	Notes	
Policy 1.1 - Promote Mixed-Use, Nodal Development Along Major Corridors										
Make proactive investments in designated mixed-use centers (e.g., upgrade roads and sewers, parking structures, civic buildings, landscaping, etc.)	GCDOT, DWR, BOC	X	X	X	X	X	Varies	General Fund, DWR, SPLOST	Ongoing activity - Tennis Center, Gwinnett Place Multi-Modal Center and OFS	
Revisit UDO Permitted Use Table and Supplemental Table to streamline zoning and development approval process	P&D	X	X				Staff	General Fund		
Investigate forecasting ability to determine land use and fiscal implications of land use changes	Office of Economic Development (OED), P&D	X	X	X	X		Staff	General Fund		
Policy 1.2 - Promote Office Use as Part of Larger, Mixed-Use Developments										
Consider amending mixed-use zoning district regulations to encourage incorporation of more office use	P&D	X	X				Staff	General Fund		
Policy 1.3 - Coordinate with DWR on Placement of Water and Sewer in Conjunction with 2050 Sewer Master Plan										
Evaluate future wastewater treatment capacity needs and location(s) for new and/or expanded water reclamation facilities	DWR	X	X	X	X	X	Staff	General Fund		
Review and modify as necessary septic to sewer policies and ordinances	DWR	X	X	X	X	X	Staff	General Fund		
Policy 1.4 - Promote University Parkway (SR 316) as Gwinnett's Research & Development Belt										
Continue to implement the strategy to upgrade University Parkway to a limited access highway	DOT	X	X	X	X	X	\$100 M	General Fund, Federal DOT, TSPLOST	GDOT is moving forward with the removal of several at-grade crossings and replacement with interchanges.	
Consider strategic implementation of improvements to support R&D growth	P&D, OED, GCDOT	X	X	X	X	X	Varies	General Fund	Initiative underway, mostly from GCDOT. Sugarloaf Pkwy. Extension will have economic development impact. Initiative will be ongoing.	
Refer to 2011 Sector Plan for additional information regarding desired amenities to promote R&D corridor growth	OED, Chamber of Commerce, Partnership Gwinnett	X	X	X	X	X	Varies	General Fund, DWR Funds	Initiative underway - Trails Master Plan study has been adopted.	
Foster "enterprise" relationship with Georgia Gwinnett College, Gwinnett Technical College, and Gwinnett Medical Center to encourage the transition of promising research ideas into successful businesses	OED, schools, medical center, Partnership Gwinnett	X	X	X	X	X	Varies	General Fund and Institutional Sources	OED initiated this activity with both colleges and the medical center. Partnership Gwinnett has similar, ongoing initiative as well. This will be a collaborative, ongoing effort.	
Follow the implementation strategy to develop an R&D Overlay District with specific development regulations. Study the Innovation District Character Area.	P&D, BOC	X	X	X	X		Staff	General Fund		
Develop and implement promotional materials to attract businesses	OED, Chamber of Commerce, and Partnership Gwinnett	X	X				Staff	General Fund	Initiative is ongoing. Chamber has robust promotional and marketing materials. OED is currently working on additional material. This initiative will be ongoing.	
Policy 1.5 - Employ Debt Financing, User Fees, Public-Private Partnerships, and Other Methods to Finance Major Infrastructure										
Determine costs for capital improvement projects	Various	X	X	X	X	X	Staff	General Fund	Ongoing	
Continue to issue bonds to cover infrastructure costs	BOC	X	X	X	X	X	Staff	Varies	Ongoing	

ACTIVITY	Primary Responsible Party	2019	2020	2021	2022	2023	Cost	Funding Source(s)	Notes
Policy 1.6 - Encourage Redevelopment/Renovation of Existing Retail Centers									
Conduct market forecast to determine the existing and anticipated market demand for commercial/retail uses along targeted corridors	OED, P&D	X	X	X	X	X	Staff	Varies	P&D started this initiative. OED will continue going forward.
Determine priority retail centers for redevelopment. Study vacancy rates and recommend sites.	OED, P&D	X	X	X	X	X	Staff	Varies	OED is currently working on this initiative with our Redevelopment strategic plan. This will be an ongoing effort.
Update existing land use map	P&D	X	X				Staff	General Fund	Last update was completed in 2009
THEME 2: FOSTER REDEVELOPMENT									
Policy 2.1 - Institute a Variety of Redevelopment Incentives and Bonuses									
Consider new mixed-use zoning districts in appropriate character areas and promote redevelopment incentives that exchange increased Floor-Area Ratio for community space	P&D, BOC	X	X				Staff	General Fund	
Support small business activities through development of small business resource center and staff support	OED, BOC	X	X	X	X	X	Staff	New initiative. Location will likely be near P&D Department office.	In progress
Policy 2.2 - Promote Densification in Specific Areas Designated for Mixed-Use Through Rezoning and Increased Infrastructure Capacity									
Make complementary, proactive investments in redevelopment areas designated for higher densities	P&D, Law Department	X	X	X	X	X	Varies	General Fund, W&S Funds	
Revise zoning district text and/or create new districts to permit higher densities and design standards in specific areas in accordance with policy maps	P&D	X	X	X	X	X	Staff	General Fund	
Policy 2.3 - Use Tax Allocation Districts (TADs)									
Review streamlining the TAD policy/process	Law Department	X	X				Staff	General Fund	
Secure bonds for projects	OED	X	X	X	X	X	Staff	General Fund	Evaluated on a case by case basis. Project type and fiscal impact influence this decision.
Policy 2.4 - Promote Shared Infrastructure Facilities									
Change applicable policies and ordinances to allow multi-parcel owners to create and use shared storm water and parking facilities	DWR	X	X				Staff	General Fund, W&S Funds	To be addressed in Stormwater Redevelopment Ordinance
Develop a program to promote shared infrastructure facilities options to developers	DWR, P&D, OED	X	X				Staff	General Fund, W&S Funds	Promoting shared infrastructure facilities options on a case by case basis, as applicable for specific projects; to be addressed in Stormwater Redevelopment
Evaluate future wastewater treatment capacity needs and location(s) for new and/or expanded water reclamation facilities	DWR	X	X	X	X	X	\$500,000	W&S Funds	
Policy 2.5 - Allow Corner Convenience Stores in Defined Residential Nodes									
Amend the County Zoning Resolution to allow for convenience shopping in medium and high density residential areas if certain criteria for parcel size, aesthetics, etc. are met	P&D, Economic Analysis Division, BoC	X	X				Staff	General Fund	Ongoing in the UDO
THEME 3: MAINTAIN MOBILITY AND ACCESSIBILITY									
Policy 3.1 - Enhance Signal Coordination and Intelligent Transportation Systems (ITS)									
Continue to identify areas in need of signal coordination and/or ITS improvements	DOT with P&D and Department of Financial Services (DoFS)	X	X	X	X	X	Staff	General Fund & SPLOST	
Maintain County funding source for improvements	DOT with P&D and DoFS	X	X				Staff	General Fund & SPLOST	
Installation of ITS improvements	DOT	X	X	X	x	x	\$50,000	General Fund, SPLOST, Federal DOT	

ACTIVITY	Primary Responsible Party	2019	2020	2021	2022	2023	Cost	Funding Source(s)	Notes
Policy 3.2 - Promote Inter-Parcel Access on Arterials in New Development and Redevelopment, to Cut Down on Curb Cuts									
Update the access management portion of the county's existing activity center/corridor overlay districts overlay zone	GCDOT with P&D and DoFS	X	X				\$350,000	General Fund & SPLOST	The Long Range Road Classification Map has been updated as part of the 2018 Comprehensive Transportation Plan.
Support the interface with GDOTs Navigator System and the County's Smart Commute Program	GCDOT	X	X	X	X	X	Staff	General Fund	
Policy 3.3 - Enhance Incident Management (Traffic Control Center)									
Identify and prioritize additional resources for incident management.	DOT	X	X	X			\$700,000	General Fund, SPLOST, Federal DOT	
Policy 3.4 - Establish a Road Connectivity Requirement for New Development									
Define block lengths for urban and suburban areas	P&D, GCDOT	X	X				Staff	General Fund	
Adopt a Connectivity Index for all new residential subdivisions	P&D, GCDOT	X	X				Staff	General Fund	
Develop and incorporate connectivity standards for new development into County's Development Regulations	P&D, GCDOT	X	X				Staff	General Fund	To be considered in the UDO
Research doing corridor studies	P&D, GCDOT	X	X	X	X	X	Staff	General Fund	
Policy 3.5 - Create Transit Oriented Development (TOD) at Proposed Transit Stations/Hubs									
Identify possible transit alignments	P&D, DOT	X	X	X	X	X	Staff	General Fund	Connect Gwinnett Transit Plan
Identify areas that would be suitable for TOD and station development	P&D, GCDOT, OED	X	X	X	X	X	Staff	General Fund	Connect Gwinnett Transit Plan, 2040 Unified Plan, and various LCI studies for Jimmy Carter Blvd. and Sugarloaf Pkwy.
Create incentives to promote development in TOD areas	P&D, OED, BOC	X	X	X	X	X	Staff	General Fund	The County is currently evaluating opportunities to expand its transit system. Once that process has concluded, the County will need to identify key TOD areas and determine what incentives, if any, are appropriate to promote development in those areas.
Policy 3.6 - Support the Recommendations and Policies in the Transit Development Plan									
Identify additional areas to be served by transit	GCDOT	X	X	X	X	X	Staff	General Fund	Connect Gwinnett Transit Plan
Evaluate funding sources and strategically pursue state and federal aid for additional transit needs	BOC	X	X	X	X	X	Staff	General Fund	Connect Gwinnett Transit Plan
Develop and implement transit promotion campaign	GCDOT	X	X	X	X	X	Staff	General Fund	Connect Gwinnett Transit Plan
Policy 3.7 - Adopt and Promote Land Use Policies that Support the Recommendations and Policies in the Comprehensive Transportation Plan (CTP)									
Prioritize capacity improvement projects	GCDOT with P&D	X	X	X	X	X	Staff	General Fund & SPLOST	2018 CTP
Establish policy that, where feasible, new roadway construction will consider bike lanes and multi-use paths to provide alternative transportation	GCDOT	X	X	X	X	X	Staff	General Fund & SPLOST	2018 CTP
Develop and implement funding plans for projects	CDOT with P& and DoF	X	X	X	X	X	\$5,000,000	SPLOST, Federal DOT, General Fund	
Improve road connections to Fulton/Forsyth per CTP	GCDOT	X	X	X	X	X	Varies	SPLOST, Federal DOT, General Fund	
THEME 4: PROVIDE MORE HOUSING CHOICES									
Policy 4.1 - Preserve and Expand Housing for All Income Levels and Phases of Life									
Provide rehabilitation assistance from HUD grant funds and private sources to homeowners and to existing multi-family projects that preserve affordable workforce housing	DoFS, P&D	X	X				\$500,000	CDBG (HUD), private	
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	DoFS, P&D	X	X				\$500,000	CDBG (HUD), private	

ACTIVITY	Primary Responsible Party	2019	2020	2021	2022	2023	Cost	Funding Source(s)	Notes
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	DoFS, P&D	X	X				\$500,000	CDBG (HUD)	
Continue code enforcement through Quality of Life Unit to ensure that properties are maintained	Gwinnett County Police - Quality of Life Unit	X	X				Staff	General Fund	
Consider creating a Housing Task Force to evaluate issues related to mixed income multi-family housing, Senior housing, workforce housing, creation of an incentive-based moderately priced dwelling unit (MPDU) ordinance, and housing for persons with special needs	BOC	X	X				Staff	General Fund	
Policy 4.2 - Expand Maintenance and Rehabilitation Assistance to Homeowners									
Provide rehabilitation assistance from HUD grant funds for homeowner occupied dwellings	DoFS, P&D	X	X				\$500,000	CDBG (HUD)	
Expand program beyond HUD grant funds to include County funds for commercial properties	BOC	X	X				Varies	General Fund	
Policy 4.3 - Support Expanded Housing Opportunities for Seniors									
Pursue locating and studying TOD sites to develop with transit components	P&D, BOC	X	X				Staff	General Fund	In progress
Establish an education program and appoint an education program manager to coordinate the structure of courses, counseling options, and marketing of the program	DoFS, BOC	X	X				Staff	General Fund	
Establish a system to disburse CDBG funds through a process to non-profit organizations that assist with low-income citizens, seniors, at-risk individuals, disabled citizens, and others with issues related to housing	DoFS, Department of Community Services (DCS)	X	X				Staff	General Fund	
THEME 5: KEEP GWINNETT A "PREFERRED PLACE"									
Policy 5.1 - Improve the Walkability of Gwinnett's Activity Centers and Neighborhoods									
Implement projects and design guidelines from updated Gwinnett Open Space and Greenways Master Plan	P&D, DCS, DOT	X	X	X	X	X	\$3,500,000	SPLOST, General Fund	Greenways Master Plan approved. UDO requirements for connectivity.
Design/redesign busy intersections and mid-point crossings to improve pedestrian/bicycle safety	DOT	X	X	X	X	X	\$3,500,000	SPLOST	
Coordinate and implement appropriate transportation improvements to maintain safe and efficient access to Post-Secondary institutions	P&D, DoFS, CD, GCDOT	X	X	X	X	X	\$250,000	Stage, General Fund, Public-Private Partnership	
Policy 5.2 - Support and Promote Georgia Gwinnett College									
Develop a detailed land use plan for areas around colleges in collaboration with the institutions and surrounding jurisdiction(s)	P&D, DoFS	X	X	X	X		Staff	General Fund	2040 Unified Plan, City of Lawrenceville, Gwinnett Tech and Georgia Gwinnett College, Sugarloaf LCI Program
Encourage open communication between colleges/universities and organizations promoting the SR 316 corridor	P&D	X	X	X	X	X	Staff	General Fund	2040 Unified Plan, City of Lawrenceville, Gwinnett Tech and Georgia Gwinnett College, Sugarloaf LCI Program
Policy 5.3 - Invest in Youth Enrichment Programs									
Identify programs to expand	Health & Human Services (HHS), DCS	X	X	X			\$100,000	General Fund, Public-Private Partnership, CDBG (HUD)	To be covered through the next Parks and Recreation Comprehensive Master Plan
Identify new programs to offer	HHS, Parks & Recreation Division, and DCS	X	X	X			\$100,000	General Fund, Public-Private Partnership, CDBG (HUD)	To be covered through the next Parks and Recreation Comprehensive Master Plan
Allocate additional funding resources	BOC	X	X				Staff	General Fund, Public-Private Partnership, CDBG (HUD)	
Policy 5.4 - Draft Design Guidelines for Areas That Are Ready for Redevelopment or New Development									
Utilize overlay districts and other tools to assist in guidance and decision making	P&D	X	X	X	X	X	Staff	General Fund	
Policy 5.5 - Provide Venues to Celebrate the Cultural Diversity of the County									
Develop initiatives to engage with and leverage the diversity of our community	Chamber of Commerce, DCS	X	X	X	X	X	Staff	General Fund	To be covered through the next Parks and Recreation Comprehensive Master Plan

ACTIVITY	Primary Responsible Party	2019	2020	2021	2022	2023	Cost	Funding Source(s)	Notes
Develop criteria for promoting existing cultural facilities	DCS, BOC	X	X	X	X	X	Varies	General Fund	To be covered through the next Parks and Recreation Comprehensive Master Plan
Develop program to increase number of cultural outreach activities	Chamber of Commerce, DCS	X	X	X	X	X	Varies	General Fund	To be covered through the next Parks and Recreation Comprehensive Master Plan
Policy 5.6 - Expand Presence of "Arts Community"									
Support non-profit Artworks! Organization	DCS and Explore! Gwinnett, the Gwinnett Tourism Office	X	X				\$200,000	Recreation Funds, Public-Private Partnership	Continued funding as a partner.
Policy 5.7 - Provide Incentives for Enhanced Open Space/Trails									
Determine the regulations or incentives/bonus requirements in relevant zoning districts	P&D, DCS, BOC	X	X				Staff	General Fund	Need to consider set-aside regulations for useable common space and not just public parks. Needs further study.
Revise Development Regulations appropriately	P&D, BOC	X	X				Staff	General Fund	
Policy 5.8 - Create Trail Connections Between Existing Parks, Schools, Libraries, and Other Community Facilities as Appropriate									
Engage CIDs to encourage inclusion of privately owned and maintained open spaces in areas where park space has traditionally been limited	P&D with DCS	X	X	X			\$300,000	Recreation Funds	To be covered through the next Parks and Recreation Comprehensive Master Plan. County/DCS has entered into an MOU with GGC to further collaboration efforts with student interns/externs, shadowing opportunities and in addition is working on a community wide Food Desert/Community Garden Initiative.
Utilize and promote new zoning districts that have incentivized inclusion of open space and trail facilities	P&D, BOC	X	X				Staff	General Fund	OSC Zoning District has been adopted and is widely used.
Develop mechanisms for including useable common open space, parks and other community features in new developments	P&D, DCS, BOC	X	X				Staff	General Fund	On going - need to consider set aside regulations for useable common open space, not just public parks. Needs further study.
Policy 5.9 - Ensure Protection of Gwinnett's Environment, Recognizing that a Healthy Environment is the Basis of a Desirable Community									