



|   | page      |
|---|-----------|
| <b>Introduction and Summary .....</b>           | <b>3</b>  |
| <b>Public Participation.....</b>                | <b>9</b>  |
| <b>Existing Conditions .....</b>                | <b>15</b> |
| <b>Conceptual Plans.....</b>                    | <b>45</b> |
| <b>Implementation.....</b>                      | <b>55</b> |
| <b>Conclusion.....</b>                          | <b>57</b> |
| <b>Appendix A (Written Survey Results).....</b> | <b>58</b> |
| <b>Appendix B (Visual Survey Results).....</b>  | <b>78</b> |



### Overview

The City of Sugar Hill is located in the northwest corner of Gwinnett County, between Suwanee and Buford, GA. Sugar Hill sits approximately 6 miles west of The Mall of Georgia, and about 9 miles east of Cumming, GA.

Legend says that Sugar Hill got its name during a freight trip to Cumming, GA. A wheel broke off one of the wagons while traveling over the top of a hill. The wagon tipped over, spilling its freight, including some large bags of sugar. The sugar spilled out over the top of the hill, and was referred to as “the hill where the sugar was spilled”. This was later shortened to The Sugar Hill, and today is now, Sugar Hill.

Sugar Hill continued to grow over the years, and became a chartered city in 1939. In the 1980’s, Sugar Hill was awarded the Community of Pride designation administered through the Georgia Department of Community Affairs. This resulted in an expansion of the city’s parks, installation of sidewalks, and numerous other amenities. Today it is one of the fastest growing cities not only in the state of Georgia, but in the entire nation. As Gwinnett County’s fourth largest city, more of these amenities will be needed to cope with the demands of an ever growing population.

Creating a new Town Center Master Plan will give Sugar Hill a sense of identity and place, pulling together the community and attracting those in the business sector. This will add value to those already living in Sugar Hill, as well as attract more residents to the city. The Town Center Master Plan will promote opportunities for future transportation projects to further incorporate the citizens of Sugar Hill with the surrounding areas.





### ***The Atlanta Regional Commission***

In March of 2003, Sugar Hill requested assistance to develop a town center master plan for the city, in support of the Atlanta Regional Commission's Livable Centers Initiative (LCI). The LCI program was created to provide funding for investment studies and transportation projects located in town centers across the region. These studies and projects are expected to create economic growth opportunities for town centers by encouraging private developers and the public to work together towards the creation of livable centers.

A strong sense of place, and city identity is not present in Sugar Hill. There is no central core or downtown space that let people know they are in Sugar Hill. This along with the rapid population growth that occurred from the mid 1980's to the present created a situation where the creation of a central place was overlooked.

At the onset of the Livable Centers Initiative, several public input meetings were held, as well as meetings with The Atlanta Regional Commission to discuss the goals and objectives for Sugar Hill. The first objective was to determine the market and economic opportunities for transforming the study area into a more viable and sustainable activity center. Careful consideration of the market and economic condition was key to creating a realistic master plan for the Sugar Hill Town Center.

The Atlanta Regional Commission has three major goals that need to be considered in the Sugar Hill Master Plan including:

1. Encourage a mixture of uses including mixed income residential neighborhoods, employment, shopping, and recreation choices;
2. Provide access to a range of travel modes including transit, roadways, walking and biking; and
3. Develop an outreach process that promotes the involvement of all stakeholders including low to moderate income and minority citizens.



### Goals and Objectives

Using the 3 key goals outlined by the ARC and the 10 LCI Policies, the City of Sugar Hill identified a series of goals and objectives:

Goals:

1. Provide a mixture of affordable housing that meets the needs represented in the Market Assessments
2. Provide a mixture of retail/office space, dining, as well as family entertainment establishments to meet the needs of the existing and future population within the city.
3. Use available land effeciently through mixed use developments.
4. Create a set of standards and overlay districts that protect and enhance existing land within the Study Area as well as encouraging new development to fall within the design standards to create livable places.
5. Create short, intermediate, and long term projects that enhance the intermodal connectivity of the Study Area.
6. Maintain and enhance pedestrian linkages between all uses within the Study Area.
7. Increase pedestrian consideration and safety
8. Enhance the city's aesthetic infrastructure.

As these goals are realized, long term objectives for the city include:

Objectives:

1. Increased economic diversity and employment opportunities for several employment sectors.
2. Improve the stability of the city's tax base in order to facilitate city, county, and school expansions and upgrades.
3. Improve position and image in Gwinnett County, leading to more economic development opportunities in the future.





### Approach

The city of Sugar Hill followed a traditional master planning process which included

- review of existing documents
- study area inventory
- identification of priorities
- outline of goals and objectives
- public input
- identification of alternatives
- preferred alternative
- concept plan development
- action plan development
- plan generation

Several meetings with city officials, and stakeholder groups were facilitated to the public identifying key issues and establishing a framework for the study that was consistent with local and regional objectives. Field visits of the study plan area were completed to assess existing conditions information. An assessment of the physical relationship between residential and commercial areas was completed to determine opportunities for redevelopment. An analysis of market data was executed regarding the current health of the local market. A preliminary transportation system evaluation was performed to understand the existing and future network and linkages. The data that was obtained included retail (market size, occupancies, and potential for growth) office (occupancies, absorptions, rents), and housing (home sales and price, new and existing, and house values). From this information a preferred Master Plan was produced.





### ***Market and Economic Assessment Overview***

Demographic and economic information was utilized to help identify supportable market audiences for the study area, including estimates of their size, market potential, and desired land use. These results were used along with the participation of the public to determine the best development practices within the Sugar Hill Town Center.

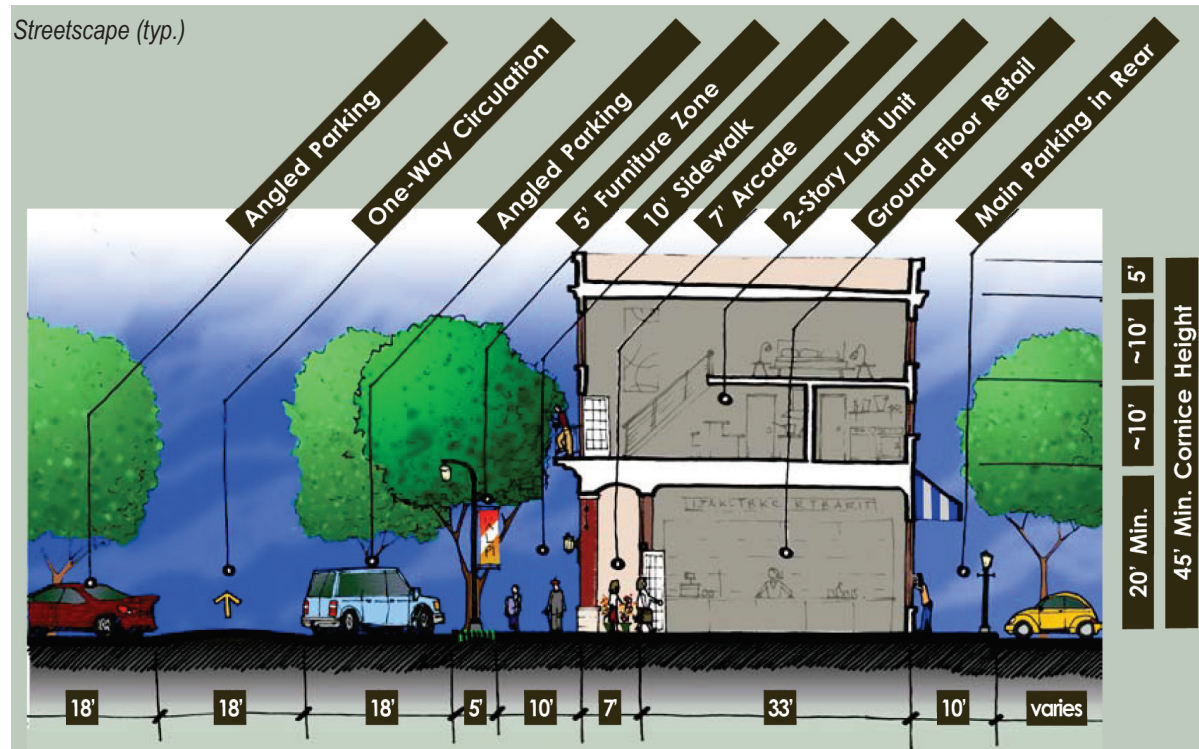
Once the Situation Analysis was complete, potential uses that might be viable for the area were identified. Market and economic analysis studies were conducted, which estimated the amount, and type of residential and commercial uses that can be supported. Residential uses that can be included and that are feasible in the Sugar Hill Town Center include both detached and attached housing. Demographic and economic data has suggested that between 100 and 120 town homes priced up to \$225,000 as well as 120 to 200 higher-density, detached cluster homes priced up to \$275,000 can be supported should enough land be available. Architectural diversity, quality building material and upgraded unit features are important elements that will help to separate residential units within the Town Center from the larger homogenous market. Further, these features in concert with a town center location will help justify higher purchase prices.

Within the Sugar Hill study area, retail users are largely under served; especially local or neighborhood serving uses offering convenience goods. Retail needs area currently being met through ever increasing leakage to areas such as Suwannee, Buford, and Hwy 20 corridor east and west of Sugar Hill. The proposed Town Center location with the Hwy 20 frontage should capture future development potential. We are estimating that the Town Center can support between 40,000 and 90,000 square feet of retail space across multiple store types including restaurants. Of particular importance is the support for a full-service grocery store. Should land availability exist for a grocery store, square footage would reach the upper end of the supportable range; approximately 90,000 square feet. Other store types supported include health and personal care, clothing, and book stores in addition to full and limited service restaurants.

## Introduction and Summary



Within the Town Center, there is support for up to 10,000 square feet of local serving office space. Particular tenant types include accounting, banking, finance and real estate as well as physician and dental offices. The likely configuration is above a portion of retail. The two/three story design will help facilitate a 'main street' feel and add to a sense of place.





Several opportunities for public investment were provided to the residents of Sugar Hill including:

- public surveys
- public meetings
- preferred development surveys
- stakeholder meetings
- steering committees

Several tools were used to gauge public support and vision for future development. A preferred development Survey (Appendix \_\_) was administered to determine desired urban character and form. Design workshops were held to allow residents to get their ideas down on paper with the help of design professionals.



### Written Survey



*Sugar Hill greenspace*

As part of the Public Participation process, a written survey was submitted to residents of Sugar Hill. It was distributed with gas bills during Sugar Hill's Fall Festival. 497 residents participated in this survey. Of the 497, 40% were between the ages of 30-39, and 50% of the 497 residents make \$75,000 dollars per year or more.

The survey asked residents, "What do you like best about your city"? The residents responded by saying that they mainly liked its quaint atmosphere, the people, the home town feel, convenience, the feeling of home, being in a community where you know your neighbors, and its safety. The survey also asked the residents what type of businesses and activities would have public support in Sugar Hill. The majority of people felt that small town shops, antique stores, family atmosphere entertainment, and green space would draw public support. There was a strong emphasis on family oriented shops, restaurants, activity centers, theatres, and a fitness center. There was also a need for a post office, and a farmers market/grocery store in the area. In fact, 39% of the 497 residents surveyed agreed that a grocery store, restaurants, and a post office were needed. Residents supported a center location near City Hall. The need for a stronger identity and sense of place was made clear by the public. Based on comments from the survey, residents are supportive of a Downtown Sugar Hill development, as long as it maintains the quaintness and family oriented atmosphere that is reflective of Sugar Hill today.

The results of the written survey can be found in Appendix A.

### Preferred Development Survey



A Preferred Development Survey was also conducted, to determine what is appropriate for Sugar Hill. Residents were shown dozens of pictures, showing different style/type town homes, apartments, single family homes, restaurants, businesses, streetscapes, sidewalks, offices, lofts, parks, plazas, site amenities such as trash receptacles, benches, lights, kiosks, as well as many downtowns to get an idea of what they felt would be appropriate for their city. The residents were asked to rate the pictures on a scale from 1 to 5; 1 being highly appropriate and 5 being highly inappropriate. The survey was given to the Mayor and Council, and a core group, consisting of stakeholders picked from the Council, as well as a group of citizens.



*\* images reflect type of development Sugar Hill supports*





The preferred development survey indicated a clear pattern for future development in the Town Center. From this information, basic design characteristics were identified including:

- ample sidewalks
- structures built to the sidewalk
- attractive plantings and landscaping
- outdoor seating
- passive greenspaces
- three story development, parking in rear



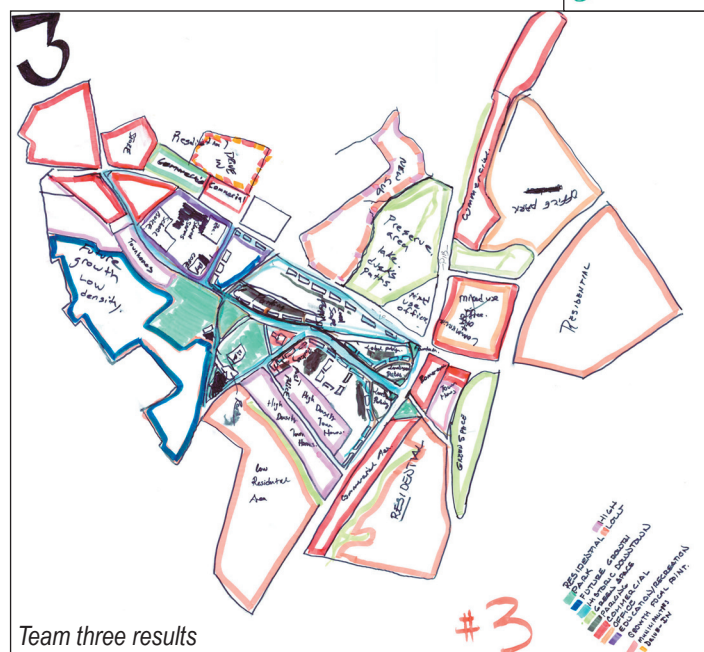
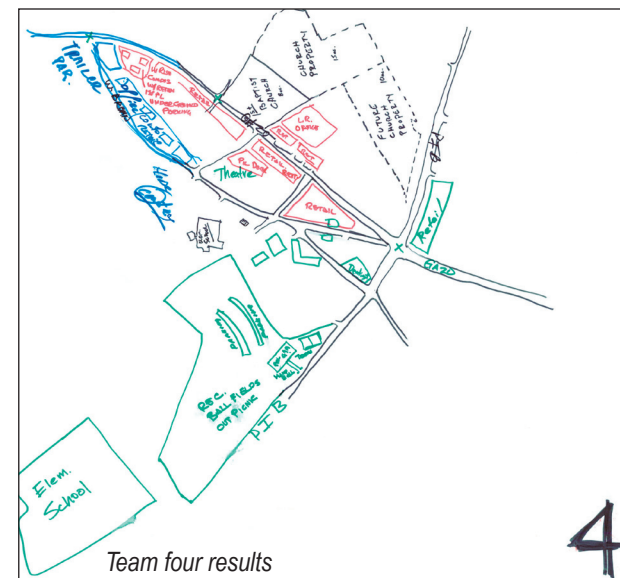
*\* images reflect type of development Sugar Hill supports*

A hand-drawn sketch map of a city center area. The map features several labeled zones and transportation links:

- Commercial Future Marketplace:** Located in the top left.
- High Rise:** Located in the top center.
- Professional Medical:** Located in the top right, enclosed in a circle.
- Connections to High Speed:** Located in the middle right, with arrows pointing towards the top right.
- Commercial / Office Properties:** Located in the middle right, with arrows pointing towards the bottom right.
- Connections to CBD & Main of GA:** Located in the bottom right, with arrows pointing towards the bottom right.
- Central Park:** Located in the middle left, enclosed in a green circle.
- Mixed Income Affordable Housing:** Located in the middle left, with arrows pointing towards the bottom left.
- Library and Civic Center:** Located in the bottom left, enclosed in a green circle.
- Open Park Space:** Located in the bottom left, enclosed in a green circle.
- Mixed-Use Trails to Park & St. Elmo:** Located in the bottom left, with arrows pointing towards the bottom left.
- Connections to Services:** Located in the bottom left, with arrows pointing towards the bottom left.
- CBD:** Located in the center, enclosed in a circle.
- St. Elmo:** Located in the bottom center, enclosed in a circle.
- Highway:** Located in the bottom center, with arrows pointing towards the bottom center.

The map is drawn with blue lines for roads and green lines for parks. A red line runs diagonally across the map, possibly representing a high-speed rail line. A large red number '1' is drawn in the bottom right corner.

## 2005 Sugar Hill Town Center Master Plan





## ***Existing Conditions***

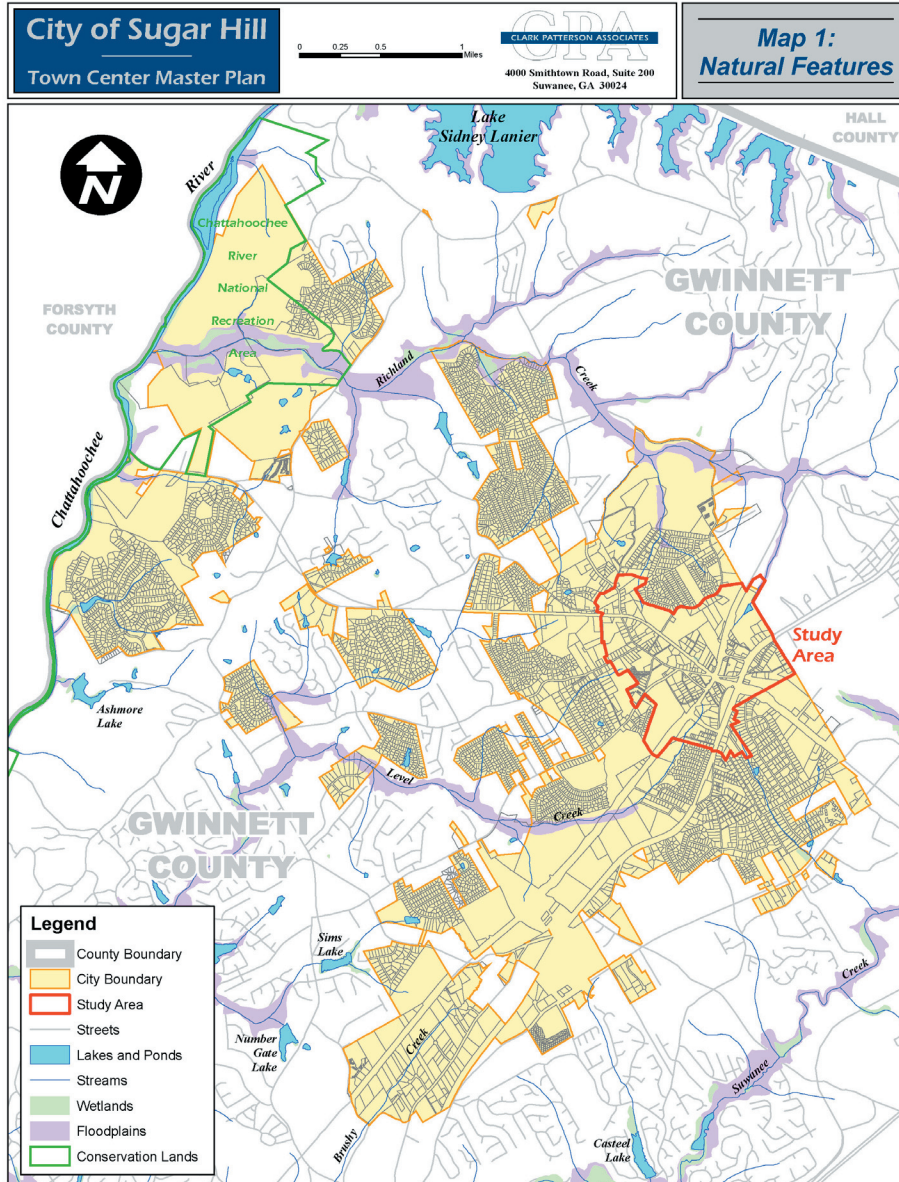


The following section contains the existing conditions within the Study Area. A photo analysis was done in order to document existing planning, architecture, and condition of structures within the study area. The following three pages represent the photo analysis done, and caption comments describing each photo.

A transportation analysis was done of existing roadways, sidewalks, and traffic control devices. This information can be seen on maps following the photo analysis.

A study was done to determine the market and economic opportunities for transforming the Town Center, this report can be found following the transportation analysis.

## Existing Conditions



## Existing Conditions



An assessment of the existing land uses in a community provides insight into development trends and their impact on transportation networks, infrastructure, provision of services, and overall sense of community. Sugar Hill has a diverse mix of land uses within the City limits. Map 5 shows each of the properties in the City, color-coded according to their land use. The land uses, determined by the Gwinnett County Tax Assessor's office, include the following categories:

Agricultural – Agricultural including pasture, row crops, timber harvesting, livestock, and stables.

Apartments – 5 or more units per parcel.

Commercial/Retail – Commercial/retail.

County Public Schools – County Public Schools.

Estate Residential – Single-family residence on a parcel of 5 acres or more.

Heavy Industrial – Mining, metal working and fabrication, recycling, cement and concrete manufacturing, landfills, and similar activities.

Institutional/Public – Government facilities, schools, religious institutions, and hospitals.

Large-lot Single-family Residential – 1 unit housing per 1-5 acres.

Light Industrial – Warehousing, distribution, trucking, and light manufacturing.

Low Density Single-family Residential – 1 to 3 single-family housing units per acre.

Medium Density Single-family Residential – 3 to 8 single-family housing units per acre.

Mobile Home Park – Mobile Home Park.



## **Existing Conditions**



Multifamily – Duplexes, triplexes and quadraplexes (2-4 units per parcel).

Office/Professional – Office/professional.

Parks – Parks.

Recreation/Conservation – Protected open space, open space set aside in subdivisions, golf courses, and driving ranges.

Religious – Religious.

Under Construction – Under construction.

Undeveloped – Undeveloped.

Utilities – Railroad right-of-way, power line easements, power substations, pipeline facilities, bus stations, truck terminals, cell phone towers, water treatment plants, and other similar uses.

Water – Water.

The Study Area, which is essentially the central business district of the City, contains the widest range of land uses. Nelson Brogdon Boulevard and West Broad Street contain several commercial and retail properties, as well as offices and churches. The Study Area also includes some heavy and light industrial, low density residential, mobile home parks, and estate residential lots.

The east end of the city, along the Peachtree Industrial Boulevard corridor, is made up of office space, light industrial, utilities, and several undeveloped/vacant properties. The remainder of the City is primarily low and medium density residential. Most of the non-contiguous annexations to the north and west are single family residential. Some of these subdivisions have set aside a percentage of the subdivided land as permanent conservation easements. The northwest part of the City is home to the Sugar Hill Golf Club and the Chattahoochee River National Recreation Area, one of Gwinnett County's most important pieces of open space.



### Natural Features

#### Waterbodies & Watersheds

There are three primary waterways within Sugar Hill (see Map 1). The Chattahoochee River, which forms the border between Gwinnett County and Forsyth County, flows south along the western edge of the City and is one of the most important natural resources in the State of Georgia. Level Creek, Richland Creek, and Brushy Creek are small waterbodies that flow through the City and empty into the Chattahoochee River. The tributaries of Suwanee Creek to the east also drain into the river.

A watershed, or drainage basin, is defined as the area of land that drains into a particular body of water. Sugar Hill lies completely within the Apalachicola-Chattahoochee-Flint watershed. All runoff and drainage flows into the Chattahoochee River, which runs south and west through the Atlanta metropolitan area. The Chattahoochee River empties into the Apalachicola River in the southwest corner of the state, which then flows through the Florida Panhandle into the Gulf of Mexico.

According to the Federal Emergency Management Agency, the lower elevations immediately adjacent to these waterbodies are classified as floodplains. Development within these areas should be restricted or at least require an additional level of mitigation to avoid environmental impacts.

#### Wetlands

Wetlands play an integral role in the natural environment. Wetlands have highly absorptive properties that reduce the impact of flooding and water quality degradation from surface water run-off. They filter out particulate matter including various industrial and agricultural pollutants. From an ecological standpoint, freshwater wetlands can provide a wide range of habitat areas that increase biological diversity for plants, insects, fish, and terrestrial wildlife.

Although there are several small wetlands in the area, the only wetlands within Sugar Hill are along Richland Creek and the Chattahoochee River. As with floodplain areas, these lands should be subject to an additional level of site plan review, should any development proposals arise. Many of these wetland areas already have established protection, as they are within the Chattahoochee River National Recreation Area.



### Topography

Sugar Hill is in the Piedmont Plateau region of Georgia, which is a wide area extending from the foothills of the Appalachian Mountains to the Coastal Plain. The Piedmont comprises nearly one third of the area of the State. The terrain throughout this region, including Sugar Hill, is mainly hilly. The City also has some level terrain in the valleys of the Chattahoochee River, Level Creek, and Richland Creek, though they are not particularly wide valleys. Elevations range from 900 feet in the valleys to 1,200 feet on the hilltops.

Steep slopes are another environmental feature that should require additional mitigation for development proposals. Steep slopes are environmentally sensitive because they are subject to heavier volumes of erosion and runoff. Development in these areas should be restricted in order to prevent extensive erosion and the degradation of the community's scenic landscape.

The terrain is fairly consistent in Sugar Hill, with no extraordinarily steep slopes or broad valleys. The steepest areas of the City are south of Cummings Highway near the county line, in the Chattahoochee River National Recreation Area, and north of Peachtree Industrial Boulevard on the west side of the City.



## Existing Conditions



West down Hwy 20



City Hall



City Hall



City Hall



Sugar Hill greenspace



Sugar Hill greenspace



## Existing Conditions



*Sugar Hill greenspace*



*Looking west on West Broad Street*



*Looking east on West Broad Street*



*New development in Sugar Hill*



*Dead end road*



*Cemetery*



## Existing Conditions



Dead end road



Development below street elevation



Convenience store on West Broad Street

2004 10 27



Residence in Sugar Hill

2004 10 27



Development along Hwy 20

2004 10 27



Gas station at Hwy 20 and West Broad Street





### ***Transportation Network***

In assessing Sugar Hill's transportation network, it is important to examine all modes of transportation, including motorized and non-motorized. A balanced approach towards transportation issues can improve the quality of life in a community, while reducing environmental impacts, promoting efficient land uses, and bolstering economic development.

Currently, the most widely used mode of transportation is the automobile. Pedestrian and bicycle activity is almost negligible, as most of the City and its surroundings have been designed around motorists. Sugar Hill's historic town center is the exception, where a few small retail and service operations are a short distance away from residences in the City's core.

Sugar Hill is located three miles from the Mall of Georgia, one of the largest malls in the Southeastern United States. GA Route 20, which runs through the center of Sugar Hill, is a major regional thoroughfare leading to the mall. The presence of the mall has accelerated the development of large scale retail operations near the city, which further reinforces the automobile as the primary mode of transportation. The City is also within or adjacent to several major regional transportation corridors, including I-985, Peachtree Industrial Boulevard, and GA Route 13. These corridors contain high concentrations of employment centers and commercial establishments that together generate large volumes of traffic. Thus the City has relatively high traffic volumes for its size, much of which is through traffic.

The LCI program is intended in part to promote more sustainable transportation choices. A close examination of the existing conditions in Sugar Hill reveal opportunities for enhancing public transportation and improving physical infrastructure in order to make walking and bicycling more attractive options. These improvements, in conjunction with strategic land use planning and economic development initiatives, will serve to restore the town center of Sugar Hill as a vibrant place to live, work, shop, and recreate.



### Roadway Infrastructure

The City of Sugar Hill has a complex and irregular corporate boundary, due to several annexations of residential subdivisions over the last few decades (see Map 2). Therefore, several of its major roadways toggle between being inside and outside of the City limits. For example, GA 20 exits the City 12 different times.

A limited network of arterial and collector roads connect the residential neighborhoods of Sugar Hill to the town center and the commercial corridors. Existing traffic signals are concentrated in the study area in the center of the City, mainly along Nelson Brogdon Boulevard (GA 20) and Peachtree Industrial Boulevard (see Map 3).

The arterial highways in the City include:

- Peachtree Industrial Boulevard (4 lane divided highway)
- Cumming Highway/GA 20 (2 lane highway)
- Nelson Brogdon Boulevard/GA 20 (2 lane highway west of Peachtree, 4 lane divided highway east of Peachtree)
- Suwanee Dam Road (2 lane highway)
- Buford Highway/US 23 & GA 13 (2 lane highway)
- East Broad Street (2 lane highway)

## Existing Conditions -Transportation Analysis



Because of its irregularly-shaped City boundary, Sugar Hill has only one roadway officially classified as a collector – Pike Road, which only runs through the City for a short distance. Although not officially classified as collector streets, the City does have additional roadways that function as collectors, to a limited extent. They include:

- West Broad Street
- Whitehead Road
- Level Creek Road
- Sycamore Road
- Riverside Road

The following table shows the Average Annual Daily Traffic counts (AADT) for the major roadways in Sugar Hill.

| ROAD                | FROM                | TO                  | AADT   |
|---------------------|---------------------|---------------------|--------|
| Buford Highway      | Suwanee Dam Road    | Woodward Mill Road  | 15,882 |
| Buford Highway      | Old Suwanee Road    | Nelson Brogdon Blvd | 18,089 |
| Cumming Highway     | Forsyth County Line | Suwanee Dam Road    | 27,605 |
| Cumming Highway     | Suwanee Dam Road    | Sycamore Road       | 22,022 |
| Level Creek Road    | Spring Hill Drive   | West Broad Street   | 4,583  |
| Level Creek Road    | Suwanee Dam Road    | Spring Hill Drive   | 4,012  |
| Nelson Brogdon Blvd | Sycamore Road       | Peachtree Ind. Blvd | 21,113 |
| Nelson Brogdon Blvd | Peachtree Ind. Blvd | Buford Highway      | 41,403 |
| North Price Road    | Peachtree Ind. Blvd | Woodward Mill Road  | 3,661  |
| North Price Road    | Woodward Mill Road  | Old Suwanee Road    | 2,303  |
| Peachtree Ind. Blvd | Suwanee Dam Road    | West Price Road     | 18,558 |
| Peachtree Ind. Blvd | West Price Road     | Pinecrest Drive     | 16,577 |
| Peachtree Ind. Blvd | Pinecrest Drive     | Nelson Brogdon Blvd | 19,063 |
| Peachtree Ind. Blvd | Nelson Brogdon Blvd | Little Mill Road    | 15,556 |
| Riverside Road      | Austin Garner Road  | Sycamore Road       | 2,547  |
| Suwanee Dam Road    | West Price Road     | Cumming Highway     | 16,007 |
| Suwanee Dam Road    | Riverside Road      | Buford Dam Road     | 3,929  |
| Sycamore Road       | Nelson Brogdon Blvd | Riverside Road      | 4,502  |
| Sycamore Road       | Riverside Road      | Buford Dam Road     | 2,304  |
| West Broad Street   | Nelson Brogdon Blvd | Alton Tucker Blvd   | 6,320  |
| West Price Road     | Peachtree Ind. Blvd | Level Creek Road    | 4,541  |
| Whitehead Road      | Suwanee Dam Road    | West Broad Street   | 3,325  |
| Woodward Mill Road  | North Price Road    | Buford Highway      | 2,658  |

Source: Gwinnett County Department of Transportation



## Existing Conditions -Transportation Analysis

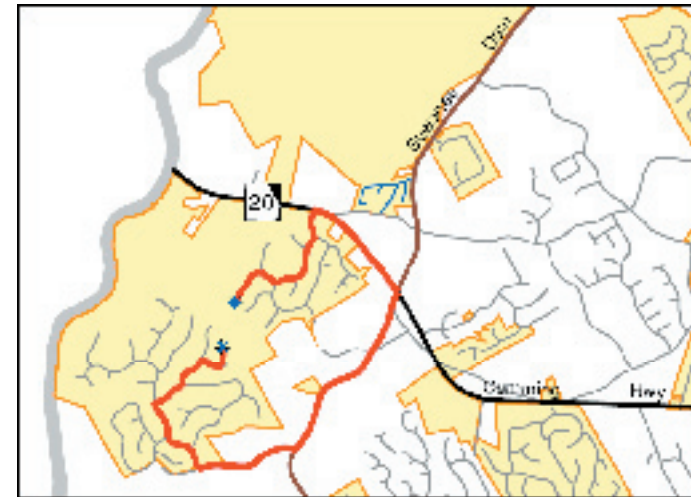


The majority of the remaining streets and roads in the City are classified as local/residential, and are mainly 2 lane roadways.

### Non-Motorized Transportation

The lack of collector streets or connectivity in general within the City creates an environment where residents often have to travel unnecessarily long distances to reach close destinations. In the example to the right, two residents (shown in blue) live less than 1200 feet from each other, or 0.2 miles. However, the lack of connectivity in the transportation network forces them to travel 16 times that distance, or 3.2 miles, and make 12 turns before they reach their destination.

This style of development and land use pattern is prevalent in Gwinnett County. Compared to more traditional styles of development, such as Old Town Suwanee, it represents a less efficient use of land, resources, and infrastructure. Increasing connectivity and decreasing dependence on motorized transportation is a critical component to the Town Center Master Plan, and is consistent with the goals of the LCI program.



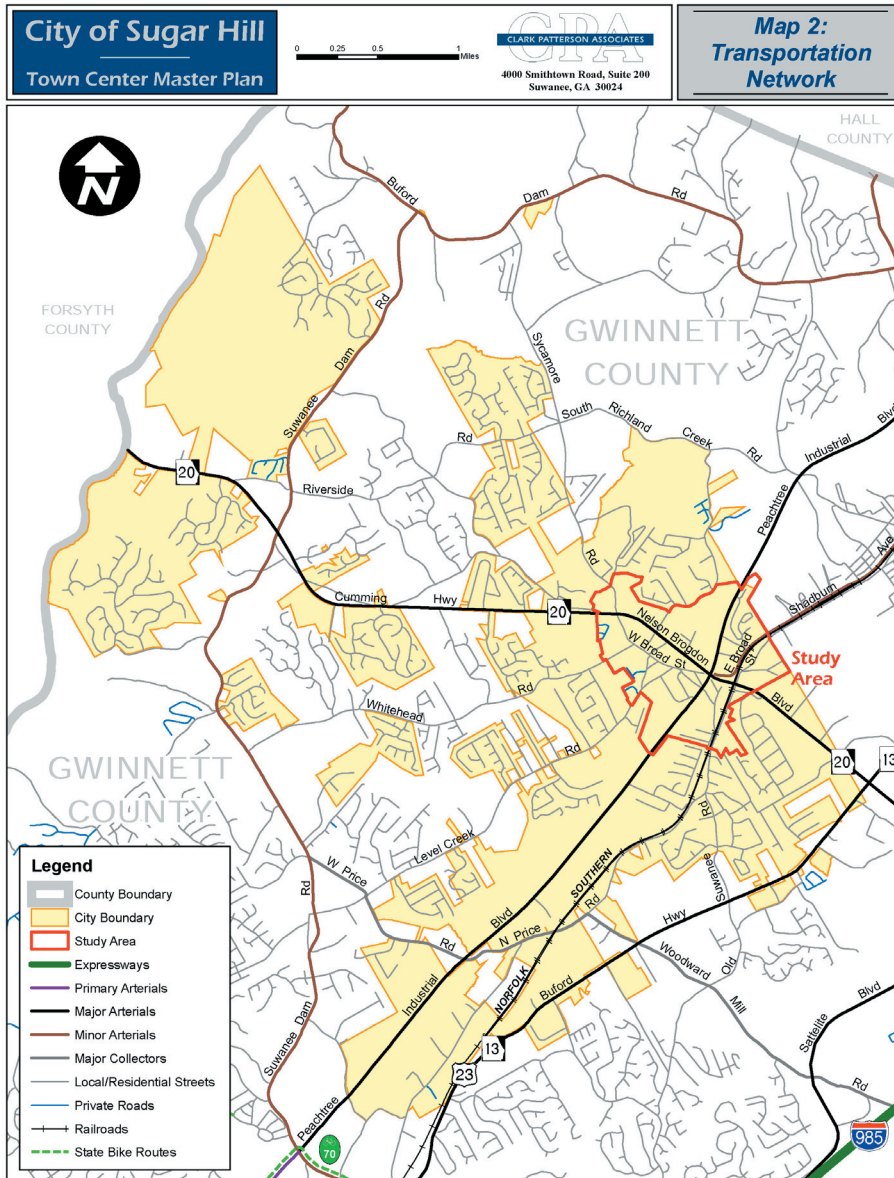
Accessibility route for selected destinations in Sugar Hill

Sugar Hill has a limited sidewalk network, as depicted in Map 4. Within this system, three intersections currently have crosswalks installed:

- Peachtree Industrial Boulevard and GA 20 (4 crosswalks)
- GA 20 and Hillcrest Drive (1 crosswalk)
- Peachtree Industrial Boulevard and Alton Tucker Boulevard (1 crosswalk)

There are currently no bike paths or multi-use trails in Sugar Hill. The closest State Bike Route is Bike Route 70 along Peachtree Industrial Boulevard and Suwanee Dam Road southwest of the City.

## Existing Conditions -Transportation Analysis





**City of Sugar Hill**  
Town Center Master Plan

**CPA**  
CLARK PATTERSON ASSOCIATES  
4060 Smithtown Road, Suite 200  
Suwanee, GA 30024

**Map 3:**  
**Traffic Control Devices**



Existing traffic control devices are shown on this map. There are 4 stop lights, 23 stop signs, and 6 yield signs within the Study Area.





**City of Sugar Hill**  
Town Center Master Plan



**Map 4:  
Sidewalk Network**

Existing sidewalks area shown in blue. There are a number of areas within the Study Area that either do not have sidewalks, or have existing sidewalks that are in moderate to poor condition.







### Background

In September 2004, Robert Charles Lesser & Co., LLC (RCLCo) was retained by the City of Sugar Hill to determine the market and economic opportunities for transforming the town center area into a viable and sustainable business and housing district. Working with Clark Patterson Associates and JJ&G, RCLCo worked to provide the market and economic foundation necessary to create a market-driven plan that could be successfully implemented.

### Assignment Approach

The overall approach to the assignment was as follows.

**Situation Analysis** – The objective was to prepare an assessment of the LCI area, both internally and in the context of the larger market area and surrounding neighborhoods. This included an overview of land uses; research of general performance issues; examination of growth and development trends; and an understanding of community concerns and planning issues that currently characterize the LCI Area.

**Market and Economic Assessment**– Building upon the Situation Analysis, we prepared a market overview and opportunity analysis for various land uses that could be developed in the study area. The result of the assessment was input to the project team as to total supportable commercial space as well as potential residential uses that may represent conversion of existing development and/or new development opportunities.

### Methodology

In order to determine the market and economic opportunities for transforming the study area and surrounding transportation corridor into

a viable and sustainable business and housing district the following research and analytical tasks were completed.

#### I. Inventory and Assessment

a. Physically toured the LCI study area and assessed existing land uses and commercial space, types of buildings, ownership and general health and performance of the built environment.



- b. Conducted interviews with key business and property owners and other stakeholders to gain an understanding of their visions, business types and performances, future plans, etc.
- c. Analyzed the results of the stakeholder interviews and public workshop conducted by Clark Patterson.
- d. Assessed the strengths, weaknesses, opportunities and threats to retail revitalization and housing development in the LCI study area.

### **II. Market and Economic Analysis**

- a. Obtained and analyzed secondary market data regarding the current health of the local market. This data included information regarding retail and housing.
- b. Supplemented the data by conducting interviews with key developers and builders to understand the competitive supply situation.
- c. Reviewed case studies of successful town center developments relative to mix of use, critical success factors, and lessons learned.
- d. Analyzed the above data and prepared an opportunity matrix and recommendations for commercial types of space and types of housing in the Sugar Hill LCI study area. From this we determined the viable uses and plan for the area.

### **III. Action Plan**

- a. Based on the recommended plan, we prepared population, employment and housing projections.
- b. Prepared an executive report that summarized our findings, conclusions and recommendations.



### CRITICAL ASSUMPTIONS

The conclusions and recommendations presented in this report were reached based on our analysis of the information available to us from our own sources and from the client as of the date of this report. We assume that the information is correct, complete and reliable.

Our conclusions and recommendations are based on certain assumptions about the future performance of the global, national, and/or local economy, as well as that of the real estate market and on other factors similarly outside either our control or that of the client. To the best of our ability we analyzed trends and information available to us in drawing these conclusions and making the appropriate recommendations. However, due to the very fluid and dynamic nature of the economy and the real estate markets, it is critical to continually monitor the economy and the market, and to revisit the aforementioned conclusions and recommendations periodically to ensure that they stand the test of time.

We assume that in the future the economy and the real estate markets will grow at a stable and moderate rate. History tells us that stable and moderate growth patterns are not sustainable over extended periods of time. Indeed, we find that the economy is cyclical, and the real estate markets are typically very sensitive to these cycles. Our analysis does not take into account the potential impact that major economic “shocks” could have on the national and/or the local economy, nor does it account for the potential benefits from a major “boom”. Similarly, the analysis does not necessarily reflect the residual impact on the real estate market and the competitive environment of such boom or shock situations. We are currently in the midst of an economic recovery, the timing, depth and duration of which are unknown, and which to date has had varying impacts on the real estate market in most areas.

Additionally, we assume that economic, employment and household growth will occur more or less in accordance with current expectations, as will other forecasts of trends and demographic and economic patterns. Along these lines, we are not taking into account any major shifts in the level of consumer confidence; in the cost of development and construction; in tax laws (i.e., stable property and income tax rates, deductibility of mortgage interest, etc.); or, in the availability and/or cost of capital and mortgage

## ***Existing Conditions -Market Assessment***



financing for real estate developers, owners, and buyers. Should any of the above change, there is good reason to believe that this analysis should be updated, and the conclusions and recommendations summarized herein be accordingly reviewed (and possibly revised).

We also assume that competitive projects will be developed as planned (active and future), and that real estate demand will be met with a reasonable stream of supply offerings. Finally, we assume that major public works projects occur and are completed as planned.





## **Existing Conditions -Market Assessment**

### **SUMMARY OF CONCLUSIONS**

Based on our understanding of the location of the proposed Sugar Hill Town Center, we believe there is moderate to strong market support (varying by land use) for multiple land uses at this location. These land uses include residential, retail and local-serving office space. In addition, we understand that an effort is underway to attract a civic anchor, such as City Hall, as well as parks and recreation elements including both active and passive parks. These additional elements were considered when determining the depth of market support, as they will provide important amenities around which to orient new development.

#### **Residential Uses**

Residential uses that can be supported in the Sugar Hill Town Center include both detached and attached housing. Demographic and income data suggests that between 100 and 120 townhouses priced up to \$225,000 as well as 120 to 200 higher-density, detached cluster homes priced up to \$275,000 can be supported over a three-year period should enough land be available. Differentiation from the remainder of the local for-sale market is paramount. Architectural diversity, quality building material and upgraded unit features are important elements that will help to separate residential units within the Town Center from the larger homogenous market. Further, these features in concert with a town center location will help to justify higher purchase prices. Visual preference surveys conducted with the public in November suggest that they are supportive of higher-density, architecturally diverse housing in detached and attached formats as described above.



### Retail Uses

Within the context of the Sugar Hill study area, retail uses are largely underserved; especially local- or neighborhood serving uses offering convenience goods. Retail needs are currently being met through ever increasing leakage to areas such as Suwannee, Buford and the Highway 20 corridor east and west of Sugar Hill. The Town Center's proposed location with Highway 20 frontage should help it garner significant market support. We estimate that the Town Center could support between 40,000 and 90,000 square feet of retail space across multiple store types including limited- and full-service restaurants. Of particular importance, is the support for a full-service grocery store. Should land availability exist for a grocery store, retail square footage would reach the upper end of the supportable range; approximately 90,000 square feet. Other store types supported include health and personal care, clothing, and book stores in addition to full- and limited-service restaurants. A regional example of such a town center can be found in Meadowmont in Chapel Hill, North Carolina where Harris Teeter is the anchor.

### Office Uses

While the greater Sugar Hill study area is not considered an existing office core, within the Town Center, there is support for up to 10,000 square feet of local-serving office space. Particular tenant types include accounting, banking, finance and real estate as well as physician and dental offices. The likely configuration is above a portion of the retail. The two/three story design will help facilitate a 'main street' feel and add to the sense of place.

Figure 1 Summary of Supportable Land Uses

*Figure 1* *Summary of Supportable Land Uses*

| Land Use      | Units            | Square Footage          | Density | F.A.R. | Required Acreage   |
|---------------|------------------|-------------------------|---------|--------|--------------------|
| Townhouses    | 100 - 120        | x - x                   | 10 du/a | x      | 10 - 12            |
| Cluster Homes | 120 - 200        | x - x                   | 8 du/a  | x      | 15 - 25            |
| Retail        | x - x            | 40,000 - 90,000         | x       | 0.2    | 5 - 10             |
| Office        | x - x            | 10,000 - 10,000         | x       | 0.2    | 1.1 - 1.1          |
| <b>Total</b>  | <b>220 - 320</b> | <b>50,000 - 100,000</b> |         |        | <b>31.1 - 48.1</b> |



### ECONOMIC/DEMOGRAPHIC OVERVIEW

Gwinnett County has experienced rapid population expansion over the past decades. While the county continues to add new population and households, growth has moderated somewhat since the 1990s when annual population and household figures nearly doubled. Claritas, Inc, a national demographic data provider, projects that the county's population and households will grow at a rate of just over 3 percent annually through 2009. In comparison, projections show the Atlanta metropolitan area growing at just over 2 percent annual rates.

Growth in the Sugar Hill study area (which is defined as a three-mile radius from the intersection of Highway 20 and Peachtree Industrial Boulevard) exceeds the rate of population and household growth of the entire county. The study area's population grew at a rate of 5.4 percent per year from 2000-2004 and is projected to grow at 4.4 percent annually through 2009. Household formation rates have grown, and will continue to grow, at very similar rates. These rates equate to the study area adding an estimated 475 new household per year in each of the next five years. It appears that the Sugar Hill area continues to establish itself as a growth corridor within Gwinnett County. This will likely bode well for residential and commercial expansion at the subject site.

In addition to the positive population and household growth figures, the study area's demographic profile appears to support the addition of new homes, retail and office space in Sugar Hill. In comparison to the Gwinnett County overall, the Sugar Hill area has a higher median household income (\$66,283) and a higher home ownership rates (80 percent). While pockets of much higher income concentrations do exist in the county, the median household income in the Sugar Hill study area is \$478 more per year than Gwinnett County's median household income. Below in Figure 2 is a side by side comparison of these demographics.

## Existing Conditions -Market Assessment



The Sugar Hill study area is expected to grow at a rate of 4.4 percent through 2009, surpassing the growth rates of Gwinnett County and Metro Atlanta.

Given the Sugar Hill area's elevated incomes and high percentage of owner occupied housing, the outlook for success of selling homes at the Town Center is bright, especially if the product differs from what is offered in the greater Sugar Hill market.. Similarly, the Sugar Hill study area boasts a large percentage of one-and two-person households which will likely support non-conventional housing such as townhouses. Moreover, the income levels, including disposable income, also may contribute to success for new retail space within the Town Center.

Figure 2

Demographic Comparisons

|                  | Atlanta MSA   | Gwinnett County | Sugar Hill Study Area |
|------------------|---------------|-----------------|-----------------------|
| Households       | 1,657,155     | 235,575         | 11,356                |
| Median HH Income | \$58,250      | \$65,805        | \$66,283              |
| Owner Occupied   | 1,113,424 67% | 170,942 73%     | 9,093 80%             |



**MARKET OVERVIEW****For-Sale Residential**

Within Gwinnett County, there were approximately 8,700 new home sales during 2003 (final 2004 home sales were not available at the time of the report). These sales account for 40 percent of total home sales (including new sales and resales). Although single-family detached homes continue to make up the bulk of the new home purchases, housing trends point to an increasing demand for attached housing product both in the metro area, in Gwinnett County and in the Sugar Hill Study area. Changes in household composition and age (such as aging baby boomers and maturing Generation X'ers) provide fuel to this product segment. Currently in Gwinnett County attached (duplexes, townhouses and condominiums) home sales account for over 12 percent of total sales in the market. Prices for both product lines (attached and detached) generally fall in the \$150,000 to \$275,000 range on average.

Much of the product found in the Sugar Hill study area can currently be characterized as homogenous, single-family, detached product. The homes are usually production housing with prices generally in the \$140,000 to \$160,000 range. However, of late, townhouse development has made its way into the local market; albeit at lower prices. These products are very much production oriented with little variety in architecture and generally low levels of execution (lack of quality materials, little landscaping etc.).

| <i>Figure 3</i>            |            | <i>2003 Gwinnett County Home Sales</i> |
|----------------------------|------------|--|
| Type                       | # of Sales | Percentage                             |
| Total New                  | 8,723      | 40% of all sales                       |
| Total New Attached         | 1,125      | 13% of new sales                       |
| Total Detached             | 7,598      | 87% of new sales                       |
| New Attached \$150K-\$275K | 303        | 27% of new attached sales              |
| New Detached \$150K-\$275K | 4,957      | 65% of new detached sales              |



## **Existing Conditions -Market Assessment**

The presence of moderate to strong income families and one- and two-person households in the Sugar Hill study area suggests that higher quality single-family detached and attached housing can be supported at the town center. In addition, visual preference surveys conducted with the public in November suggest that they are supportive of higher-density, architecturally diverse housing in detached and attached formats.

Taking into account the above economic and demographic statistics in conjunction with qualitative preferences of the public, there appears to be support for 100 to 120 townhouses priced up to \$225,000 as well as 120 to 200 higher-density, detached cluster homes priced up to \$275,000. This support is largely derived from higher-income new household growth in the study area as well as existing owners turning over and upgrading in terms of price and quality. In addition, with higher quality attached housing at the town center, it is feasible to capture some empty nesters and retirees who may ‘buy down’ from a larger, more expensive home in a single-family format.

Although apartments are somewhat in demand within the study area, there is not significant enough demand to warrant rental units within the proposed town center. In addition to lack of significant demand, renter household income in the study area suggests that rental units within the town center would need to be ‘affordable’ which doesn’t necessarily coincide with higher quality for-sale developments.

### **Retail Development**

The Atlanta retail market is divided into 28 submarkets defined by their geographic location and general characteristics. The study area is located within the Northeast Gwinnett County submarket, which is comprised of nearly 13 million square feet of retail space located mostly within grocery-anchored neighborhood shopping centers. The market has an overall vacancy rate of 9 percent, which is in line with neighboring submarkets, such as Forsyth/GA 400, North Fulton and Peachtree Corners/Norcross I-85. However, there is a large amount of new space being constructed in the Northeast Gwinnett County submarket and Gwinnett County which will likely hurt the market overall as Gwinnett County is already



## Existing Conditions -Market Assessment

over-retailed. In the retail per capita comparison below in Figure 4, the analysis shows that as compared to the US and Georgia, Gwinnett County has nearly twice the retail per capita.

**Figure 4**

**Retail Per Capita Comparison**

|                                    | U.S.                | Georgia          | Gwinnett County |
|------------------------------------|---------------------|------------------|-----------------|
| Total 2002 Sales                   | \$1,277,210,236,815 | \$38,417,458,150 | \$3,593,192,014 |
| Total GLA, Shopping Centers        | 5,774,262,048       | 195,283,566      | 26,174,089      |
| Sales per Square Foot              | \$221               | \$197            | \$137           |
| Population                         | 286,815,111         | 8,497,291        | 632,751         |
| Retail Space per Capita Comparison | 20                  | 23               | 41              |

Much of the study area's retail needs are currently being met through ever increasing leakage to areas such as Suwannee, Buford and the Highway 20 corridor east and west of Sugar Hill. Retail expenditure data suggests that the current study area population spends approximately \$8,000 per capita per annum on non-auto retail goods, with the largest line item being food (grocery stores.) The Town Center's unique location with Highway 20 frontage should garner significant support and help stem existing retail leakage, especially for local-serving retailers typically found in a town center setting. Demographic and expenditure data suggests that between 40,000 and 90,000 square feet of retail space across multiple such store types can be supported., including health and personal care, clothing, and book stores in addition to a grocery store and full- and limited-service restaurants.



## **Existing Conditions -Market Assessment**

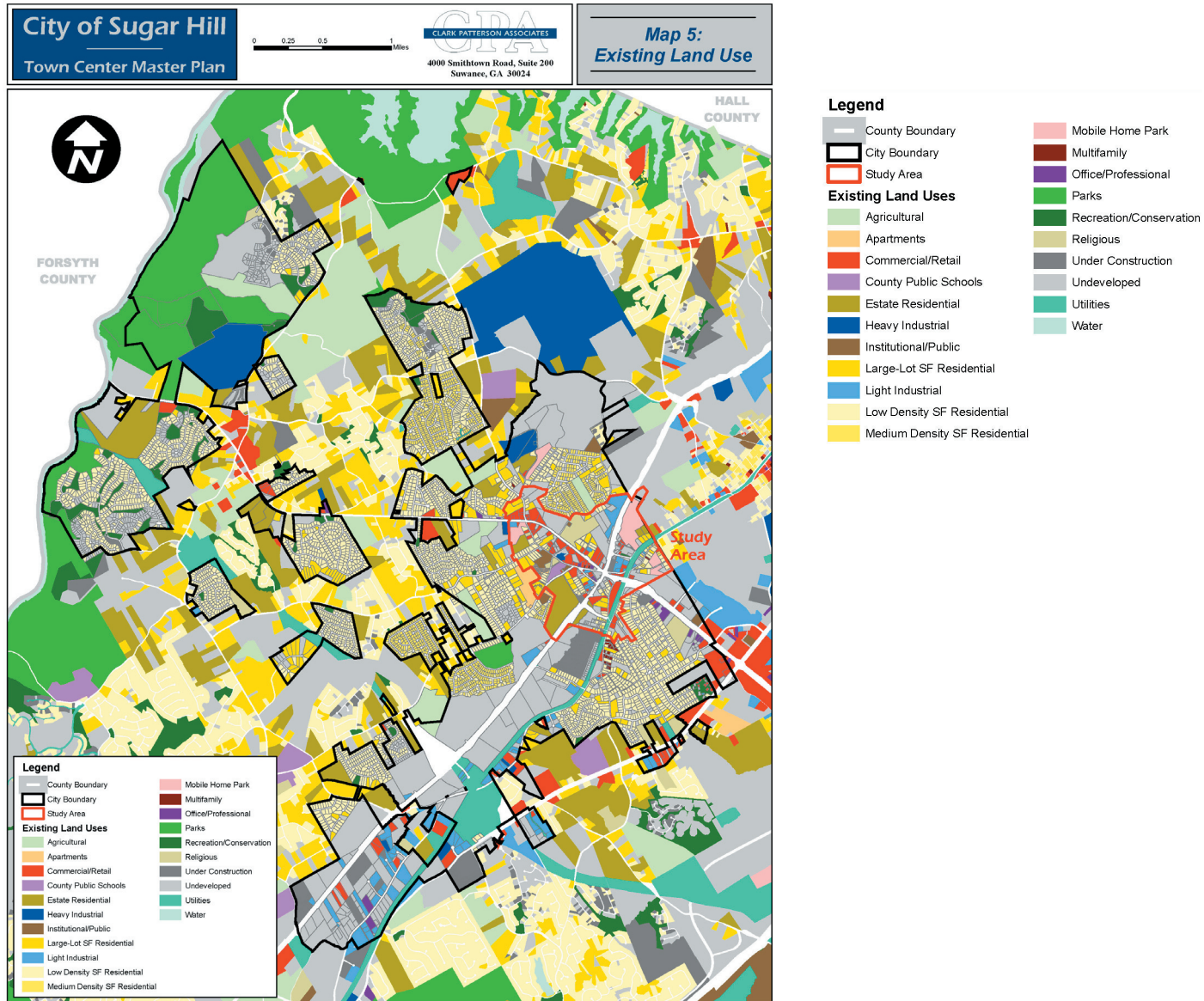
### **Office Development**

The Atlanta office market is broken into 10 sub markets, like the retail sub markets these are classified by their geographic location and office types. The subject property is located in the Northeast Atlanta sub market, and comprises approximately 4.9 percent of total existing space in the market. The sub market currently has more than its fair share of vacant space at 27.4 percent, well above that of the metro Atlanta and neighboring sub markets averages. The majority of the office demand in this market is south of the study area driven by growth going north up interstate I-85 as well as executive office space following executive housing up the Chattahoochee River corridor. The most common type of office space found in the area proximate to the study area is small office developments or buildings under 20,000 square feet, catering to a wide variety of local serving firms and relocating small executive offices. However, the proposed town center format will likely provide a unique character not found in many of the existing office developments in the area. As such, we believe that there is some support for office development, albeit minimal, within the town center.

We estimate that there is approximately 307,000 square feet of office space in the Sugar Hill area (zip codes 30024 and 30518). Approximately 20 percent of this space is in turnover each year due to lease expirations. Turnover, coupled with moderate job growth should allow for approximately 10,000 square feet of office space within the town center. The likely tenant types to gravitate to such a location include accounting, banking, finance and real estate as well as physician and dental offices in a two-story format over a portion of the retail.



## Existing Conditions - Existing Land Use



## Existing Conditions - Future Land Use Plan

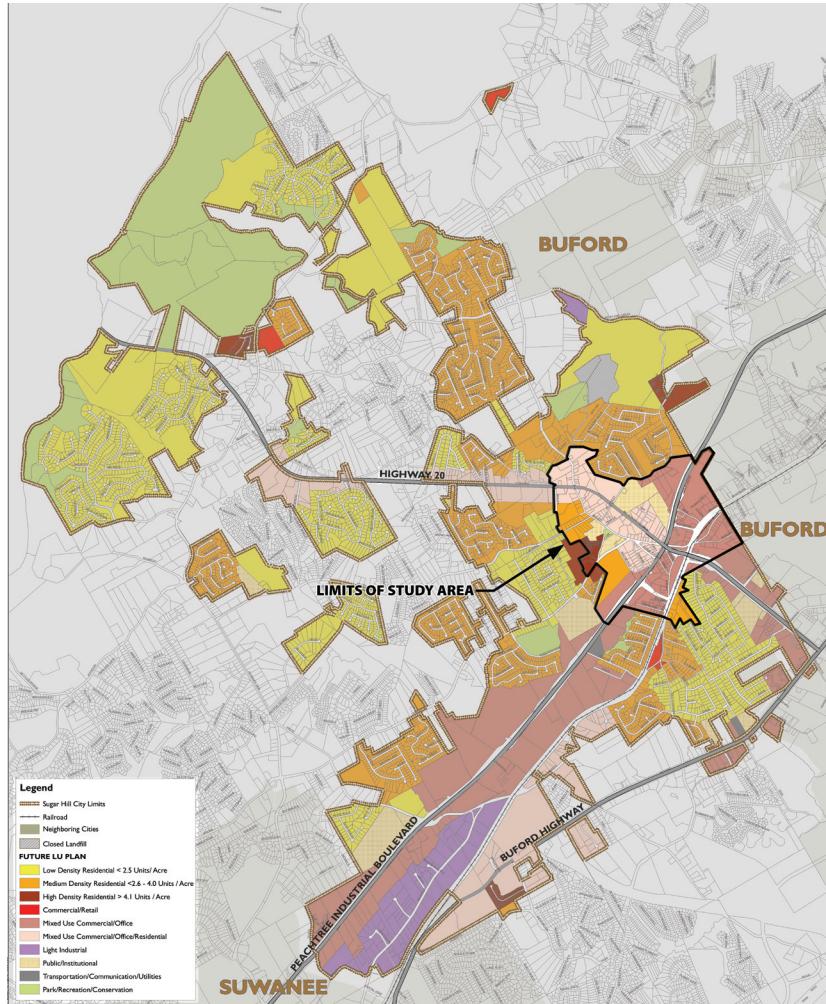


### City of Sugar Hill

#### Town Center Master Plan

**CPA**  
CLARK PATTERSON ASSOCIATES  
4000 Smithtown Road, Suite 200  
Suwanee, GA 30024

### Map 6: Future Land Use Plan

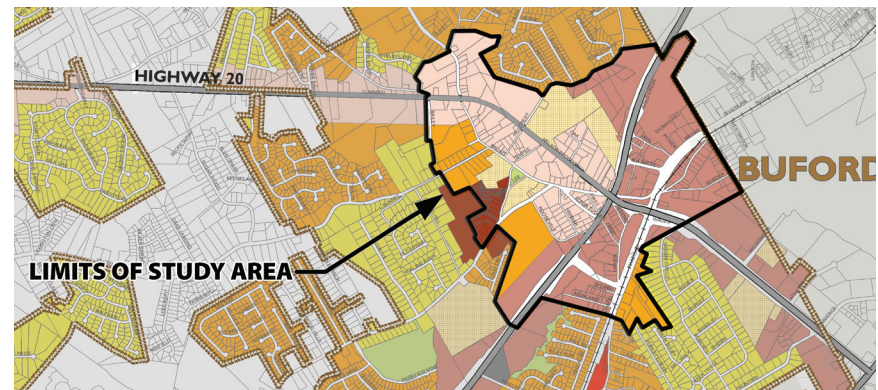


### Legend

- Sugar Hill City Limits
- Railroad
- Neighboring Cities
- Closed Landfill

### FUTURE LU PLAN

- Low Density Residential < 2.5 Units / Acre
- Medium Density Residential < 2.6 - 4.0 Units / Acre
- High Density Residential > 4.1 Units / Acre
- Commercial/Retail
- Mixed Use Commercial/Office
- Mixed Use Commercial/Office/Residential
- Light Industrial
- Public/Institutional
- Transportation/Communication/Utilities
- Park/Recreation/Conservation







In creating the Concept Plan for the Sugar Hill Study Area, focus was placed on several key components of the overall LCI study process including:

1. The Public Participation Process that took place in the early stages of the Study Process. This participation included public surveys, both written and preferred design, public meetings with city officials, stakeholders, and citizens, as well as design charettes. The public participation process gave a clear view of the needs, wants, and concerns the public had about Sugar Hill.
2. The Market Assessment that examined current developments, as well as demographic and socio-economic trends in the area to determine what the market needs were.
3. There was an extensive examination of redevelopment possibilities expressed by the public. The public, through the surveys and meetings, expressed a want for unique architectural standards, an increase in dining and family entertainment establishments, an affordable range of housing, and more community connectivity.

It was determined that focusing the Conceptual Plan on a smaller portion of the overall Study Area was necessary because Sugar Hill lacks a strong identity. This Concept Plan will act as a catalyst in creating a livable center that will set the stage for future development in the entire study area.

Due to the high traffic volume, and high visibility, the intersection of GA 20 and Peachtree Industrial Boulevard was chosen to be a focal point in the design. An open plaza was integrated into this gateway to define a clear focal point for the Town Center. Another plaza was placed at the intersection of GA 20 and Sycamore road to help define the limits of the Town Center, and define a second western gateway. These plazas will contain site amenities such as benches, bollards, signage, and lighting fixtures.

Within the Town Center, traffic calming devices were used to help limit vehicular speed. Raised paver crosswalks will be used at major pedestrian intersections to allow for safe crossing, and two round-a-bouts are recommended as internal traffic calming and gateway features. These round-a-bouts will also provide a transition from the higher density retail shops, to the city center.

The easternmost round-a-bout is the focal point of a long axial sidewalk that starts at the GA20 / PIB plaza. A vertical monument of historic or other significance is recommended in the venter of the round-a-bout. This focal point will strengthen the identity of the Town Center and contribute to an attracting place to those driving through the GA 20 / PIB intersection, to enjoy features such as restaurants, shops, and parks.

Round-a-bout





## Conceptual Plans - First Draft



Once the surveys were completed, the design charrette held, and public meetings with the residents of Sugar Hill, stakeholders, mayor and council, it was time to create the first in a series of conceptual master plans. These plans took into account all the information gathered through the market analysis, as well as the written and visual preference survey results.



Plaza



The Study Area visioning process began with visualizing the two major roads, GA 20 and PIB. It was determined that the downtown should be visible from these roads, specifically the intersection of GA20 and PIB, increasing visibility to not only the residents of Sugar Hill, but a large number of vehicles that pass through this intersection on a daily basis.



Conceptual Plan #1

- mixed use/retail/office: 150,000 s.f. overall
- the market study suggests 90,000 - 100,000 s.f. of mixed use is appropriate, based on the long term vision of the city and the expected population growth trends, a more long term development has been shown in the Town Center.
- high density residential: 90 units as well as 20,000-50,000 s.f. available in upper floors of mixed use buildings
- total parking: approx. 750 spaces



Overall, the first draft of the conceptual plan was viewed favorably. There were many aspects of the design that received support, such as the roundabouts, city green space, and the retail anchors. The concept of pedestrian tunnels going under Peachtree Industrial received mixed feelings, with security being the major issue. Some adjustments were made, including:

- removal of townhomes
- incorporate parking into a deck
- additional retail in the long term plan
- increase outdoor seating/plazas
- beautify cemetery

Surface parking was viewed as excessive and over planned for a Town Center Plan. It did not meet the city's goal of a pedestrian friendly and walkable downtown. The idea of combining parking into a deck was discussed, with the possibility of a "green deck", where the top of the deck could be used as a plaza or green space for public use. There was also a general consensus that there should be more retail within the Town Center, possibly with a plaza nearby for outdoor eating or other activities. Another concern dealt with the existing cemetery. All were in agreement that something should be done to define the sacred nature of the facility. Similar to other cemeteries, it was determined that an attractive fence and landscaping would best achieve this goal.





- mixed use/retail/office: 200,000 s.f. overall
- medium density residential units: 35
- total parking: approx 850 spaces (dependant on size of parking deck)



## **Conceptual Plans - Final Revised Draft**



The revised draft represented the changes recommended to the first draft. Upon review it was determined that town homes might be a better fit for a town center atmosphere. This also meets the city's goal to provide an array of housing options. The Market study supports town homes, so it was decided to incorporate them back into the Town Center plan. Another concern was lack of retail area. The original draft had 150,000 square feet of mixed use/retail/office space. The revised draft indicates about 200,000 square feet. For the final revised plan, that number was increased to about 275,000 square feet. Retail space was added along the left side of the proposed City Hall location, to try and bring the retail anchors closer to the middle of the Town Center. This is expected to bring pedestrians into the civic area of the town center. It would also allow for pedestrians to use the common areas and green space. This new retail area could cater to businesses such as restaurants, ice cream shops, coffee shops, and other dining establishments that incorporate outside seating overlooking the parks.

Conceptual Plan #3



- mixed use/retail/office: 275,000 s.f. overall
- high density residential: 90 units as well as 30,000-60,000 s.f. available in upper floors of mixed use buildings
- total parking: approx 850 spaces (dependant on size of parking deck)

## Conceptual Plans - Final Concept Plan



The final revised Concept Plan received significant support from the community and city officials. The final revision to the plan was changed to reduce the two proposed pedestrian tunnels to one tunnel, connecting the Church and the proposed City Park. This would create safe and convenient pedestrian access to the downtown area from the Sugar Hill Life Church.

The final Conceptual Plan received support from the Mayor and Council, private stakeholders, and Sugar Hill citizens. Additionally it accomplishes the following goals and objectives set out by the LCI and the City of Sugar Hill:

### LCI:

- efficient land use and mixture appropriate for future growth, including revised land use regulations
- transportation demand reduction measures
- internal mobility requirements
- mixed income housing
- continuity of local streets and development of interconnectivity
- need/identification of future transit circulation systems
- connectivity of transportation system to other centers
- community involvement in planning process as well as implementation support
- stakeholder participation and support
- public and private investment policy

### City:

- provide affordable housing to residents
- provide mixture of retail, office, dining, and family entertainment to meet current and future needs
- create short, intermediate, and long term goals to enhance intermodal connectivity within Study Area
- enhance pedestrian linkages within Study Area
- enhance aesthetic infrastructure
- increase economic diversity and employment opportunities
- improve tax base in order to facilitate future projects
- improve position and image within county, leading to more economic opportunities

## Conceptual Plans



Conceptual Plan #4



- mixed use/retail/office: 275,000 s.f. overall
- high density residential: 90 units as well as 30,000-60,000 s.f. available in upper floors of mixed use buildings
- total parking: approx 850 spaces (dependant on size of parking deck)



## FIVE YEAR IMPLEMENTATION PLAN

### Transportation Projects

| Description   | Type of Improvement | Design Year | Design Costs     | ROW Year | ROW Costs        | Construction Year | Construction Costs | Total Project Costs | Responsible Party | Funding Source | Local Source | Match Amount |
|---|---------------------|-------------|------------------|----------|------------------|-------------------|--------------------|---------------------|-------------------|----------------|--------------|--------------|
| West Broad Street Reconstruction - Road, sidewalk, curbing, round-a-bouts, crosswalks, trees, lighting, underground utilities | Road and Pedestrian | 2006        | \$100,000        | 2007     | \$0              | 2008              | \$1,100,000        | \$1,200,000         | City              | City           | N/A          | N/A          |
| Hill Crest Drive Reconstruction - Road, sidewalk, curbing, crosswalks, trees, lighting, underground utilities                 | Road and Pedestrian | 2006        | \$75,000         | 2007     | \$0              | 2008              | \$770,000          | \$845,000           | City              | City           | N/A          | N/A          |
| New Town Center Roadway Construction - Road, sidewalk, curbing, crosswalks, trees, lighting, underground utilities            | Road and Pedestrian | 2006        | \$90,000         | 2007     | \$100,000        | 2008              | \$980,000          | \$1,170,000         | City              | City           | N/A          | N/A          |
| New Sidewalk Construction on GA 20  | Pedestrian          | 2006        | NA               | NA       | \$0              | 2008              | \$0                | \$0                 | GADOT             | State          | N/A          | N/A          |
| Town Center Wayfinding Signage  | Multi-Purpose       | 2007        | \$45,000         | NA       | \$0              | 2008              | \$125,000          | \$170,000           | City              | City           | N/A          | N/A          |
| New Intermodal Station  | Multi-Modal         | 2007        | \$50,000         | NA       | \$20,000         | 2009              | \$400,000          | \$470,000           | City              | City           | N/A          | N/A          |
| New Pedestrian Tunnel Under GA 20   | Pedestrian          | 2008        | \$100,000        | NA       | \$0              | 2009              | \$1,000,000        | \$1,100,000         | City              | City           | N/A          | N/A          |
| <b>Totals</b>   |                     |             | <b>\$480,000</b> |          | <b>\$120,000</b> |                   | <b>\$4,375,000</b> | <b>\$4,855,000</b>  |                   |                |              |              |

### Administrative and Regulatory

| Description                                | Type of Improvement | Design Year | Design Costs     | ROW Year | ROW Costs  | Construction Year | Construction Costs | Total Project Costs | Responsible Party | Funding Source | Local Source | Match Amount |
|--|---------------------|-------------|------------------|----------|------------|-------------------|--------------------|---------------------|-------------------|----------------|--------------|--------------|
| Adoption of Town Center Master Plan        | Administrative      | 2005        | \$85,000         | NA       | \$0        | NA                | \$0                | \$85,000            | City              | City           | N/A          | N/A          |
| Adoption of Regulation Updates             | Regulatory          | 2006        | \$100,000        | NA       | \$0        | NA                | \$0                | \$100,000           | City              | City           |              |              |
| Formation of Urban Redevelopment Authority | Administrative      | 2006        | \$10,000         | NA       | \$0        | NA                | \$0                | \$10,000            | City              | City           |              |              |
| <b>Totals</b>                              |                     |             | <b>\$195,000</b> |          | <b>\$0</b> |                   | <b>\$0</b>         | <b>\$195,000</b>    |                   |                |              |              |

## Implementation



| Public Spaces   |                     |             |                  |          |                  |                   |                    |                     |                   |                |              |                |
|---|---------------------|-------------|------------------|----------|------------------|-------------------|--------------------|---------------------|-------------------|----------------|--------------|----------------|
| Description   | Type of Improvement | Design Year | Design Costs     | ROW Year | ROW Costs        | Construction Year | Construction Costs | Total Project Costs | Responsible Party | Funding Source | Local Source | Match & Amount |
| Town Center Park - Passive and Active Areas and Amenities | Community Benefit   | 2006        | \$90,000         | 2007     | \$200,000        | 2008              | \$660,000          | \$1,140,000         | City              | City           | N/A          | N/A            |
| Installation of Passive Parks (3)                         | Community Benefit   | 2007        | \$60,000         | 2007     | \$175,000        | 2008              | \$240,000          | \$475,000           | City              | City           |              |                |
| Installation of Public Art                                | Community Benefit   | 2007        | \$50,000         | NA       | \$0              | 2009              | \$250,000          | \$300,000           | City              | City           |              |                |
| Community Activity Center                                 | Community Benefit   | 2008        | \$200,000        | NA       | \$75,000         | 2010              | \$2,800,000        | \$3,075,000         | City              | City           |              |                |
| <b>Totals</b>   |                     |             | <b>\$400,000</b> |          | <b>\$450,000</b> |                   | <b>\$4,140,000</b> | <b>\$4,860,000</b>  |                   |                |              |                |

| MISCELLANEOUS              |                     |             |                  |          |                  |                   |                    |                     |                   |                |              |                |
|----------------------------|---------------------|-------------|------------------|----------|------------------|-------------------|--------------------|---------------------|-------------------|----------------|--------------|----------------|
| Description                | Type of Improvement | Design Year | Design Costs     | ROW Year | ROW Costs        | Construction Year | Construction Costs | Total Project Costs | Responsible Party | Funding Source | Local Source | Match & Amount |
| Community Parking Facility | Parking             | 2008        | \$300,000        | 2009     | \$200,000        | 2011              | \$3,300,000        | \$3,800,000         | City              | City           | N/A          | N/A            |
|                            |                     |             |                  |          |                  |                   |                    |                     |                   |                |              |                |
|                            |                     |             |                  |          |                  |                   |                    |                     |                   |                |              |                |
| <b>Totals</b>              |                     |             | <b>\$300,000</b> |          | <b>\$200,000</b> |                   | <b>\$3,300,000</b> | <b>\$3,800,000</b>  |                   |                |              |                |

The long term (11-25 years) projects would include the following:

- a study and possible inter modal transportation center, including bike racks, bus stops, park-n-ride, and pedestrian hub
- continued aesthetic enhancement of streetscapes
- encouragement of pedestrian linkages within the Study Area
- continued mixed use/retail/residential development as needed based on market demands

## Conclusion



In conclusion, the Town Center Master Plan meets the goals and objectives of both the ARC LCI guidelines, and the goals and objectives of the City of Sugar Hill. The Plan utilizes a market driven approach that satisfies the need to offer an affordable range of house, mixed use development, emphasis on the pedestrian and inter-modal opportunities and the overall connectivity within the Study Area. Moreover, the ideas, concepts and action items outlined within represent the long term vision of the City as it looks towards the future and plans progressively for the health, safety and welfare of the community.

The following 19 pages contain the Sugar Hill Town Center written survey. A total of 497 citizens were surveyed, and their input was used in the design process of the Sugar Hill Town Center Master Plan.







The following 21 pages are the results of the referred Development Survey, each photo was given a score by the citizens of Sugar Hill. The score represents how appropriate they felt the picture was for the new downtown. The lower the number, the more appropriate the picture fits into the future of Sugar Hill. The information gathered from these pictures was used not only in the design process, but also in creating standards for new development in the Town Center study area.

## Acknowledgements



CLARK PATTERSON ASSOCIATES  
4000 SMITHTOWN ROAD, SUITE 200  
SUWANEE, GA 30024



JORDAN JONES & GOULDING  
6801 GOVERNORS LAKE PARKWAY  
NORCROSS, GA 30071



ROBERT CHARLES LESSER & CO., LLC.  
999 PEACHTREE STREET, SUITE 2690  
ATLANTA, GA 30309